

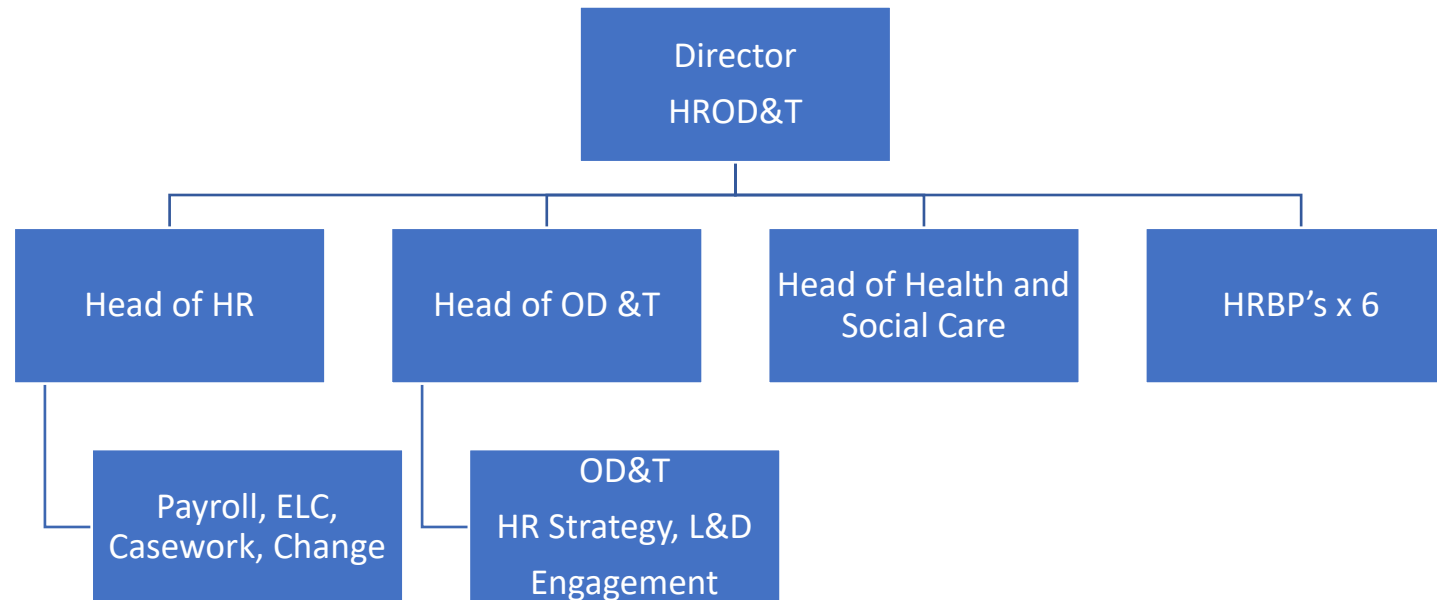
Update on **Workforce Equality**

November 2022

Context

This is an update on progress with the Workforce Equality Strategy since it last came to RAGOS in October 2021, so is a year in review.

Not the subject of this report but for information;



There are 137 posts in HROD,
4 out for recruitment
7 not being filled for various reasons
Vacancy rate 8%
Council overall 20%

Our Vision for 2025

“A place where everyone can be themselves and thrive.”

“A place where our workforce fully reflects the rich diversity and talent of the communities we serve at all levels. “



Our Vision – Summary of aims

“ A place where **everyone** can be themselves and thrive ”

Our workforce fully reflects our communities at all levels

We talk openly and frequently about equality and inclusion

Staff have access to develop and fulfill their potential

Staff will feel free to bring their whole selves to work

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

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

How will we get there...

