

**Manchester City Council  
Report for Information**

**Report to:** Resources and Governance Scrutiny Committee - 8 November 2022

**Subject:** Workforce Equalities Strategy Implementation Update

**Report of:** Director of Human Resources, Organisation Development and Transformation

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**Summary**

Manchester is a diverse and vibrant city, and our workforce should reflect and celebrate that diversity at all levels of the organisation.

This report provides members with an update on progress to date to increase diversity, ensure we are an inclusive employer and to challenge discrimination.

Members of staff from across the organisation who have direct experience of our implementation of the Workforce Equality Strategy will attend the Committee to give an account of their experience and answer questions.

**Recommendations**

The Committee is asked to:

- 1) Note the progress to date
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**Wards Affected:** All

<b>Environmental Impact Assessment</b> - the impact of the issues addressed in this report on achieving the zero-carbon target for the city
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The Workforce Equality Strategy focuses on inclusion and increasing diversity of thought, backgrounds, and perspectives within the workforce. This impacts on the way that we work and our Zero Carbon agenda.
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<b>Our Manchester Strategy outcomes</b>	<b>Summary of how this report aligns to the OMS</b>
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	The public sector is a major employer in Manchester so if we can recruit more from Manchester residents it will contribute to this outcome. The city council should reflect the communities of Manchester fully and at all levels.

A highly skilled city: world class and home-grown talent sustaining the city's economic success	Employees who work for the city council and live in Manchester will receive skills development.
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	Employees who work for the city council and live in Manchester will make a positive contribution to the city. When the City Council is fully reflective of the communities we serve, we will be an exemplar of a progressive and equitable employer.
A liveable and low carbon city: a destination of choice to live, visit, work	Not directly relevant
A connected city: world class infrastructure and connectivity to drive growth	Employees who work for the city council and live in Manchester will have their technological skills improved, reducing digital deprivation

### Contact Officers:

Name: Deb Clarke  
Position: Director HR, OD&T  
Telephone: 0161 245 7519  
E-mail: deb.clarke@manchester.gov.uk

Name: Michael Salmon  
Position: Strategic Lead Talent and Diversity  
Telephone: 0161 245 7519  
E-mail: michael.salmon@manchester.gov.uk

Name: Suzanne Grimshaw  
Position: Head of Organisation Development  
Telephone: 0161 245 7519  
Email: Suzanne.grimshaw@manchester.gov.uk

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

Workforce Equalities Strategy report to Resources and Governance Overview  
Scrutiny October 2021

## **1.0 Background**

- 1.1. In 2019 an external review of race issues in the workforce of the Council was commissioned. This review was finalised in November 2019. The commission aimed to understand the extent to which our organisational culture and values, reinforced by our policy approach and behaviours, support inclusive employment practices, and recognise and respect differences.
- 1.2. The findings of the review were published in 2020 and to make progress with pace a working group was established to take the recommendations forward. Over a 12-week period a group of c90 employees from across the organisation met and considerable progress was made to implement the recommendations. An update is provided in this report.
- 1.3. In addition, the working group recommended the development of an overarching Workforce Equality Strategy (WES), and the latest version of that strategy came to the Resources and Governance Overview and Scrutiny Committee in October 2021.
- 1.4. This report updates the Committee on progress in the last 12 months and sets out the work in hand and planned.

## **2.0 Award winning**

- 2.1. Although of course our purpose is to create a place where everyone can be themselves and thrive, it is great for Manchester and for everyone who has been working so hard on this to have their efforts recognised.
- 2.2. In April 2022 our Human Resources and Organisational Development (HROD) team won the 'Best Inclusion and Diversity Programme/Initiative' at the PPMA awards. The PPMA is the 'Public sector People Managers Association' and includes most senior HR and OD leaders in the UK. This is a prestigious national award and has led to the City Council being invited to share our practice and progress with organisations including Southeast Councils and a PPMA seminar. In turn this led to an article in 'People Management' where our Director was interviewed about what we have been doing. People Management is the national magazine of the Chartered Institute of Personnel and Development, the professional organisation for HROD.

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

### **3.1. Leadership Pathway programme**

Following the successful completion of the pilot programme in October 2021, we launched two further cohorts in 2022. The first in June and the second in September 2022 which is due to be completed by the end of November. To date, 48 of our Black, Asian, and minority ethnic colleagues 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 4 programmes planned to be delivered over the next 2 years with a total of 18 staff on each programme. The Committee will hear from a participant on one of these programmes on their experience of going through it.

### 3.2. **Apprenticeships**

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 comms channels with information on apprenticeships, speaking to our Race Equality network groups and working closely with senior managers within each directorate.

- 3.3. Apprenticeships have allowed our staff to combine their current roles with part-time learning and in addition to the qualification, the valuable skills, knowledge, and experience gained will help support progression into senior roles within the organisation.

