

# Progress on **Workforce Equality**

Updated Workforce Equality Strategy



October 2021

# Introduction from our Chief Executive Joanne Roney



**This is Manchester - we do things differently here.**

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

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

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

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

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

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

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



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# Manchester

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

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

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

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

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

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

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



## But this is not just a ‘numbers game’.

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

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

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

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

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

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

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

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

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

## ..and people noticed.

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



# What they told us....

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

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

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

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

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

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

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

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



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



# 1 Formal Training

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

## We're making sure that:

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

# 2 Racial Equality Mentoring (reverse mentoring)

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

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

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

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

# 3 Offline Staff Support

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

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

## 'Let's Talk Race in the Workplace'

A race awareness team conversation tool.

### In summary

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

### What it covers

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



### This is only the start.

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

## Inclusive Leadership Masterclass

Equipping leaders with the confidence and skills to enhance inclusion.

### In summary

**Already  
completed by 97  
staff & SMT**

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

### What it covers

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



# Increasing staff representation

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

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

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

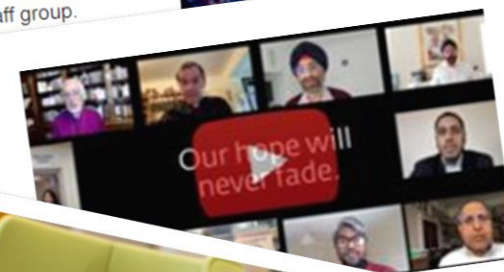
## Snapshot of some of the content:

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

## Jon Atkin looks forward to Pride Weekend

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

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



# Improving Panel Diversity

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

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

## What we did:

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

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

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





# Directorate Level Engagement

Local activity happening across our directorates.

## **'Let's talk about Racism'** (Neighbourhoods Directorate)

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

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

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

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

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

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

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

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

## **Directorate Broadcasts**

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

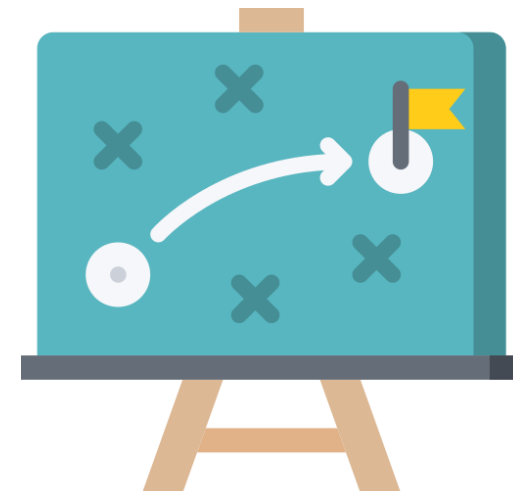
# Workforce Monitoring

## Jul-Sep

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

## Sep-Dec

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







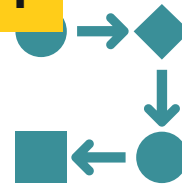
## Strengthening arrangements corporately:

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

The group will include:

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

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



## Building inclusive pathways into employment

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





# Case Studies

## Case Study

# Supporting breast feeding mums in the workplace

“

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

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

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

”

### Team Manager based in the Town Hall Extension



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

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

## Case Study

# Strengthened arrangements to drive Equality and Inclusion

“

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

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

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

”

