



Manchester City Council Diversity Profile

Part of the Workforce Equality strategy:

5



Set and monitor targets across a range of measures



August 2023

About This Pack

This pack is designed to provide an insight into the diversity of the Council's workforce, the progress we are making to build a diverse workforce and highlights areas that we need to focus on.

It includes key workforce measures such as:

- Workforce compared to Manchester's population
- Workforce diversity by grade bands
- Recruitment & Retention
- Intersectionality
- Training
- Staff Survey
- Casework

It is important to note that it wasn't possible to provide a breakdown of every protected characteristic for each of the measures listed above. Therefore, some of the data is only provided for Race, Disability & Gender as our intelligence indicates these are the communities where we face the greatest challenges (recruitment, retention, development and workplace experiences). We will continue to monitor and report on all protected characteristics at a Council and Directorate level (e.g. slide 4)

Workforce Equality Strategy

In October 2021, we launched the Workforce Equality Strategy (WES) which sets out how we will achieve our vision of the Council fully reflecting the diversity of the communities that we serve at all levels and to be a place where our workforce can be themselves and thrive.

The WES sets out 6 strands that we will focus on to achieve this vision:

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

This pack highlights the progress and impact of the Workforce Equality Strategy which is reflected in:

- Increase of Black, Asian & Minority Ethnic employees overall and at a senior level
- Increase of employees with a Disability overall and at a senior level
- Reduced the gender pay gap
- Employees are seeing improvements being made across equality, diversity and inclusion (Staff Survey)

The next slide includes our key achievements.

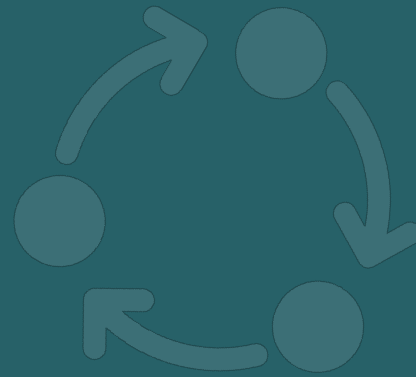


WES – Key Achievements

- **Established a Corporate Equalities, Diversity & Leadership Group** which provides assurance to SMT/Council on the progress we are making to advance equalities and address inequalities.
- **Senior workforce equality objectives** – all senior leaders have an equality objective which forms part of the senior appraisal and is linked to pay progression. Objectives are aligned to the delivery of the WES.
- **Improving approaches to inclusive recruitment** – working with local communities to attract local diverse talent.
- **Staff Network Groups** – we have 10 Staff Networks. Each group has a work programme aligned to the delivery of the WES.
- **Our Manchester 5th Behaviour** - Developed and embedded a new behaviour: *we show that we value differences and treat people fairly.*
- **Let's Talk About Race (LTAR)** – 2,629 (35.7%) employees have completed LTAR.
- **Leadership pathway programme** – delivered 4 programmes. 54 employees attended. 20% have secured promotions.
- **LeadHERship programme** – delivered 2 programmes. 38 women have attended. 37% have secured a promotion.
- **Workplace Adjustment Hub** – Hub will support employees with a disability and long-term health condition(s) with workplace adjustments.
- **Policy improvements** – introduced a menopause policy, Third Party Abuse & Harassment policy, enhanced our shared parental leave provision, strengthened the recruitment & selection policy and embedded zero tolerance in key policies. Hub is due to go live following recruitment to the structure.
- **Strengthen our corporate communications** – celebrating the diversity of our workforce and improving visibility.