### 3.4. **Work Experience**

In June 2022, the Talent & Diversity team (within HROD) relaunched a new refreshed Work Experience offer. This encompasses hosting students from Manchester schools, colleges, and universities. The offer also includes supporting students studying T-Level qualifications as well as young people studying degrees who want to come and complete a placement linked to their studies. The offer has been refreshed to include Manchester residents aged 24 and over, not currently in work, providing opportunities to come and 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 diverse communities.

- 3.5. In July, the service hosted work experience placements for 18 young people from schools across our city. The week was a combination of time within different Council teams and a corporate offer of induction. This helped the young people to learn about the values and principles our organisation. Looking ahead, we have committed to hosting 12 Manchester Metropolitan University (MMU) students on 12-month paid placements. These placements will allow students to share their expertise in the organisation while developing their skills and knowledge. MMU will support this work encouraging students from their 'First Generation' (of students to go to university in their family) scheme to apply for these placements.
- 3.6. In November 2022, the Council welcomes the first 2 of 4 T-level students into the organisation. Work is underway with our partners in the Department for Work and Pensions (DWP) in identifying adults who would want to gain work

experience with us. The Talent & Diversity team are currently working with the Neighbourhoods directorate to set up a 2-week placement for two adults.

### **3.7. Increased visibility at career fairs**

As the emphasis of our work to strengthen pathways into the organisation for residents has become clearer to our partners, the HROD service are now increasingly being invited to career fairs across the city in a variety of settings (schools, colleges, universities and within the community).

3.8. In September 2022, the service attended a carers fair held at Alfurqan Centre (located in Rusholme) and spoke to over 90 residents who were interested in working for the Council. Officers were able to show residents live vacancies, help to set them up for vacancy alerts on their phones and gave advice on how to apply for roles.

3.9. The service continued to reach out with partners, recently attending a 'Getting into the Civil Service and Local Government' webinar hosted by The University of Manchester. Officers were able to speak directly to students about the benefits of working for the Council, as well as providing updates on live vacancies and our recruitment process. In November, the service will also be attending the MMU Graduate Jobs and Placements Fair.

3.10. In addition to the above, we now also have access to both Manchester universities' jobs portal where we can directly upload our vacancies.

## **4.0 Engagement and Communications**

4.1. HROD are working hand in hand with our colleagues in Communications on implementation of our Workforce Equality Strategy. Some key areas of focus have been.

### **4.2. Talent and Diversity**

There has been increased awareness of the Talent & Diversity team and its goals using corporate communications channels and creating content which is meaningful to colleagues. By using the intranet (an all-staff communications tool backed by corporate investment), staff stories, blogs and engagement events have helped to inform colleagues of the opportunities available. Also, the promotion of key initiatives through content creation, use of digital communications channels and production of assets, such as: Leadership pathway and LeadHERship (programme for women of colour), Let's Talk About Race as outcomes of the Race Review, Apprenticeships and the Kick Start Scheme and the development of the Third-Party Harassment policy.

### **4.3. Our Manchester**

Communications supported the launch of the Our Manchester 5<sup>th</sup> behaviour 'We show that we value our differences and treat people fairly' and the refresh of the Our Manchester Experience through updated materials to enhance

inclusivity and encourage conversation. Staff stories are all written in the language and tone of our values and behaviours – putting colleagues at the heart of what we do, which demonstrates the Councils culture.

#### **4.4. Staff Equality Networks**

Communications work with the equality network chairs and invite stories from members as there are no barriers to having their voices heard or seen in staff communications. Staff are encouraged to tell their story and work together with Communications to decide how best they are shared. For example, in Spotlight or a blog in the Forum. The intranet has been developed with content that enables staff to access the networks and engage in activity, including the recent 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.

#### **4.5. Accessibility**

Communications champion accessibility. To support the organisation, adopt these behaviours and make sure we are truly providing a workplace for all, communications have put together Digital e-learning SCUPLT training and created a series of 'how to guides. The team feature accessibility prominently and regularly in our communications and continue to work with stakeholders to ensure accessibility is recognised and acted upon by everyone. This work forms part of the Digital, Data, and Insights workstream of the Future Shape of the Council programme.

#### **4.6. Staff centered**

Our communications channels provide a platform for colleagues to be seen and heard. While we are conscious of increasing visual representation in our content, our communications are diverse in culture, religion, and other characteristics. Diversity over tokensim. We celebrate personal and professional achievements which better connect staff as it raises greater awareness of factors which can contribute to an improved workplace/colleague experience. This has included highlighting key awareness days, months, and signposting staff to engage in activities/conversations, so nothing is contained to a moment in time.