1



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

2



Educate, develop and build talent in our workforce

3



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

4



Be clear in our zero tolerance to discrimination

5

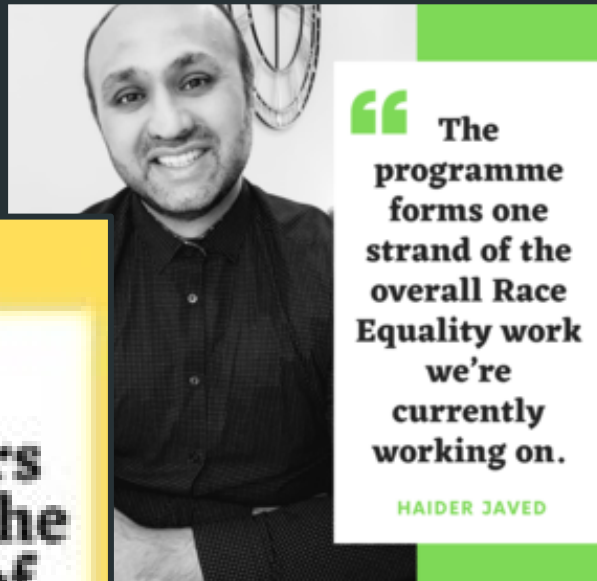
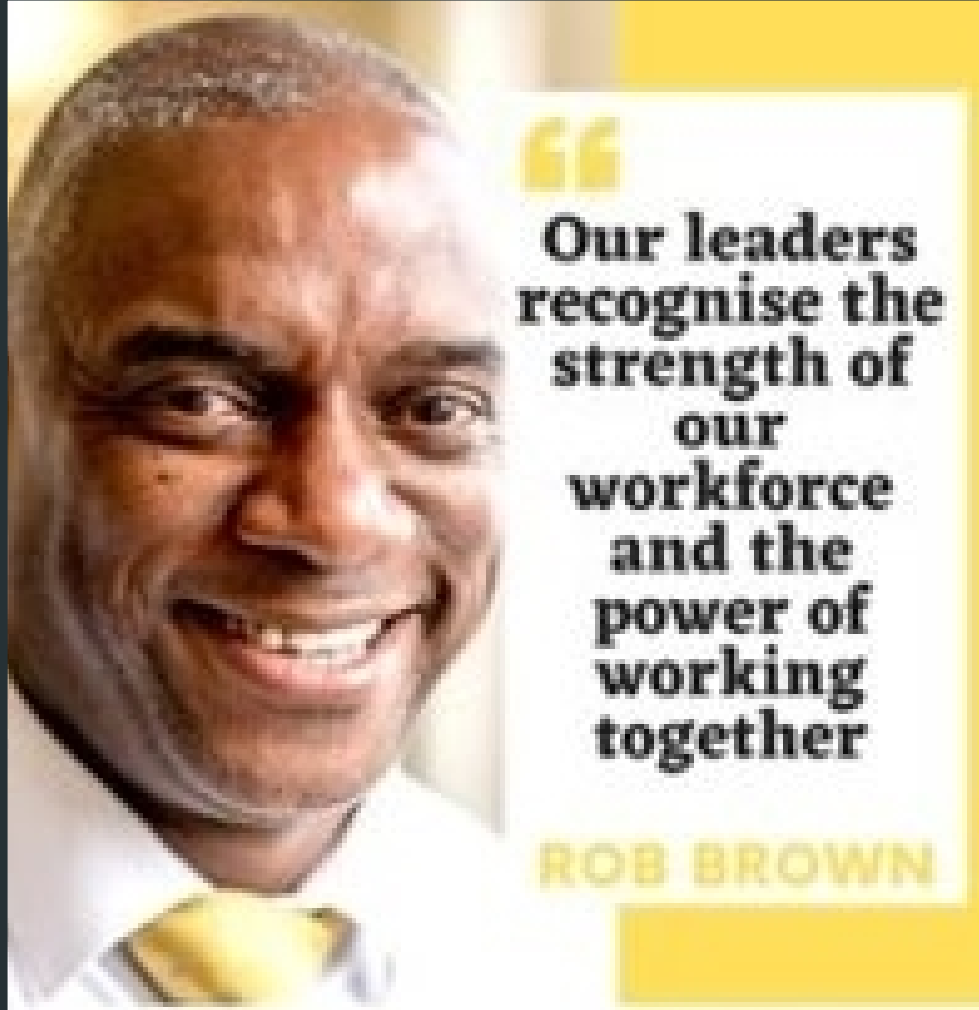


Set and monitor targets across a range of measures

6



Create policies and processes that feel fair to everyone



A workforce that reflects Manchester...

- Apprenticeships
- Trainees
- Work Experience
- Careers fairs

....and Leadership Pathways



**Haider Javed
talks about a
new pathway
to progression**



“ The programme forms one strand of the overall Race Equality work we’re currently working on.