Jon Atkin

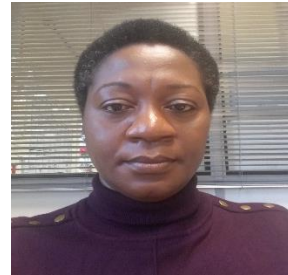
# Staff Development

## Black, Asian & Minority Ethnic Development Programme

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

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

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



**Christianah  
Awodiji**

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

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

## LeadHERship Programme

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

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

# Casework



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

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

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

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

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

## How we did it:

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

# New ways of recruiting

## Neighbourhoods recruitment

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

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

### What we did:

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

### OUTCOME

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



## Senior Recruitment

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

# Creating a More Inclusive Council

Workforce Equalities Strategy 2025

# Foreword from our **Equalities Executive Member Cllr Rahman**



“

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

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

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

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

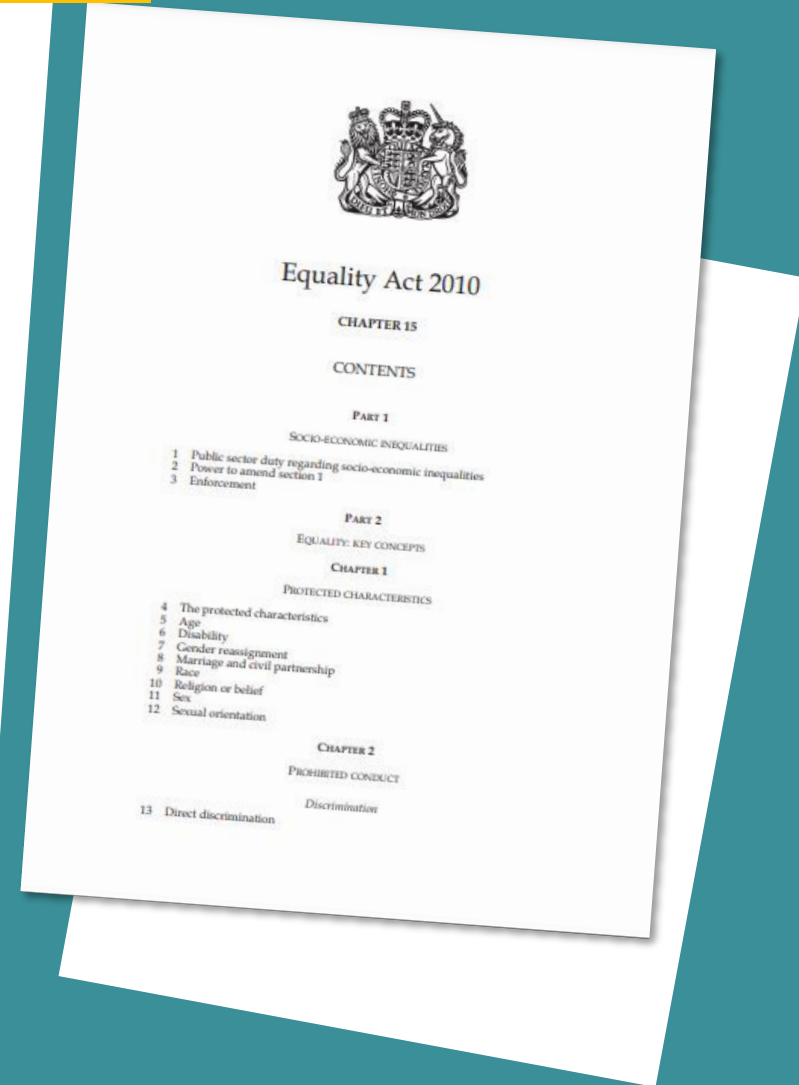
So while I am pleased to be able to report on significant progress, my determination to work with and support officers to make the changes set out in this strategy is undimmed.

”