#### **4.7. Professional development**

Continued learning and development is taking place within the communications team to ensure our communications are inclusive and accessible. The team have equalities champions within the team and use a series of tools to ensure inclusivity.

### **5.0 Leadership, Organisation Development and Learning**

- 5.1. The Council has recently endorsed the creation of a post of Joint Director of Equalities, Inclusion and Engagement working across the City Council and

Health, which is being undertaken by a woman of mixed heritage (White and Asian) and a Black woman is temporarily acting as Director of Public Health (while the current Director of Public Health supports the Chief Executive by acting as Deputy Place Based Lead) and a member of Senior Management Team. These appoints, and the expertise of both individuals will help to challenge and support the organisations progress.

## 5.2. **Inclusive Leadership Masterclass**

The highly interactive workshop (introduced in April 2021) was designed to equip our leaders with the confidence and skills to enhance inclusion in the workplace, as well as role model inclusive behaviours in their everyday interactions. The session explores inclusive leaders using a conscious inclusion model of leadership and creates a safe space for participants to learn, reflect and encourage peer to peer learning.

- 5.3. To date 373 managers grade 10+ have attended including 117 members of Senior Leadership Group. This has been used as a springboard for senior leaders setting annual equality objectives and individuals being identified to coach and mentor people on programmes such as the leadership pathway referred to in paragraph 3.1.

## 5.4. **OM5B – development and embedding**

The Our Manchester fifth behavior (OM5B) has been developed to reinforce our commitment to being an equal, inclusive, and fair organisation. Whilst equality was threaded through the other behaviours, staff told us that we needed to strengthen our commitment to equality. 50 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 it worked for all. This focuses on a clear call to action: **We show that we value our differences and treat people fairly.**

- 5.5. The Organisational Development team have run a series of 'Our Manchester Out and About' sessions, visiting our workforce to distribute materials and speak with them directly about the Our Manchester behaviors, the development of the fifth behavior and how they can embed it within their teams. The team's final event in the series ran at the Town Hall Extension and invited all the staff equality networks along to share their insights about how we can further embed the behaviour. This is being followed up with attendance at team meetings and different forums (e.g., presenting to the Race Equality Staff Network) to continue the conversation.
- 5.6. The Organisation Development team are now in the development stage of a new activity to embed the fifth behaviour to feature in the Our Manchester Behaviours Toolkit. This includes 'ideation sessions' with staff involved in the creation of the behaviour and members of staff networks. A briefing pack and resources have been created to share best practice, with examples of where teams and services do this effectively. This will be distributed to the entire workforce along with the new activity when launched. Embedding the fifth

behaviour will also be included in the manager accountability framework and more out and about sessions which are to be confirmed.

#### 5.7. **Corporate Induction**

The Corporate Induction was redesigned after the COVID-19 pandemic, with renewed focus on the Manchester City Council Strategy, Corporate Priorities, Our Manchester Behaviours and Equality, Diversity, and Inclusion (EDI). Work has taken place with staff, managers and services looking at best practice to develop a new offer that we are confident provides an exciting, comprehensive, and consistent induction experience. The new corporate induction covers an introduction to the 5 Our Manchester Behaviours, using group discussion on why the behaviours are important and how individuals can demonstrate them within their roles. The same activity is used when we discuss equality, diversity, and inclusion.

5.8. To date, since the Corporate Induction was redesigned

- 9 Sessions have taken place since 26/04/2022
- 229 Officers have attended the sessions to date
- Feedback: 181 Responses have been captured using Microsoft Forms with 100% providing positive responses about their experience on the session.

#### 5.9. **Welcome to the Council pack**

The Working for the Council booklet has been updated and expanded to include a declaration of the Council's commitments to being a more diverse and inclusive organisation. The EDI section now introduces the Workforce Equality Strategy and describes how use the strategy to make sure that our workforce fully reflects the rich diversity and talent of the communities we serve at all levels. It also sets out clearly that we have a zero-tolerance approach to any form of discrimination and will quickly make changes to address issues.

5.10. The dedicated Senior Leadership Induction pack mirrors the whole council booklet and has the added manager's expectation to EDI as part of the nine basics for Good Managers.

#### 5.11. **Our Manchester Experience**

As mentioned briefly in point 4.3, the Our Manchester Experience has been updated with the fifth behavior and relaunched for all Council staff and partners. During the sessions include discussions on how the fifth behavior came about, why it's important, and what we need to do with it. The experience reinforces that it is a behavior rather than a value, therefore it is something that we need to *do*, to action, rather than just believe in.

Participants work in groups to explore three questions...

- What does inclusivity mean to you?



- How can your team be more inclusive?
- What can Manchester City Council do to promote inclusivity more across its residencies and communities?