HAIDER JAVED

The Leadership Pathway (for Black, Asian & Minority Ethnic staff)



 Better understanding

 Better equipped

 Increased confidence

▲ 6 (of the 12) participants promoted within 6 months

 Now committed to running 2 programmes a year



LeadHERship
Presented to
Paula Watt

LeadHERship
Presented to
Dr. Aileen
Frances McBride

LeadHERship
Presented to
Monica Linnard

LeadHERship
Presented to
Suzanne Pardo

LeadHERship
Presented to
Korina Brown

LeadHERship
Presented to
Kaleen Green

LeadHERship
Presented to
Taraun Bax

LeadHERship
Presented to
Jerrisa Henry

LeadHERship
Presented to
Shahina Khan

LeadHERship
Presented to
Shahina Khan

LeadHERship
Presented to
Shahina Khan

LeadHERship
Presented to
Lorraine Ward

Impact & Outcomes

BEFORE

29%

of the women
confidently applied for
roles above their grade



AFTER

93%

Of the women
confidently applied for
roles above their grade

7

Have secured promotions to
more senior roles' so far





Leadership Pathway:

**Kemi Omoboye,
Business Analyst,
Reform & Innovation Team**

Staff voice

"A place where everyone can be themselves and thrive" - 2025 Vision

Learning and Organisation Development

- Inclusive leadership
- Corporate Induction and welcome packs
- Our Manchester Experience
- Listening in Action
- Awards for Excellence
- Staff Survey



And a total of **1972** days training last year on equality, diversity and inclusion


[< Back](#)

Leadership course

Inclusive Leadership

by Purple Fusion

Equip yourself with the confidence and skills to role model inclusive behaviours and improve Inclusion in the workplace.

 Length: 2 Hours 30 Mins

Delivered: Virtual

[Find Dates](#)[Share this course](#) 

Our Manchester Behaviours

We work together and trust each other



Illustration of a woman standing on a man's shoulders who is riding a blue scooter.

We're proud and passionate about Manchester



Illustration of a woman pointing towards a man who is giving a thumbs up.

We show that we value our differences and treat people fairly



Illustration of three people: a man in a wheelchair, a woman in a hijab, and another woman.

We 'own it' and we're not afraid to try new things



Illustration of two men, one holding a red flag.

We take time to listen and understand



Illustration of a woman standing next to a small plant growing from a mound of soil.

Creating the fifth behaviour with staff



“Following on from the findings of the Race Review, it was important for Manchester City Council to imbed equality into its everyday culture, but equality was missing from our Manchester

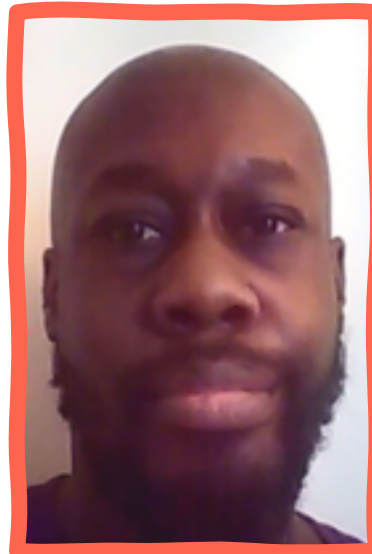
Behaviour. We all as individuals have a duty to offer Manchester regardless of our race, gender, or sexual orientation and this should be accepted within the organisation.

The 5th behaviour is a reminder that we all have a duty to acknowledge our differences and value them. It also reminds us that we should make it our daily aim, wherever we are, whoever we encounter, to treat them fairly – with respect and dignity which we all deserve.

Paula Watt
Project and Support Officer, Corporate Estates

“I have been involved with the LGBTQ Staff Network since it started in 2000, so I was keen to be part of the work creating Our Manchester fifth behaviour. As an out lesbian who has always been comfortable working for the Council, I am keen to foster an LGBTQ friendly atmosphere, and to encourage colleagues to recognise the challenges faced by all protected characteristics”

Lizzie Gent
Resources Officer, Libraries, Galleries & Culture



“I have had constructive engagement with fellow Council colleagues who share my interest in equality, diversity and inclusion and how these are transitioning from being implied to being explicitly stated. Our Manchester’s fifth and newest Behaviour acts as a demonstration of a growing commitment to the continued exploration and promotion of these areas”