Workforce Profile

Workforce vs Manchester Population
Workforce Diversity by Grade Bands
Year on Year comparisons



Council wide Diversity Overview

Race

Reported to be Black,
Asian and Minority
Ethnicity

21.8%

41.3% -19.5%

Disability

Disabled or report living
with a long-term health
condition

8%

17.5% -9.5%

Religion or Belief

Identified as having a
Religion or Belief

19%

61.6% -42.6%

Age

Average age of
workforce and
Manchester population

47 years old

33 years old +14

Sex

Are female

65.1%

50.3% +14.8%

Sexual Orientation

Gay, Lesbian, Bisexual or
Other

4.9%

6.7% -1.8%

Transgender

Employees that identify as
Transgender

0.2%

1% -0.8%

Council
Workforce

Census Data

Diversity Data Subcategories

Age

16-21	Over 55	Over 65
26 0.3%	2,469 33.6%	283 3.9%

Subcategories

16-29	9.6%
30-39	17.8%
40-49	24.4%
50-59	32.2%
60-69	15.2%
70+	0.8%

Race

1,602 21.8%	Reported to be Black, Asian and Minority Ethnicity
551 7.5%	No data

Subcategories

Asian/Asian British	6.5%
Black/Black British	11.5%
Mixed/Multiple Ethnic Groups	3.3%
Any other ethnic group	9.4%
White British	65%
White Other	2.1%

Disability

590 8%	Disabled or report living with a long-term health condition
1,127 15%	No data

Disability Subcategories

Long-term health condition	29.1%
Mental Health	20.3%
Physical	15.2%
Other	11.1%
Neurodiverse	10.4%
Visual Impairment	3.5%

Sex

Female	Male
4,783 65.1%	2,561 34.9%

Female population by grade group

Grades 1-5	65.4%
Grades 6-9	66.3%
Grades 10-12	58.9%
SS Grades	52.3%

Diversity Data Subcategories

Religion or Belief

1,393
19%

Reported to have a religion or belief

5,913
65.2%

No Data

Subcategories

Christian	14.2%
Muslim	2.4%
Prefer not to say	1.8%
Any other religion or belief	0.9%
No religion	15.8%

Sexual Orientation

358
4.9%

Bisexual, Gay, Lesbian or Other Sexuality

524
7.1%

No data

Subcategories

Heterosexual	61.3%
Prefer not to say	26.7%
Gay	2.1%
Bisexual	1.5%
Lesbian	0.9%
Other	0.4%

Transgender

16
0.2%

Transgender

5,078
69.1%

No data

Subcategories

Yes	0.2%
No	30.3%
Prefer not to say	0.3%

Gender Identity

16
0.2%

Gender Variant Identity

5,436
74%

No data

Subcategories

Female	16.4%
Male	9.2%
Prefer not to say	0.3%
Non binary	0.1%
Prefer to self describe	0.04%
Intersex	0.01%

Workforce Diversity by Grade Group

Service	Total headcount (no.)	Black, Asian and Minority Ethnicity staff count	Black, Asian and Minority Ethnicity staff percentage	Staff with disability or long-term health condition Count	Staff with disability or long-term health condition percentage	Female staff count	Female staff percentage
Grade 1-5	3151	838	26.6%	247	7.8%	2060	65.4%
Grade 6-9	3577	699	19.5%	294	8.2%	2370	66.3%
Grade 10-12	467	55	11.8%	40	8.6%	275	58.9%
SS Grades	149	10	6.7%	9	6%	78	52.3%
Total	7,338	1602	21.8%	590	8%	4783	65.1%

- Representation of Black, Asian and Minority Ethnicity Staff reduces significantly from Grade 1-5 (26.6%) to Grade 10-12 (11.8%) and SS Grades (6.7%)
- Female staff have a lower representation at SS Grades (52.3%) compared to representation in the organisation overall (65.1%)

Year on Year Comparison

	Black, Asian and Minority Ethnicity Employees (headcount & representation percentage)			Employees with a disability or long-term health condition (headcount & representation percentage)		
	2021	2022	2023	2021	2022	2023
Overall Representation	1542 (21.2%)	1544 (21.3%)	1602 (21.8%)	343 (4.7%)	576 (7.9%)	590 (8%)
Representation at G10+	35 (6.9%)	54 (9.4%)	65 (10.6%)	16 (3.2%)	44 (7.7%)	49 (8%)
Representation at SS Grade	6 (4.9%)	9 (6.6%)	10 (6.7%)	2 (1.6%)	8 (5.8%)	9 (6%)

- There has been a 0.6% increase in representation of Black, Asian and Minority Ethnicity Employees in the overall population with greater increases at Grade 10 and above (3.7%) and SS grade (1.8%).
- There has been a 3.3% increase in representation of employees with a disability or long-term health condition in the overall population with a greater increase at Grade 10 and about (4.8%) and SS grades (4.4%).