5.12. The combination of smaller and larger group discussions used on the Our Manchester Experience, give people the opportunity to explore conversations further and share ideas with other staff. This is used to not only to spread the word of the fifth behavior, but to get each participant to think about what inclusivity looks like to them personally, to their team and finally to all of Manchester and our residents. This is a direct way that we can support culture change in the organisation - The more positive, constructive, and inclusive conversations individuals have within their team, the more likely their team members will go on to have positive, constructive, and inclusive conversations with those they meet and so on – a ripple effect.

### 5.13. **Awards for Excellence**

For the first time, a dedicated EDI category was introduced to Awards for Excellence. 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.

5.14. 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 unconscious 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.

5.15. Due to the event taking place in Ramadan, timings were adjusted to allow for colleagues who were fasting to eat at the same time as everyone else and therefore providing all guests with the same event experience.

5.16. The diversity of nominees and finalists are now being monitored against the workforce profile of the organisation to gain a better understanding of who engages with Awards for Excellence and where minority groups might be underrepresented.

### 5.17. **Corporate Events and engagement – equality monitoring**

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.

### 5.18. **Staff Survey**

To reflect our work and commitment to equality we have changed questions, with a stronger focus on belonging and 'being yourself at work'.

5.19. Equality monitoring has been amended to reflect the specific characteristics identified by staff (such as asexual and pansexual), and better disability/condition categories such as

- Mobility issues, e.g., using a wheelchair or crutches some or all the time, or being unable to walk more than short distances
- Musculoskeletal condition, e.g., back, neck, shoulder, or arm conditions
- Manual dexterity condition, e.g., arthritis Energy-limiting condition, e.g., chronic fatigue, fibromyalgia
- Visual impairment Hearing impairment Speech-related condition, e.g., stammer or stutter
- Mental health condition, e.g., anxiety, stress, depression, bipolar disorder
- Neurodiverse condition, e.g., dyslexia, autism, ADHD Learning disability
- Long-term condition, e.g., diabetes, multiple sclerosis, heart condition, epilepsy, or chronic pain

**5.20. Staff attendance at EDI related training**

The table below provides a breakdown of all the available EDI related training courses, the uptake by staff above and below grade 10+ and total number of hours/days delivered. To note overall, a grand total of 5526 staff have accessed the training for a total of 13,806 hours (1,972 days),

<b>Training Course Name</b>	<b>All Staff</b>	<b>Managers Grade 10+</b>	<b>Staff below Grade 10</b>	<b>Average no. of hours per course</b>	<b>Grade 10+</b>	<b>Below Grade 10</b>	<b>Total number of hours</b>
Anti-Racism and Systems Training	18	2	16	7	14	112	126
Dementia Awareness Training	30	4	26	7	28	182	210
Domestic Violence & Abuse Awareness	5	0	5	7	0	35	35
EL Awareness of Force Marriages	6	0	6	1.50	0	9	9
EL: Accessible Display Screen Equipment	170	1	169	1.50	2	254	255
EL: Autism Awareness	222	1	221	1.50	2	332	333
EL: Avoiding Violence	80	2	78	1.50	3	117	120

<b>Training Course Name</b>	<b>All Staff</b>	<b>Managers Grade 10+</b>	<b>Staff below Grade 10</b>	<b>Average no. of hours per course</b>	<b>Grade 10+</b>	<b>Below Grade 10</b>	<b>Total number of hours</b>
EL: Bullying and Cyberbullying	72	0	72	1.50	0	108	108
EL: Child Sexual Exploitation Level 1	45	1	44	1.50	2	66	67.5
EL: Child Sexual Exploitation Level 2	48	0	48	1.50	0	72	72
EL: Dementia Awareness	85	0	85	1.50	0	128	127.5
EL: Diabetes Awareness	116	0	116	1.50	0	174	174
EL: Digital Equality and SCULPT	485	48	437	1.50	72	656	727.5
EL: Disability Awareness	180	0	180	1.50	0	270	270
EL: Domestic Abuse & Partner Violence	149	0	149	1.50	0	224	223.5
EL: Epilepsy Awareness	107	0	107	1.50	0	161	160.5
EL: Equality and Diversity	540	30	510	1.50	45	765	810
EL: Equality and Diversity in Healthcare	155	0	155	1.50	0	233	232.5
EL: Female Genital Mutilation	26	0	26	1.50	0	39	39
EL: Gypsy & Traveller Cultural Awareness	43	0	43	1.50	0	65	64.5
EL: Hate Crimes	117	0	117	1.50	0	176	175.5
EL: Hidden Harm	42	0	42	1.50	0	63	63
EL: Human Trafficking and Modern Slavery	1	0	1	1.50	0	2	1.5
EL: Let's Talk about Race	674	92	582	1.50	138	873	1011
EL: LGBT Awareness	42	0	42	1.50	0	63	63
EL: Loneliness and Isolation	75	0	75	1.50	0	113	112.5
EL: Loss and Bereavement	36	0	36	1.50	0	54	54
EL: Medication Awareness	252	0	252	1.50	0	378	378
EL: Menopause Awareness	31	1	30	1.50	2	45	46.5
EL: Mental Capacity Act	207	1	206	1.50	2	309	310.5

