

Strand 1 Actions	Completed
Encouraging diverse applicants to our Graduate and Apprenticeship opportunities.	<p>Talent pipeline: Strengthening pathways to employment with MCC</p> <ul style="list-style-type: none"> • Apprenticeships: 111 apprenticeships of which 31% are Black, Asian or ethnic minority backgrounds. Compared to 17% the previous year • Ambitious about Autism: We are hosting students for a ground-breaking employability programme for autistic students and graduates by offering work experience internships, fully funded by the university. • First Generation paid internships: we have committed to hosting 12 Manchester Met University students on 12-month paid placements. • Inclusive recruitment: working with services across the organisation supporting them to create a more inclusive recruitment process. • Work Experience offer. Relaunching. This encompasses hosting students from Manchester schools, colleges, and universities. • T-Level students studying for qualifications or degrees can complete a placement linked to their studies. • Manchester Universities: Access to both universities' jobs portal where managers can upload our vacancies. • Careers Fairs: HROD attend across the city in a variety of settings. Schools, colleges, universities and within the community. • New recruitment system: Eploy brings the opportunity to support the organisation to become an inclusive employer. • Diverse Panels: Are a mandatory requirement for all recruitment campaigns.
Making sure our recruitment is inclusive and designed to attract a talented and diverse workforce.	We have procured and implemented a new Applicant Tracking system . The new system will be much more intuitive. Easier for managers and applicants to use and will give us the data we need to plan improvements.
Better diversity on recruitment panels, with learning material completed by members before taking part.	Every recruitment panel must include at least one member who identifies as Black, Asian or Minority Ethnic. HROD have designed and implemented an 'app and training video'. This matches diverse members of staff who want the experience of sitting on a recruitment panel. Diverse recruitment panels are a mandatory requirement for all recruitment campaigns.
Every induction will communicate the importance of equality, diversity and inclusion, and what is and is not acceptable	The Corporate Induction redesign renewed focus on the Manchester City Council Strategy. It's Corporate Priorities, Our Manchester Behaviours and Equality, Diversity, and Inclusion. The new offer provides an exciting, comprehensive, and consistent induction experience. The new corporate induction covers an introduction to the 5 Our Manchester Behaviours
For specialist recruitment we are monitoring equality information and challenge search partners to provide more diverse shortlists.	Specialist recruitment framework has a criterion which requires recruitment partners to demonstrate experience of attracting diverse candidates to senior leadership posts.

	The Diversity Profile monitors the diversity of senior leadership applicants.
Strand 2 Actions	
Two new staff development programmes are underway. Inclusive Leadership for managers grades 10 and above and Let's Talk About Racism designed for all staff.	<p>We have strengthened and rolled out EDI education and Learning and Development offer.</p> <p>LeadHERship 2 programmes to date. 38 women in total have participated. 14 (36.84%) delegates have secured promotions following the programme.</p> <p>Leadership Pathway 4 programmes to date. 54 people participated. 11 (20.37%) delegates have secured promotions.</p> <p>Let's Talk About Race 137 Facilitators across directorates. 2,345 (31.69%) staff have completed LTAR Team Conversation.</p> <p>Learning & Training 6,574 equality, diversity and inclusion training courses have been attended (this includes menopause awareness, LGBTQIA+ awareness, Autism awareness).</p> <p>Coaching Offer. Rolled out across the Council in Feb 2023. Network of 30 coaches across the organisation.</p> <p>Reverse Mentoring Offer. Currently our Black Asian Minority Ethnic staff share their lived experience as Mentors to senior leaders. 2 cohorts since June 2022 11 leaders completed. Third cohort commenced March 2023, 12 leaders.</p> <p>Inclusive Leadership 421 (71.84%) managers Grade 10+ have attended Including 117 (87%) members of Senior Leadership Group.</p>
Redesigning our corporate induction, with equality and inclusion at the heart of it.	The Corporate Induction redesign is based on the key core elements from the Manager Accountability Framework. And makes the Council's equality commitment explicit to new starters.
New Our Manchester fifth behaviour dedicated to equality. We show that we value our differences and treat people fairly.	A fifth Our Manchester behaviour to strengthen our commitment to equality, diversity and inclusion launched.
Using methods such as Coaching, Mentoring (including Reverse Mentoring) and targeted Learning, such as the Leadership Pathway for Black, Asian and Minority Ethnic Staff.	Coaching Offer rolled out across the Council in Feb 2023. Training offer on how to become a coach provided by Manchester College in April 2023. Reverse Mentoring 2 cohorts since June 2022. 11 leaders completed. Third cohort commenced March 2023, 12 leaders.
Adding an EDI objective to every senior manager's annual appraisal.	All Senior Leaders (SLG) at MCC are required to have a personal workforce equality objective. This forms part of the senior