Equality Monitoring



SAP Equality Data | Non completion Rates*

Service	Headcount (no.)	Race	Disability	Sexual Orientation	Religion or Faith	Transgender	Gender Identity
Adults	1,524	9.5%	13.1%	32%	83.7%	77.6%	79.3%
Chief Executive	588	9.8%	13.3%	28%	77.9%	57%	61.7%
Children's	1,505	19%	22.8%	40.7%	88.1%	82.6%	86.6%
Corporate Services	1,419	12.3%	12%	28.2%	74.9%	58.1%	58.2%
Growth & Development	419	12.4%	17.7%	34.8%	85.7%	68.5%	71.6%
Neighbourhoods	1,830	14.9%	15.3%	36.2%	75.6%	64.6%	78.1%
Public Health	53	15.5%	10.3%	17.2%	69%	29.3%	27.6%
Total	7,338	11%	15.7%	33.8%	80.4%	69.1%	74.2%

- The highest rates of non-completion are for Religion, Gender Identity & Transgender which were added to the SAP system in July 2021.
- Children's directorate has the highest non completion rates across all demographics.

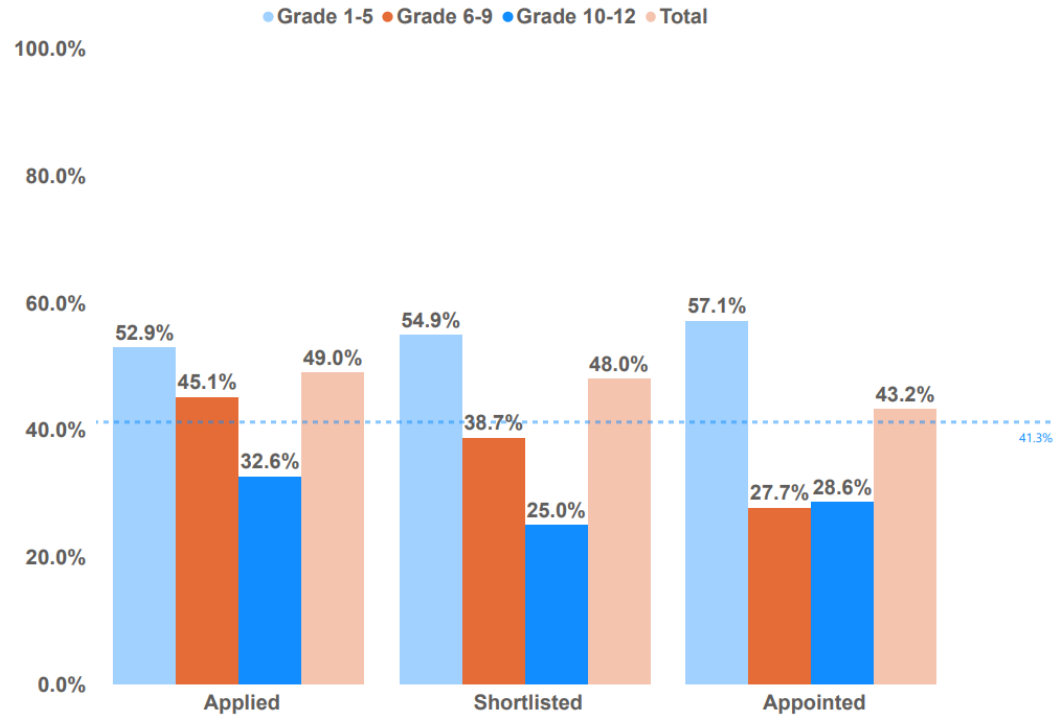
Introduction to Recruitment Data

The following recruitment data is shown from the launch date of the new Applicant Tracking System - 27 February until 30 June 2023. It reflects internal, external, and senior recruitment.