<b>Training Course Name</b>	<b>All Staff</b>	<b>Managers Grade 10+</b>	<b>Staff below Grade 10</b>	<b>Average no. of hours per course</b>	<b>Grade 10+</b>	<b>Below Grade 10</b>	<b>Total number of hours</b>
EL: Mental Health/Dementia/Learning Dis	146		146	1.50	0	219	219
EL: Moving & Positioning of Individuals	62	0	62	1.50	0	93	93
EL: Overview of Age Discrimination	103	0	103	1.50	0	155	154.5
EL: Palliative Care/End of Life Care	37	0	37	1.50	0	56	55.5
EL: Parkinson's Disease Awareness	12	0	12	1.50	0	18	18
EL: Physical Abuse Awareness	20	0	20	1.50	0	30	30
EL: Privacy and Dignity in Care	80	0	80	1.50	0	120	120
EL: Sexual Abuse & Recognising Grooming	22	0	22	1.50	0	33	33
EL: Understanding Unconscious Bias	1	0	1	1.50	0	2	1.5
EL: Honour Based Violence/Forced Marriage	34	0	34	1.50	0	51	51
Female Genital Mutilation: Recognising &	5	0	5	7	0	35	35
Fire Awareness for Disability Supported	4	0	4	7	0	28	28
Inclusive Leadership Masterclass	459	414	45	7	2898	315	3,213
Let's Talk About Race	79	26	53	7	182	371	553
LGBT + Awareness	21	1	20	7	7	140	147
LGBTQ+ Awareness	1	0	1	7	0	7	7
Mental Capacity Act - Full Day Training	120	6	114	7	42	798	840
Mental Health and Wellbeing Resource Pac	2	0	2	7	0	14	14
Mental Health Awareness & MNG MH In Work	88	14	74	7	98	518	616

Training Course Name	All Staff	Managers Grade 10+	Staff below Grade 10	Average no. of hours per course	Grade 10+	Below Grade 10	Total number of hours
Mental Health Theory BIA	18	0	18	7	0	126	126
Modern Slavery and Trafficking	36	0	36	7	0	252	252
Self-Neglect & Hoarding	58	4	54	7	28	378	406
Self-Neglect with a Focus on MCA	6	0	6	7	0	42	42
Trans Awareness Training	19	1	18	7	7	126	133
Unconscious Bias	20	2	18	7	14	126	140
Understanding Discrimination safe Adults	3	0	3	7	0	21	21
Understanding Domestic Abuse Training	10	0	10	7	0	70	70
Understanding the importance of the Mental Health Act	1	0	1	7	0	7	7
(blank)			0		0	0	0
<b>Grand Total</b>	<b>5526</b>	<b>651</b>	<b>4875</b>		<b>3584</b>	<b>10222</b>	<b>13806</b>
<b>Number of Days</b>					<b>512</b>	<b>1460</b>	<b>1,972</b>

### 5.21. Let's talk about race

After a period of testing at the end of 2021, the 'Let's Talk About Race – Team conversation' was formerly launched by the Chief Executive in February 2022. This made clear the expectation for all Council staff to complete the training over the next year. The training extends the e-learning content (referenced in the table above) into a facilitated team conversation that explores systemic racism, white privilege, racial micro-aggressions, tokenism, and actions to help create an anti-racist Council. To date, Manchester Adult Education Service (MAES) have supported the Talent & Diversity Team to train 97 facilitators (officers from across the organisation) to deliver the training within services to over 700 staff. Further sessions are scheduled to take place across the organisation over the next 6 months continuing to use the train the trainer model. Directorate level approaches are considering the working patterns, time, and capacity of staff to access the training in the most meaningful way.