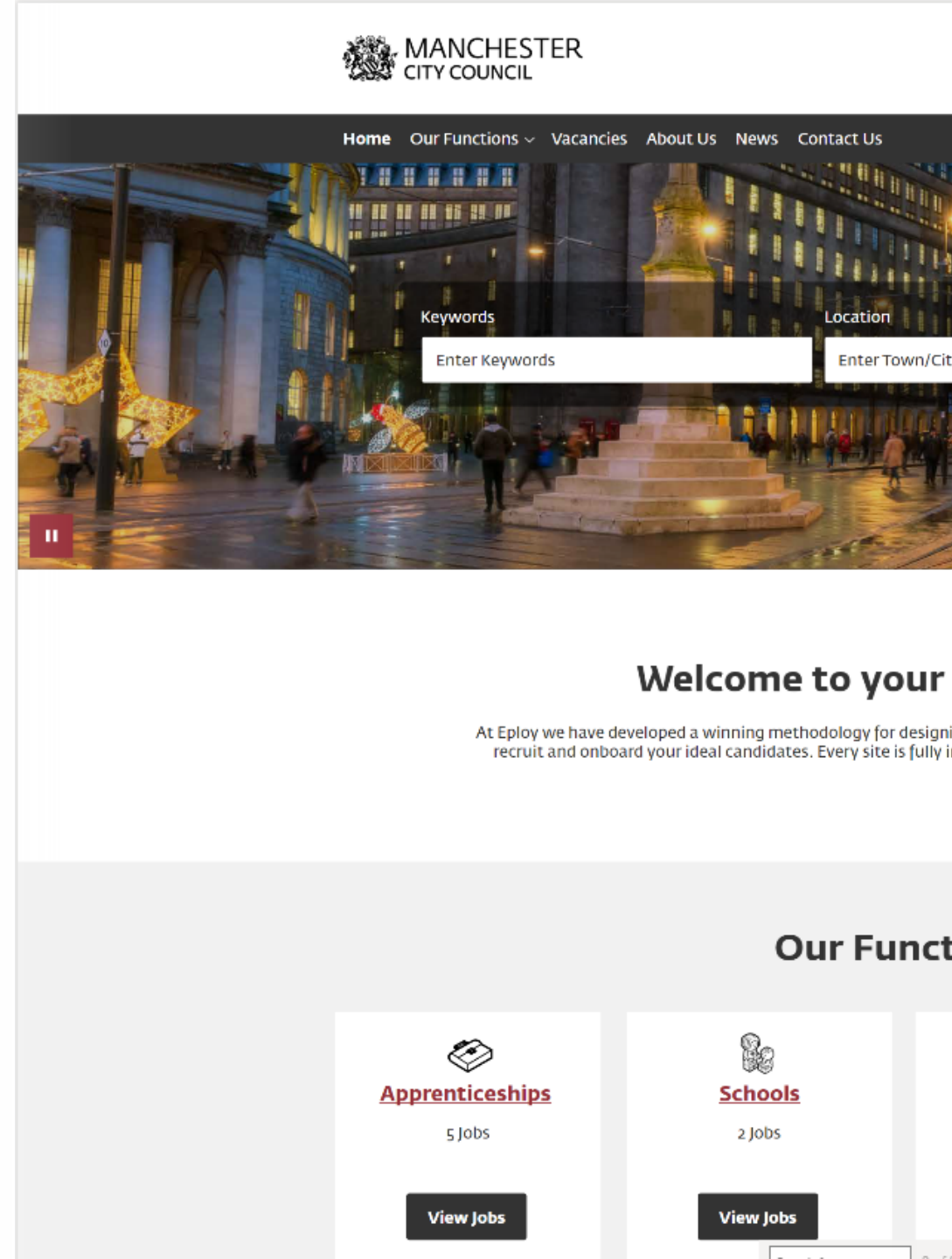
Damian Day
Benefits Officer, Revenues and Benefits Service

Let's Talk About Race – Team Conversation



Recruitment and Selection

- a new system for applicants and managers
- Process improvements in the meantime
- A new website to be designed which invites people to 'Make a difference in Manchester'



Diversity in our Recruitment






Diverse Panels App:

Henry Iyoha,
Commissioning & Contracts Officer,
Children's

Staff voice

"A place where everyone can be themselves and thrive" - 2025 Vision

Equality employee groups 

- [Equality employee groups Home](#)
- [Learning more about our Equality Employee Groups](#)
- [LGBTQ+ group](#)
- [Disabled staff group](#)
- › [The Race Equality Network employee group](#)
- [Women's equality network](#)
- [Pregnancy and parenting group](#)
- [Mental health group](#)
- [Neurodiversity network](#)
- [Over 50s network](#)



Apps





Equality Networks

Jon Atkin - LGBTQ+ Group

Laura McIntosh - Women's Equality Network

Eleanor Fort – Pregnancy & Parenting Group

Staff voice

"A place where everyone can be themselves and thrive" - 2025 Vision

Women's Equality Network: Workforce Equality Strategy Feedback, Oct '22

We 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.