Both the amount and the categorisation of data we collect during recruitment has changed. As a result we are unable to present a year-on-year comparison of the demographic composition of applicants reaching the shortlisting stage.

One early positive from using the new system has been a significant increase in the response to Equality Monitoring questions by successful candidates, from an average of 80% on our previous system to 98.8% on our new recruitment system.

Applications by Black, Asian & Minority Ethnicity Candidates (March 23 – June 23)



Our overall rate of recruitment of Black, Asian & Minority Ethnicity Candidates (43.2%) is higher than the demographic representation of Manchester (41.3%, Census 2021).

There is overrepresentation of Black, Asian & Minority Ethnicity Candidates at Grades 1-5 (57.1%) with the majority of Black, Asian & Minority Ethnicity Candidates hired at this level.

At Grades 6-9 the recruitment process appears to disadvantage Black, Asian & Minority Ethnicity Candidates as representation reduces through the process: Application stage (45.1%), Shortlisting (38.7%) and successful appointees (27.7%).

We are failing to attract Black, Asian & Minority Ethnicity Candidates for vacancies at grades 10-12 (32.6%).

More work is required to engage with candidates at this level to bring recruitment at grades 10-12 up to match the demographic population of Manchester.

Applied

14,672 7,196

Shortlisted

2,377 1,140

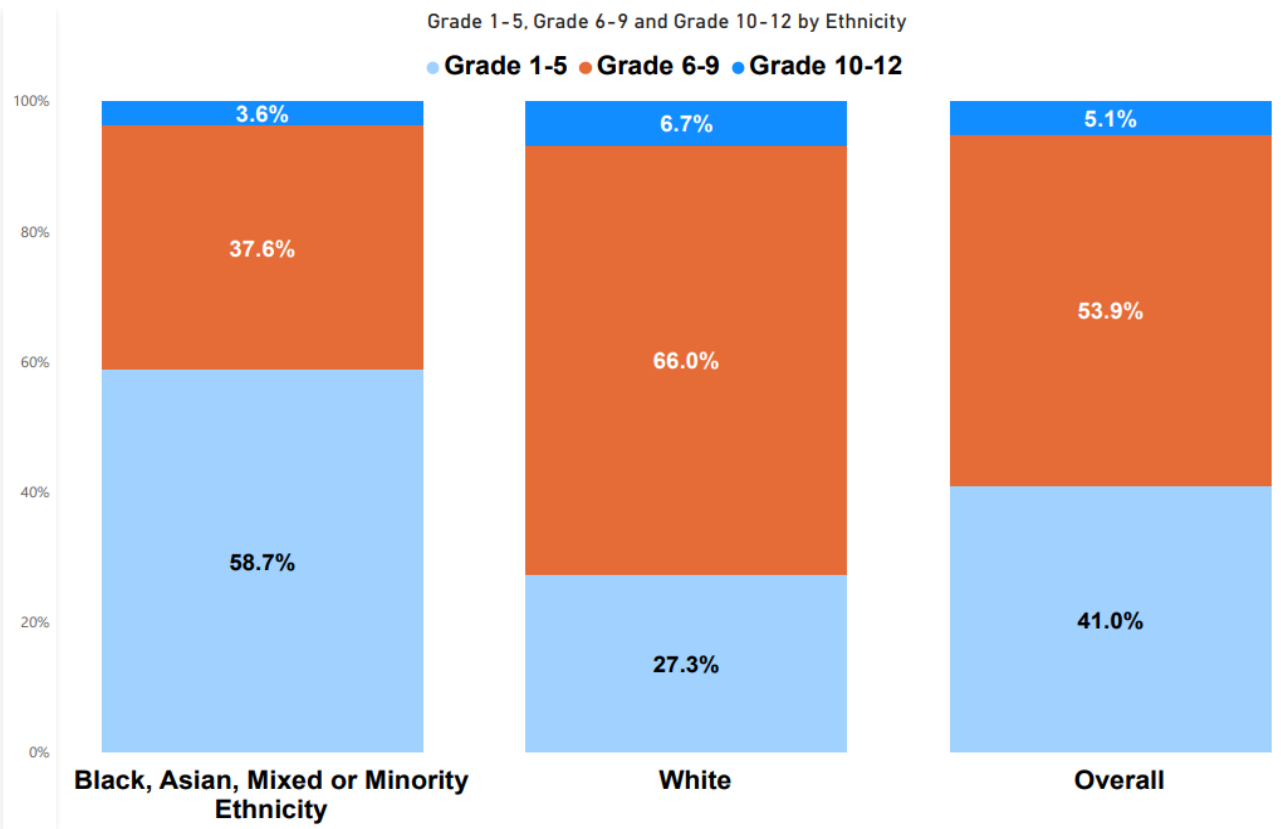
Appointed

507 219

Black, Asian, Mixed and Other Ethnicity Candidates

Total Candidates

Distribution of Appointees by Ethnicity & Grade (March 23 – June 23)



Comparing the grade group distribution of Black, Asian & Minority Ethnicity Appointees and White Appointees highlights the disparity in the Council’s recruitment process.

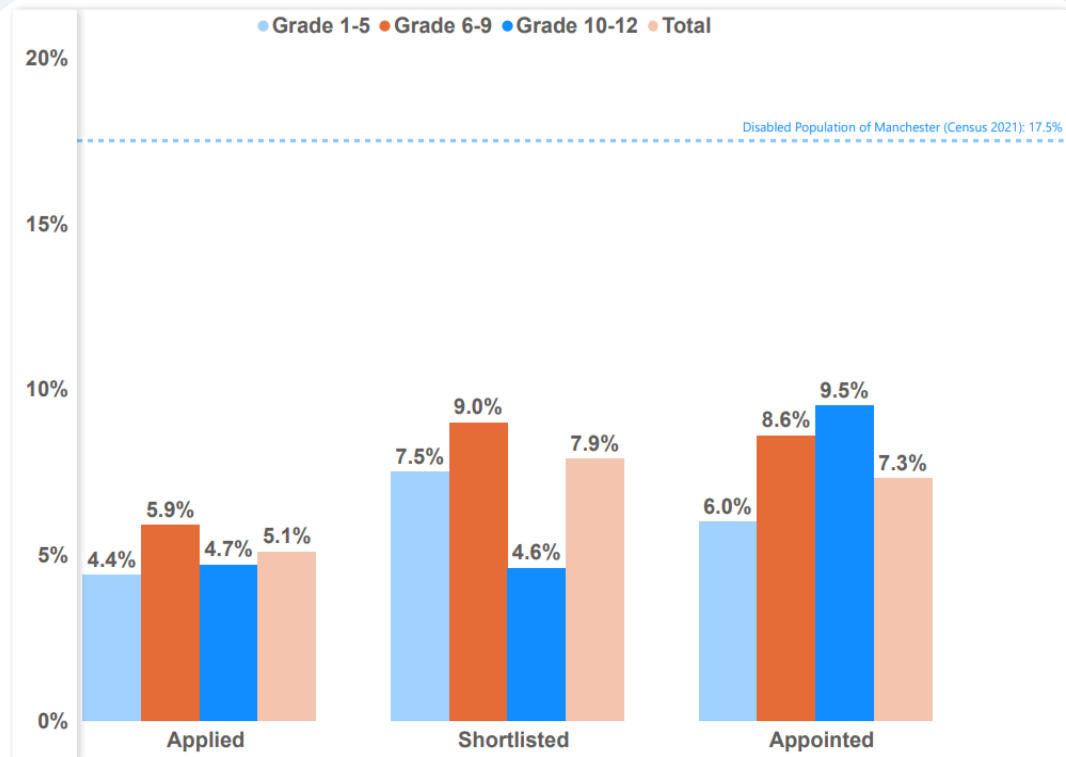
Black, Asian, and Minority Ethnicity Appointees are more likely to be hired at grades 1-5 (58.7%) compared to White Appointees (27.3%), despite a similar number of applications from both groups.

White Appointees have a higher representation at grades 6-9 (66%) reflecting the reduced rate of recruitment Black, Asian, and Minority Ethnicity Appointees at this level.