	performance appraisal. 123 personal workforce equality objectives have been set which equates to a 95% completion rate.
Using data from staff surveys to identify gaps and plan ways to upskill staff on creating an inclusive workforce.	Staff survey Network Update Feb 2023. Staff are seeing improvements being made across the 5 areas of equality. Continue to see high completion rates for the equality monitoring questions at an average of 98%. Staff Networks have a joint work programme with HRODT which sets out priorities and the things that need to be delivered to advance equality.
Strand 3 Actions	
We created a new Talent and Diversity Team HROD, focused on our current and future workforce.	The Talent and Diversity Team was created to help to drive forward and support the way that the Council attracts, recruits and develops and retains staff at all levels. An important part of this is making sure the workforce is more representative of the communities we serve and full of talented and skilled employees at all levels.
Directorate Management Team will nominate a senior manager as lead for Equalities	Each directorate now has a senior 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.	The Corporate Equality Diversity and Inclusion Leadership Group. 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.
Meeting monthly with Chairs of Staff Network Groups to raise issues but also look at intersectional issues.	HROD&T and Network Chairs meeting established to make sure that the voice of our employees is heard. The group provides opportunities for our workforce to develop, influence and contribute to the delivery of the Workforce Equality Strategy.
Recognizing and celebrating diversity through better representation in communications, both internal and external.	Comms and Engagement strategy created setting out the role of communications and engagement in supporting the Council's Workforce Race Equality Review programme. Awards for Excellence Re-introduced Equality, Diversity and Inclusion Award Corporate judging panels included members of Equality Staff Networks who also co-presented the awards at the finale event We've begun to track the EDI statistic for awards nominees, winner and judging panels to ensure these are representative of the workforce
Giving extra support from HROD to our staff network groups.	Responsibility for supporting staff networks transferred from the Equality Team to the Talent and Diversity Team in HROD.

Taking a more human-centered approach to the development of policies, processes and approaches.	We are using a Human Centred Design approach which puts our workforce at the centre of projects. Examples such as how we developed Third Party Abuse & Harassment Policy, zero tolerance statement, performance development and health and wellbeing.
Strand 4 Actions	
Making any discriminatory behaviour grounds for gross misconduct	A revised new disciplinary policy. Approved at Personnel Committee Oct 2021. We have reviewed the level of manager who deals with any case involving an element of discrimination. Now includes a section specifically on equality and that any discrimination of any kind will be usually considered to be gross misconduct.
Taking a zero-tolerance approach to any form of discrimination or harassment from the public, as outlined in the new Third-Party Abuse & Harassment policy.	Adding a zero-tolerance statement to our policies. Including the launch of a brand-new Third-Party Harassment and Abuse Policy. Policy guidance was drafted also.
Adding a zero-tolerance statement to our website, intranet and recruitment site.	Comms campaign launched in July.
Updating our Employee Code of Conduct.	The new code of conduct covers equality, diversity and inclusion.
Covering these expectations of staff in our Induction.	The new corporate induction covers an introduction to the 5 Behaviours and Zero Tolerance.
Monitoring of all cases and complaints by HR and SMT, making sure we are consistent in our approach.	Equality monitoring of HR casework activity (conduct, grievance) is completed every 6 months and shared with Directorate Management Teams. In 2019/20, Black, Asian and Minority Ethnic staff were more than twice as likely to be subject to disciplinary action. We have now reduced this to 26% of all cases.
Strand 5 Actions	
Ongoing campaign to encourage staff to complete their equalities data in SAP.	A communications campaign started in May 2021 to promote the collection of equality data (across all characteristics) which will set out to show why it's so important and to encourage all staff to update their information). Further communications campaign to promote completion of equality monitoring information amongst online staff (SAP users).
100% of SLG to have an equality objective within their annual performance review.	The work above will be 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 in order to progress change in the organisation.
Equality information to be shared with DMTs and SMT monthly.	Workforce Equality profiles for the organisation and by directorate have been produced and will be regularly updated and monitored with SMT and departmental management teams. This baselines the equality breakdown of the workforce against the resident population of Manchester.

Creating an annual workforce report which compares each protected characteristic and grade with the city's demographics.	A workforce diversity profile has been developed which incl. Key measures such as: <ul style="list-style-type: none"> • Workforce vs. Manchester population • Workforce diversity by grade bands • Recruitment & retention • Intersectionality. • HR Casework trends • Staff survey insights
Specific targets on diversity to be built into the retender for Executive Search and Retender to be out by Apr 22.	The scoring of contracts includes equality, diversity and inclusion and the providers experience of attracting diverse talent.
Training on inclusive recruitment to be developed for SLG by Mar 22.	421 (71.84%) managers Grade 10+ have attended Including 117 (87%) members of Senior Leadership Group.
Introduce Ethnicity Pay Gap reporting by Mar 23	Reduced from 6.6% to 4.6% - this is significantly below the mean and media gap for the UK.
Strand 6 Actions	
Reviewing all core workforce policies to remove bias and be explicit in our zero-tolerance approach to discrimination	Policy Improvements. Menopause Policy, Third Party Abuse & Harassment Policy. Zero Tolerance embedded within Code of Conduct, Disciplinary & Employee Dispute Resolution Policies.
Create a new workplace adjustment hub to provide advice and information on supporting staff with disabilities.	Developing a Workplace Adjustment Hub which will provide support, advice and guidance to disabled employees and those with a long-term health condition.
Commit to becoming an Age Friendly Employer and work with Older Staff to develop and monitor delivery of our action plan.	Age Equality Network established. The network launched in May 2023. Staff working on key priorities.
Join the Employer's Initiative on Domestic Abuse and review our Domestic Abuse Policy and training.	Signed up to the Employer's Initiative on Domestic Abuse in June 2022. Reviewed the Domestic Abuse Policy in Feb 2022. Updated eLearning and ran some briefing sessions in December 2022. Comms campaign ran to coincide with White Ribbon.
Commit to the Miscarriage Association Pregnancy Loss Pledge to support staff who have suffered loss.	Joined the Pregnancy Loss Pledge in December 2022. It has been built into our Family Friendly Policy. Comms campaign took place in early June 2023.
Develop very clear breastfeeding at work guidance to support feeding mothers.	Information and guidance available on the intranet. Provide links to external organisations for advice and guidance.
Reapply for Disability Confident 'Employer' accreditation and develop a work programme to take the council to 'Leader' status	The Council has achieved Disability Confident Leader status.