## 6.0 Recruitment and Selection

- 6.1. Alongside the work described elsewhere in this report, HROD have also been working on transforming the ways in which we recruit and select across the City Council, as follows
- 6.2. **System** – The City Council has for many years used an ‘Applicant Tracking System’ which is shared, along with a website with other Greater Manchester authorities. The system is not fit for purpose. It does not collect usable data about the equality’s characteristics of applicants, those shortlisted and those appointed – making it impossible to diagnose where practice falls short and take remedial action. For managers and applicants, it is ‘clunky’ and difficult to use. We have therefore procured a new system and at the time of this Committee we are in the process of implementing it, with the plan being that it will be fully implemented by January 2023. The new system will be much more intuitive and easier for managers and applicants to use and will give us the data we need to plan improvements.
- 6.3. **Recruitment processes** – The recruitment team have been through a 16-week intensive period of understanding user (managers’, candidates’) experience and planning, testing, and implementing improvements to processes. This will be further extended when we have a new system as above, but we have made what improvements we can while we were waiting for the new system. For example, creating a manager’s dashboard to track recruitment episodes, review of all template documents including adverts and interview invites, simplifying the process, and reducing handoffs, creating SLAs, and developing manager and candidate FAQ’s.
- 6.4. **Diverse Panels** – When we embrace and value the diversity of thoughts, ideas, and ways of working that people from different backgrounds, experiences and identities bring to an organisation, everyone stands to benefit. We also know that it is important to candidates when they arrive for interviews to see a selection panel that reflects their diversity, so we have asked that all selection panels be 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, with managers who are seeking to diversify their panel. The Committee will hear from a member of staff who has taken part in interviews that they would not otherwise have been involved in because of registering on the app.
- 6.5. **Employer Brand** – The new recruitment system brings with it the opportunity to create a new website and to develop a more compelling and appealing brand for the City Council as an employer. From our research, we know that there are two things that appeal above all else about working for the City Council – these are firstly the ability to make a difference to people’s lives, and secondly the passion and pride of working for Manchester. So ‘Make a Difference in Manchester’ will be on the ‘front page’ of the website, and we are currently collecting images and statements from a diverse range of staff across the council who can describe what they do and how it makes a

difference to Manchester. Of course, brand is much more than a strapline – it must reflect the lived experience of employees and be reinforced in other ways, so we are on a journey to realising it fully.

## **7.0 Strengthening the visibility and voice of our staff networks, equality champions and allies.**

- 7.1. Our staff networks, equality champions and allies have been key to the development of the Workforce Equality Strategy. Creating space for them to raise issues, bring ideas forward and hold us to account is vital to maintain trust, make progress and provide rigor.
- 7.2. Feedback from the Women's Equality Network on the Workforce Equality Strategy in October 2022, stated that they can see progress
  - We now have a menopause policy, there are more staff networks, and there is a supported forum for network chairs to come together.
  - We see an SMT member and the Deputy Leader co-chairing the corporate EDI group as positive.
  - New policies and structures are a first step. Policy implementation needs to shape and change behaviour and have impact.
- 7.3. The Women's Equality Network also felt it important to highlight where they still see and feel there is inconsistency and improvements that can be made. Whilst recognising how the work on the race review has made progress and the focus on workplace adjustments will help; the network feel it is important to reinforce the need for more intersectional approaches. They fed back that 'to feel free bring our whole selves to work,' we need support for the whole strategy from all levels of the organisation to improve inclusion as a whole – not just one aspect at a time.
- 7.4. The Pregnancy and Parents Group have shared several areas of feedback that they are keen to work with HROD and Communications to strengthen going forward. This includes updating the policies and procedures around parental leave, where information and support can be found, using more update to date language, and ensuring that our flexible family approach is embedded and delivers (as experiences across the organisation can still be very mixed). Some specific areas such as awareness raising of emergency parental leave, making forms more accessible and user friendly and the way that we capture data around pregnancy and maternity leave are actions that have been raised and can be progressed quickly. The group are keen to see more work developed around workplace culture and good practice guides for managers to make sure that the experiences of staff are more consistent and inclusive practice around maternity and paternity leave becomes standard practice.
- 7.5. HROD will continue to meet with the Equality Network chairs (and deliver wider staff engagement) to make sure that our staff voices inform how the Workforce Equality Strategy evolves and importantly to capture, progress and

monitor its delivery. The Corporate Equalities Diversity and Inclusion Leadership Group (CEDILG) will provide oversight for this work.

- 7.6. The CEDILG has been established by the Strategic 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. It has recently been agreed that the group will be co-chaired by Councillor Joanna Midgley, Deputy Leader. The group's membership also includes the SMT lead for Equalities (a co-chair), the chairs of the staff equality networks, senior members of each directorate who have lead responsibility for equalities for their area, the Head of Reform and Inclusion and the Head of Communications. The group monitors progress against the Workforce Equality Strategy and local action plans in services and reports into SMT at least every six months.