White Appointees are nearly twice as likely as Black, Asian, and Minority Ethnicity Appointees to be represented at grades 10-12 (6.7% compared to 3.6%).

Applications by Disabled Candidates

(March 23 – June 23)



Our overall rate of recruitment for Disabled Candidates (7.3%) is below the demographic representation of Disabled People in Manchester (17.5%, Census 2021).

However, our current recruitment rate (7.3%) is above the economically active disabled population of Manchester (6.8%).

The council recruits Disabled Candidates (7.3%) at a higher proportion than the applications we receive (5.1%). This indicates initiatives such as the Guaranteed Assessment Scheme make a positive impact on the recruitment of Disabled Candidates.

The overall representation of Disabled Applicants (5.1%) is far below the demographic population for Manchester. More work is required to engage with Disabled Candidates at all levels to become more representative.

Applied

14,672 **741**

Shortlisted

2,377 **188**

Appointed

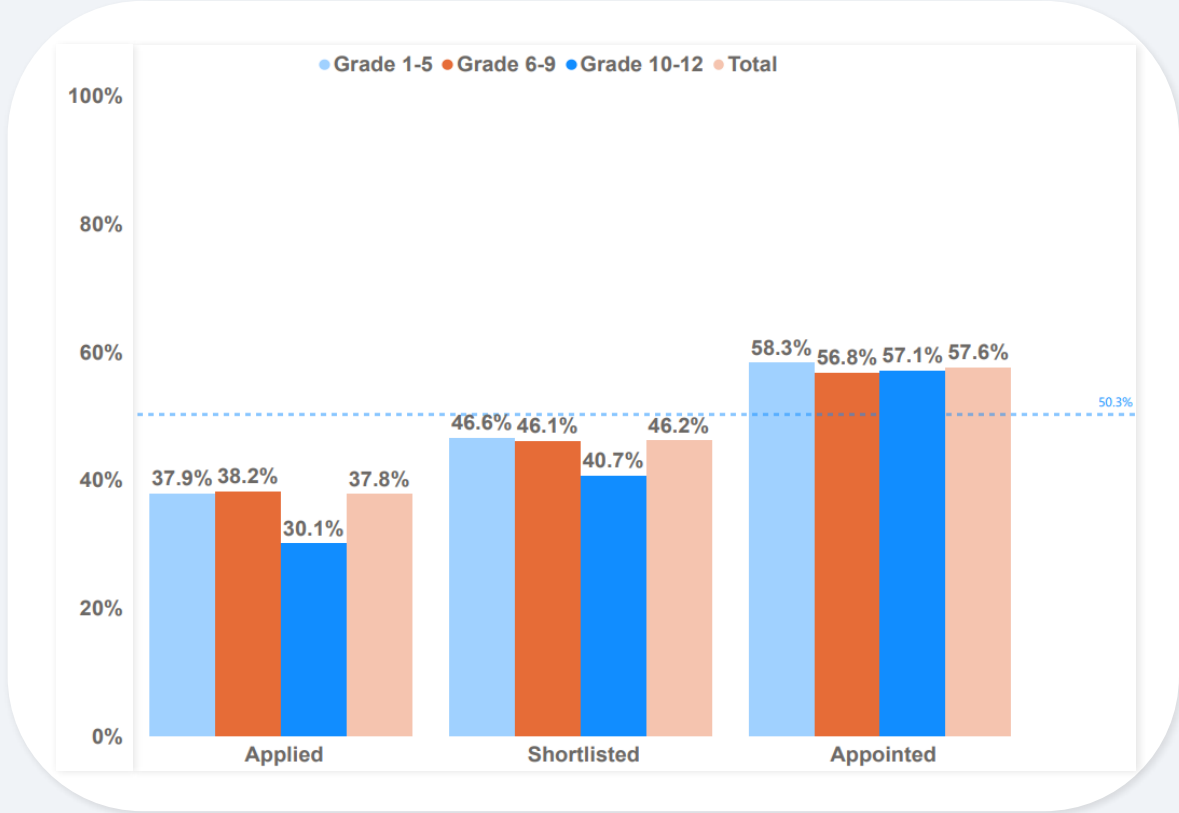
507 **37**

Total Candidates

Disabled Candidates

Applications by Female Candidates

(March 23 – June 23)



Our overall rate of recruitment of Female Candidates is 57.6% which is above the Female population in Manchester (50.3%, Census 2021).