We still see and feel inconsistency.

The work from the race review has made progress. A focus on workplace adjustments will help. But the view through a single lens will only ever make limited progress.

To feel free to 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.

Women's voices:

"A member of the public was racist and abusive to my team members. I raised to senior managers. We have a third party abuse policy, but no e-learning yet."

"Women in my team often use annual leave instead of sick leave for women's health issues"

"I was told that being off work once a month for severe menstrual pain would impact on my progression, as if it was about performance rather than health. Even if there was a way to log this properly I wouldn't feel comfortable. I'd feel like I'd have to prove how bad it is."

"I was put on AMR while I was having treatment for cancer"

"Presenteeism is still a problem. The mostly male team I work for are always in and I am made to feel bad when I work from home. When I am in for a team meeting, someone else is not in and we sit in different pods on our individual screens!"

"The recruitment training I was sent on bears absolutely no resemblance to the actual process. The system is terrible"

"Looking back, the reason I was unhappy, lost all confidence in doing my role and opted into m.people was due to the hormonal impacts of the menopause... I wonder if women affected by menopause or post-natal hormones are overrepresented in m.people?"

"M.people is great for having a go – but it's a tightrope of terror. People need more support."

"Managing a person on an Mpeople placement is hard. They were brilliant and could do more senior work. I had budget but the process wouldn't allow her to be paid for it even temporarily. She missed out on experience, and we missed out on skills. When the placement came to the end, no-one got in touch. She had to chase them. This isn't how to make people feel valued."

Pregnancy & Parenting Group

- WES Feedback

Policies & Procedures

- Difficult to find policies and procedures relating to maternity, pregnancy, parenting and leave.
- Language is often complicated and sometimes negative.
- Lack of knowledge and understanding of policies from managers.
- Parents left searching for information without any guidance from managers as they don't know how to find it either.
- Many parents have learnt about policies from others – felt they couldn't rely on managers or HROD.
- Outdated language used - "date of confinement" etc.
- Adoption leave language is problematic.

Returning from leave

- Poor information available.
- Inconsistent experiences, some managers in communication during leave making the return smoother for example, others came back and relied on speaking to other parents for advice around flexible working etc.
- MCC not as flexible or family-friendly as we advertise ourselves to be – also inconsistent as some have been able to work with manager to agree flexible working arrangements and others had requests denied and were unable to reach agreement with manager.

Parental leave

- Not widely known that emergency parental or carer's leave is available – parents are using annual leave or muddling through.
- Policies and forms are inaccessible, notification of entitlement form has to be set up months in advance - not family friendly.
- There's a desire for policies that support men doing things differently; this will support women to do things differently too - uptake of men taking parental leave is still low.
- Lack of understanding of what shared parental leave is.
- Shared Parental Leave is paid at the basic rate compared to Maternity Leave which is enhanced – this inequality is an barrier to taking shared parental leave
- No info about how grandparents with caring responsibilities can utilise parental leave.

Culture

- Those who change their working pattern need confidence and behaviour change to say 'I have to leave now' when hours are reduced to fit family needs. Often feel guilty having to highlight reduced working hours and reduced capacity for work.
- Some have been made to feel as though they are going on holiday when on mat or pat leave.
- Not easy to challenge meeting times when they clash with caring responsibilities – this should be a consideration when early meetings arranged.
- Experiences are inconsistent across the organisation
- There is a need for good practice guidance for manages

Data

In the WES, the way pregnancy and maternity data is captured is lacking – it is not representative of the organisation or the impact of this protected characteristic.

Abuse and harassment:

**NOT part
of the job**

**Third Party Abuse and
Harassment Policy**

**Employee Dispute
Resolution Policy**

Special Leave Policy

Disciplinary Policy

Menopause Policy

Gemma Walsh talks about the workplace adjustment hub and 'passport'



Working group established to improve the workplace experiences of disabled staff and those with a long-term health condition.