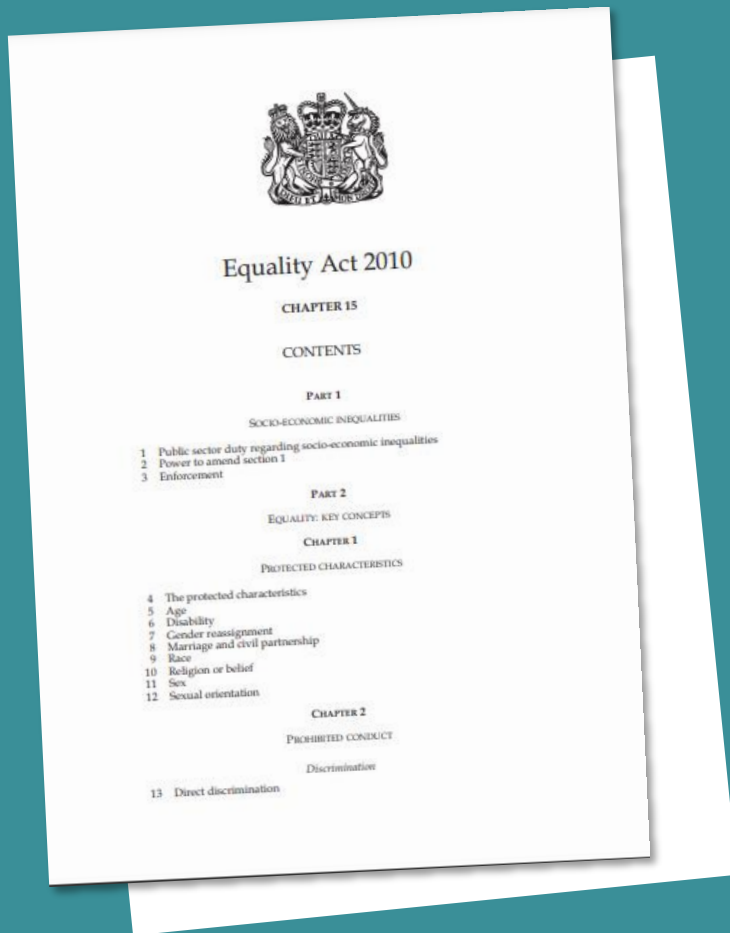


# The Equality Act 2010

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



# 9 Protected characteristics:



Age

Disability

Gender Reassignment

Marriage or Civil Partnership

Pregnancy and Maternity

Race

Religious Belief

Sex

Sexual Orientation

# How we developed this strategy:



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



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



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



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

# Our Vision for 2025

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

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

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

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

# Our Vision – Summary of aims

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

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Our workforce fully reflects our communities at all levels

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We talk openly and frequently about equality and inclusion

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Staff have access to develop and fulfill their potential

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Staff will feel free to bring their whole selves to work

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

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

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# How we'll get there

## Let's face it: This is a huge challenge to get right.

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

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

### What we are delivering:

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

## Strand 1

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



## Strand 2

# Educate, develop and build talent in our workforce

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

### What we are delivering:

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

## Strand 3

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



### What we are delivering:

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

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

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

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

# We will not accept discriminatory behaviour.

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

## What we are delivering:

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



## Strand 4

# Be clear in our zero tolerance to discrimination



## Strand 5

# Set and monitor targets across a range of measures

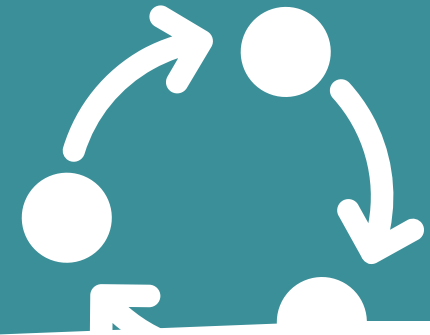
To get this right, we need to use data to drive workforce insights on progress and issues.

### What we are delivering:

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

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

# Create policies and processes that feel fair to everyone



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

### What we are delivering:

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

# How the strategy is connected

## Vision

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

## Aims



Our workforce fully reflects our communities at all levels



We talk openly and frequently about equality and inclusion



Staff have access to develop and 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

## Strands



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



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



Educate, develop and build talent in our workforce



Be clear in our zero tolerance to discrimination



Create more fair and inclusive policies



Set targets and monitor progress across a range of measures



# Measuring Progress

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



# Roadmap

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

# Conclusion

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

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

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

**But our commitment will not change.**

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

"A place where everyone can be themselves and thrive"

**2025 Vision**



# Data and Evidence Sources

# Data Sources

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

# Response Rates

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



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

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

# Current picture [1/2]



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

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

\*19.3% provided this data

# Current picture [2/2]



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

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