The application rate of Female Candidates at Grades 10-12 (30.1%) is below the overall average (37.8%) and much below the demographic population of Manchester.

Our recruitment process appears to favour Female Candidates as representation increases through the recruitment process: Application stage (37.8%), Shortlisting (46.2%) and successful appointees (57.6%).

Applied		Shortlisted		Appointed	
14,672	5,546	2,377	1,098	507	292

Total Candidates	Female Candidates
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Senior Recruitment

Recruitment to posts that are graded SS1+



Senior Recruitment (June 22 – May 23)

Demographic	Applicants	Shortlisted	Appointed
Black, Asian & Minority Ethnicity	89 (22%)	9 (12%)	2 (9%)
Disabled	36 (9%)	4 (5%)	2 (9%)
Female	168 (42%)	33 (45%)	8 (36%)
Overall Total	397	74	22

- Our senior recruitment process fails to attract Black, Asian & Minority Ethnicity Candidates at a rate representative of the population (41.3% representation of the population, Census 2021).
- Representation of Black, Asian & Minority Ethnicity Candidates reduces through the recruitment process: Application state (22%), Shortlisting (12%), Appointed (9%).
- Compared to non-senior recruitment rates Black, Asian & Minority Ethnicity Employees are appointed at a significantly lower rate (9% for senior and 43% for non-senior recruitment).
- Compared to non-senior recruitment rates Female Employees are hired at a lower rate (36% for senior and 57.6% for non-senior recruitment).
- It should be noted due to the low number of vacancies at this level significant variations in employment rates for demographic categories can occur.