## **8.0 Setting and monitoring targets across a range of measures**

- 8.1. To make sure that our workforce fully reflects our communities at all levels, it is important that our workforce data is regularly updated. The organisation needs to have a series of measures to track progress and targets that we can hold ourselves to account.
- 8.2. As part of the engagement carried out when developing the strategy, people were asked about barriers to updating their personal equalities information. HROD have worked to address the issues that staff fed back, including some staff not being able to identify themselves in the categories we had and not being aware of how the information was being used. The categories were reviewed and expanded. 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 workforce equalities response rates to 95% over the next 2 years.
- 8.3. Completion of personal equalities information by senior managers has improved over the past year and at the time of writing this report stands at 87% for race, 83% for disability and 77% for sexual orientation within the Senior Leadership Group. A renewed effort is being made for senior managers in the Council to complete the data.
- 8.4. The makeup of our workforce has changed since the launch of the Workforce Equality Strategy in October 2021.
- 21% of the workforce were Black, Asian and Minority Ethnic compared to 22% in October 2022.
  - 7% of our senior staff were Black, Asian and Minority Ethnic compared to 10% in October 22.
  - 7% of the workforce cited having a disability or long-term health condition compared to 8% in October 2022 – these figures are the same for our senior staff.



- 8.5. Although these changes do not appear significant the presentation that accompanies this report will unpick some of the base data to show what movement there has been.
- 8.6. The presentation also updates on the work that has taken place in respect of disciplinaries. 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 the Let's Talk About Race) 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.
- 8.7. As a result of this work, disciplinaries with Black, Asian and minority ethnic staff we have reduced from 38% to 26% since 2019/20.
- 8.8. When looking at the profile of our workforce compared to the residents of Manchester, the gap is most evident with the protected characteristics Race and Disability.
- 22% of our workforce is Asian, Black, mixed, or other ethnicities compared to 37% of residents. This reduces to 10% when looking at our most senior staff (those grades 10 and above).
  - 8% of staff have told us they have a disability or long-term health condition compared to 21% of Manchester residents.
- 8.9. Engagement with staff and other key stakeholders such as the trade unions, has been clear on the need for the organisation to set workforce equality targets. A set of targets will be proposed to SMT in the next month. This will initially focus on incrementally increasing the representation in the workforce for Race and Disability between 2022 to 2027. A watching brief will be proposed for all the other protected characteristics, making sure that our actions take an intersectional approach to addressing any gaps. The proposed targets will be shared with the Corporate Equalities Diversity and Inclusion Leadership group for comment and connected to the work around senior equality objectives, the staff survey and the range of activity that is being delivered across the Workforce Equality Strategy.

## **9.0 Creating policies and processes that feel fair to everyone:**

9.1. What follows is a description of how HROD policies have been revised or introduced over the last 12 months and how they support our Workforce Equality Strategy. The forward plan for HROD policies over the next 12 months is also shared below.

### **9.2. Workplace Adjustments**

Strand 6 of the Workforce Equality Strategy sets out our priority to create policies and processes that feel fair to everyone. Key activities within this are:

- To develop a workplace adjustment hub to provide support and advice on supporting with disabilities
- To develop a 'workplace adjustment passport' to record the adjustments that people need so that changes to job, location or manager doesn't result in having the same conversation again.

9.3. To deliver these priorities, a working group has been established which is led by HROD and has key stakeholders from across the Council including Health & Safety, ICT, Estates, Corporate Equalities, Diversity and Inclusion, Trade Unions and Chairs of Staff Equality Network Groups (Disabled Staff Group, Mental Health Group, Neurodiverse Group).

9.4. The Group is currently in the engagement phase:

- Engaging with disabled staff across the organisation to understand their experiences and for disabled staff to influence the development of the workplace adjustment hub and passport.
- Engaging with line managers to understand their experiences and support/training needed.

9.5. It is expected that the workplace adjustment hub and 'passport' will be developed by January 2023.

### **9.6. Trans Inclusion (in the workplace)**

A council employee who is trans faced several issues when trying to change their name on Council systems. The employee was 'dead named' multiple times. A 'say it once' approach was investigated, whereby an employee would only have to inform HR once of a name change.

9.7. The Council uses several systems which hold employee names (e.g., SAP, Xpress Management (Elections), Me Learning, ATS Recruitment portal, Genetec (FM - ID badges) and Liquid logic). Through mapping the systems, it became apparent that a 'say it once' approach would not be feasible. The systems are managed by different teams and some systems require requests for change to come directly from the employee (i.e., the line manager cannot request the name change on behalf of the employee). Some systems also

require proof of legal name change (Deed Poll) for an employee's name to be changed.

9.8. An alternative, checklist approach has been proposed in light of these findings. A list of systems that hold employee names has been produced, containing contact information for the teams/people responsible for updating names on these systems. The checklist can be used between the employee and line manager when the employee wishes to change their name. outlining who (employee or line manager) has specific responsibility for contacting a team/person for each system. Using the checklist should mitigate the risk of an employee being deadnamed, as all the relevant teams/people can be notified of a name change concurrently by the employee and the line manager. As part of this approach, the checklist should be revisited by the line manager/employee to ensure that name changes have been made by the relevant teams. HROD will hold the responsibility for reviewing and updating the checklist at frequent intervals to ensure that contact details for different teams are up to date.