The Working Group will:

- Engage with disabled employees to gain a greater understanding of their experiences, what is working well, what isn't and how we can improve.
- Develop the Council's approach to a workplace adjustment hub
- Develop a workplace adjustment 'passport'

Stakeholders include HROD, H&S, ICT, Estates, Corporate Equalities, Chair of Disabled Staff Group, Chair of Mental Health Staff Group and Chair of Neurodiversity Staff Group.

The Hub will provide support, advice and guidance to disabled employees, those with a long-term health condition and Managers.

The 'passport' is a record of agreed workplace adjustments, so a change of job, manager or location doesn't result in the same conversation

Disciplinary

In 2019/20 black, Asian and minority ethnic staff were more than twice as likely to be subject to disciplinary action



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

Since 2019/20 we have reduced numbers from 38% to 26%

Accreditations

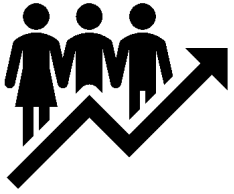


Progress



- The overall number of employees stays more or less the same year on year but tracking progress has to take account of TUPES in and out (Northwards, Catering) and the 'push' for employees to declare their characteristics and of course people can become disabled who weren't previously and vice versa
- Our new recruitment system will make it possible for us to track recruitment much more easily
- In the meantime, if we just look at the overall numbers against our black, Asian and minority ethnic employees and our disabled employees we can see some progress but also areas to keep pressing on..