9.9. As part of the communications and engagement to inform staff about the above approach, wider LGBT awareness and inclusion training is being explored for the organisation. This aims to build on the success of a similar training delivered by Proud Trust with staff in Children's & Education earlier this year.

9.10. **Existing policies**

9.11. **Disciplinary Policy and Employee Dispute Resolution (EDR) Policy**

These two key policies were amended 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.

9.12. **Domestic Abuse Policy**

This policy was refreshed to reference the Domestic Abuse Act and to introduce a new contractual entitlement to safe leave, paid special leave for those fleeing abusive relationships.

9.13. **Special Leave Policy**

This policy was amended to reflect that entitlement to safe leave in the Domestic Abuse Policy along with 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. The feedback from the Race Equality Report was also incorporated in the Special Leave Policy,

specifically more inclusive definitions of family and arrangements for staff who may need to travel abroad following a bereavement.

9.14. **New policies**

9.15. **Third Party Abuse and Harassment Policy**

This new policy 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 ASBAT supporting services to act against perpetrators.

9.16. **Annual Leave Policy**

This new policy consolidated in one place all arrangements for annual leave and encourages more consistent and equitable practice across Directorates in agreeing annual leave requests and authorising annual leave carryover.

9.17. **Menopause Policy**

This new policy was launched to raise awareness of the menopause and support employees whose symptoms impacted on them in the workplace.

9.18. **Other policies agreed in the timeframe include the Staff Travel Policy to encourage more sustainable travel, the Expenses Policy which had previously been incorporated in the Travel Policy and the annual Pay Policy.**

9.19. **Accreditation**

In this timeframe our policy work has enabled the Council to gain Disability Confident Leader status, Foster Friendly Employer status, become a member of the Employers Initiative on Domestic Abuse and to gain the GM Good Employment Charter.

9.20. **Zero tolerance**

A key tenet of changes to policies that we have agreed over the past 12 months has been our 'zero tolerance' approach to cases of discrimination.

9.21. **In the last 12 months the Casework team have responded to 10 cases associated with allegations of discriminatory behaviour. Of these 3 resulted in dismissal, 2 employees resigned during disciplinary proceedings, and we are working on 5 live cases. These cases relate mainly to comments made via social media or within the workplace that were clearly offensive and discriminatory in nature.**

9.22. **The outcomes of these cases reflect the zero-tolerance stance the organisation has taken. The Casework Team have been working to develop and encourage a consistent approach to cases of discrimination. The**

dismissals above were examples of discrimination that were overtly offensive and/or abusive in nature. In such cases it is more than likely to result in the employee's dismissal. Mitigation is always considered but would need to be exceptional for a dismissal not to result. For example, an instance where a serious diagnosed mental health condition directly caused the reported behaviour.

- 9.23. There are reported cases associated with discrimination where behaviour is subtle and more difficult to define. Examples of unconscious bias, knowledge gaps or training deficits still needs to be addressed. This might include a range of responses including disciplinary action short of dismissal, training, operational changes etc. Our zero-tolerance approach is not simply related to dismissal but appropriate and proportionate action that considers the circumstances and context. In all cases services have a responsibility to resolve / remedy the issue and prevent reoccurrences.

#### 9.24. **Policy Forward Plan**

Over the next 12 months, HROD plan to introduce and review the following policies:

- Special Severance Payments Policy to be introduced in line with statutory guidance
- Recruitment and Selection Policy to be refreshed to reflect the review of recruitment processes and the emerging Talent and Diversity Strategy
- M People Framework Agreement which dates from 2010
- Capability Policy who links to work in our OD plan
- Managing Probation Procedure to incorporate current best practice
- Secondment, Honoraria and Act Up Guidance, a commitment from the Race Review

- 9.25. There may be statutory requirements included in next year's Employment Bill that will be incorporated in HROD policy, for example statutory neonatal leave and flexible working. There are additionally potential implications from the Retained EU Law Bill, where EU derived law will expire on 31/12/2023 unless the government retains it. This would impact on working time and annual leave, fixed-term workers' rights, part-time workers' rights, agency workers' rights, TUPE, equal pay, and discrimination. No decisions have been communicated now however we will monitor the position.

## 10.0 **Conclusion**

- 10.1. The City Council continues a journey to achieving equality, diversity, and inclusion for its workforce. It is long term commitment that must be supported and regularly reviewed. The work to implement the recommendations from the race review is ongoing and there has been a great deal of progress over the last 12 months. In addition, the development of the Workforce Equality Strategy provides the framework for these actions and those across all protected characteristics to be tracked and scrutinised.

10.2. Members are asked to comment on the progress to date and the Workforce Equality Strategy.