Progress

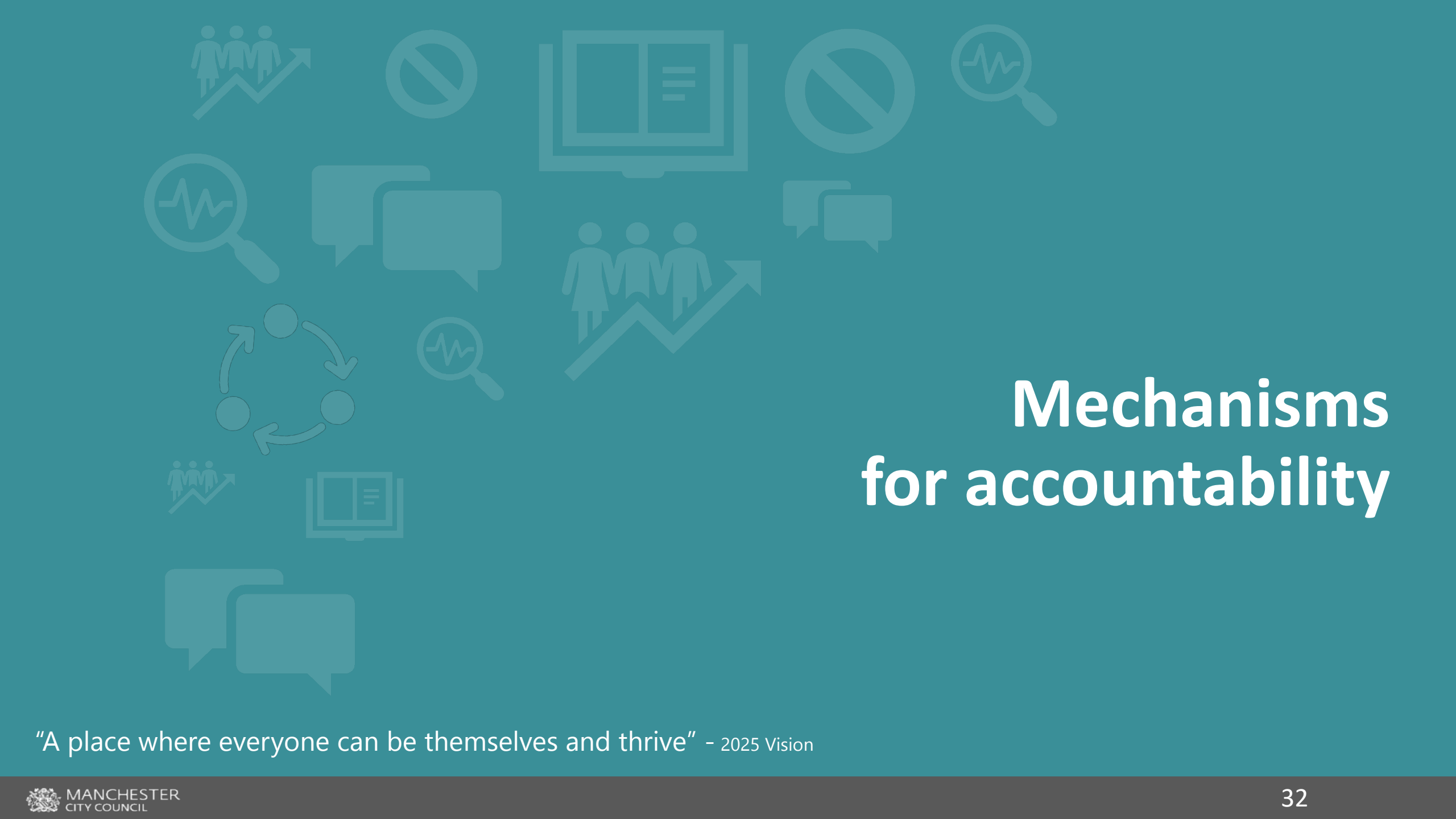


	2021	2022
Number of Black, Asian and minority ethnic staff overall	1,517	1,561
Number of Black, Asian and minority ethnic staff at Grade 10 and above	37	60
Number of Black, Asian and minority ethnic staff on SS grades	6	8

Progress



	2021	2022
Number of staff who are disabled or living with a long term health condition	537	579
Number of staff who are disabled or living with a long term health condition at Grade 10 and above	39	46
Number of staff who are disabled or living with a long term health condition at SS grades	6	8



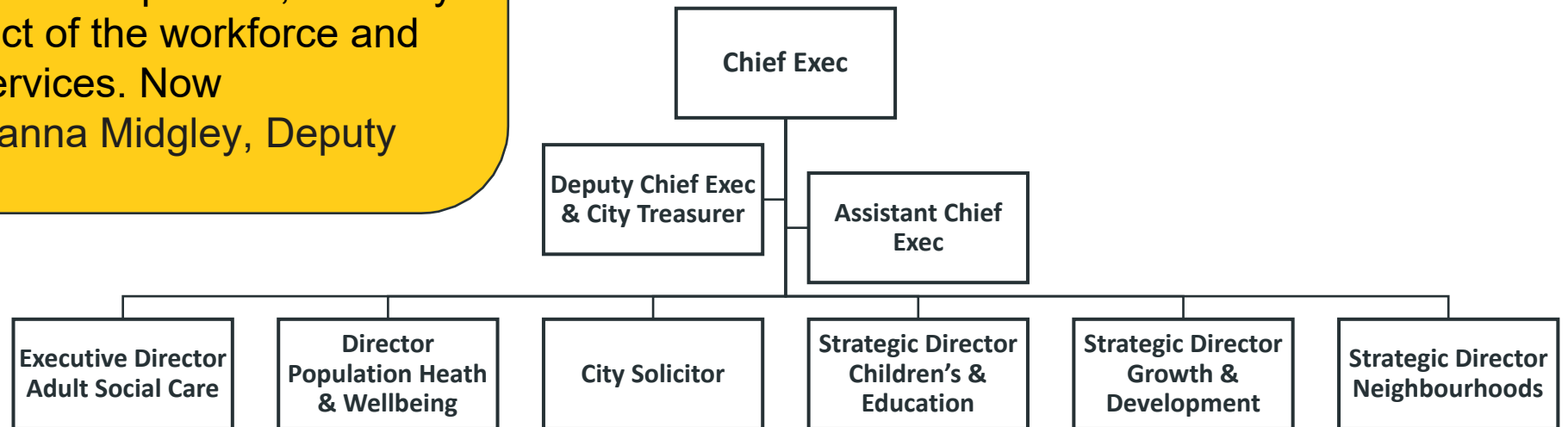
Mechanisms for accountability

"A place where everyone can be themselves and thrive" - 2025 Vision

Mechanisms for accountability

Corporate Equalities Diversity & Inclusion Leadership Group

Established to provide assurance throughout the organisation that actions are being taken in relation to the promotion of equalities, diversity and inclusion in respect of the workforce and the development of services. Now Co-Chaired by Cllr Joanna Midgley, Deputy Leader





The Race Equality Network – Assurance Working Party

Steven Grant, Senior Solicitor,
Children and Families (Legal) Group

Staff voice

“A place where everyone can be themselves and thrive” - 2025 Vision