Intersectionality



Intersectionality by Grade Bands

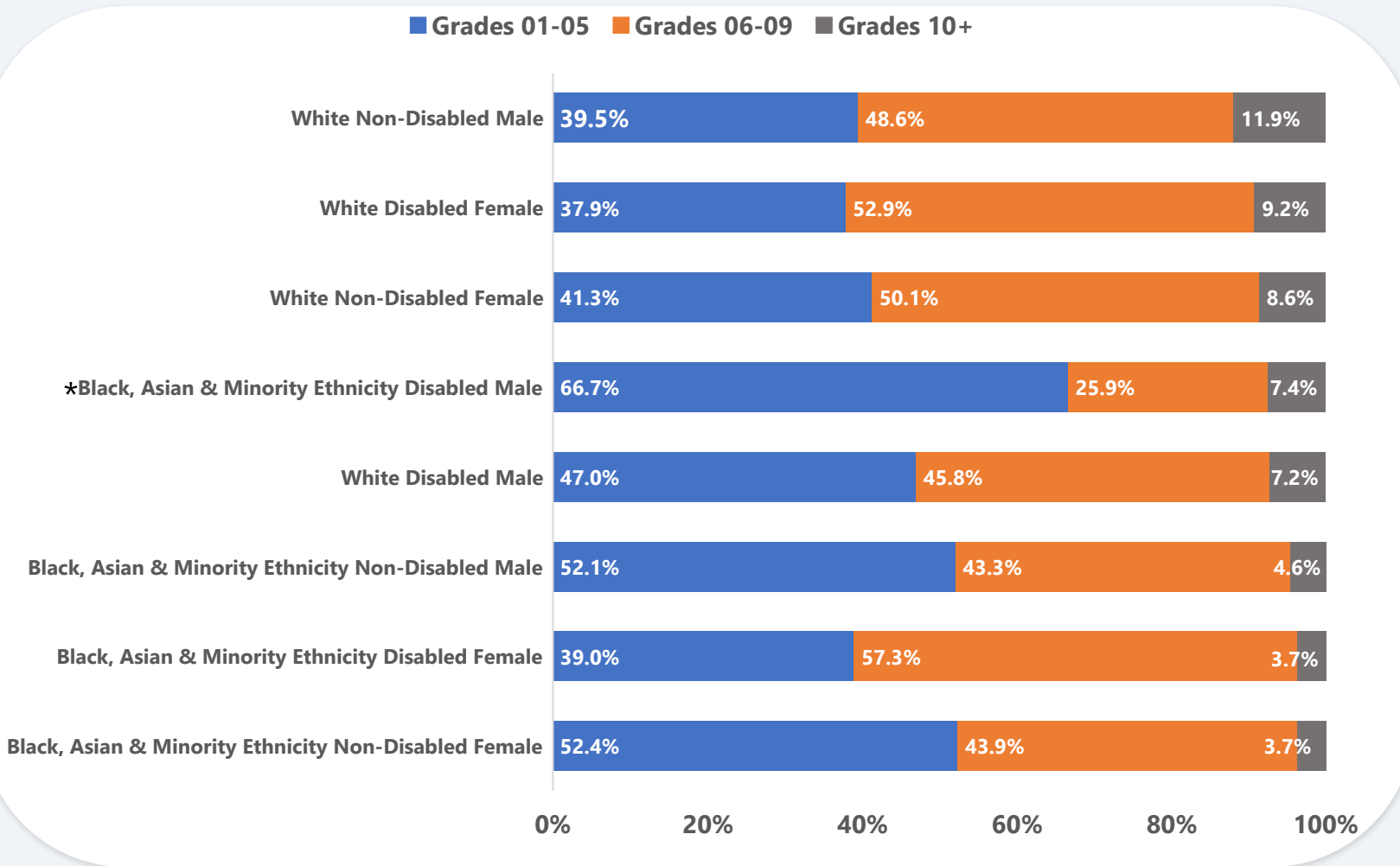
Intersectional Category	Count	% of overall workforce
White Non-Disabled Female	2,610	35.5%
White Non-Disabled Male	1,546	21.1%
Black, Asian, Minority Ethnicity Non-Disabled Female	936	12.7%
Black, Asian, Minority Ethnicity Non-Disabled Male	390	5.3%
White Disabled Female	293	4.0%
White Disabled Male	166	2.3%
Black, Asian, Minority Ethnicity Disabled Female	82	1.1%
Black, Asian, Minority Ethnicity Disabled Male	27	0.4%

Intersectionality refers to the various characteristics an individual may possess and the combined effect these characteristics can have on their lived experience.

White Non-disabled males and females make up the majority of the workforce with 35.5% females and 21.1% males.

Black, Asian & Minority Ethnicity Disabled males and females have the least representation with 1.1% females and 0.4% males.

Intersectionality by Grade Bands



The chart displays the grade distribution of our workforce grouped by intersectional characteristics.

Black, Asian and Minority Ethnicity Employees have lower representation at grades 10 and above ranging between 3.7% and 7.4%. White employees are represented at grade 10 and above ranging between 7.2% to 11.9%.

Further analysis is required to assess the effect of differences based upon disability and gender in terms of intersectionality.

*The low number of Black, Asian & Minority Ethnicity Disabled Males (27) prevents us from drawing any meaningful conclusions from the available data.

New Starters & Leavers



New Starters & Leavers by Race, Disability & Gender (June 2022 – May 2023)

Demographic Category	Starters		Leavers		Overall Net Change
	Count	Percentage	Count	Percentage	
Ethnicity					
White / White British	433	52.7%	502	65.4%	-0.9%
Black, Asian & Minority Ethnic	225	27.4%	155	20.2%	+1.0%
No Data	163	19.8%	90	11.7%	+1.0%
Gender					
Male	263	32%	299	39%	-0.5%
Female	558	68%	468	61%	+1.2%
No data					
Disability					
Yes	73	8.9%	46	6%	0.0%
No	338	41.1%	569	74.1%	-3.1%
No data	401	48.8%	148	19.2%	+3.4%
Total	821		767		+0.7%

The transition period between recruitment systems caused disruptions in the onboarding collection of EDI data leading to a large percentage of new starters with No data for Ethnicity (19.8%) and Disability (48.8%).

As we are missing disability related data on a large percentage of new starters (48.8%) we are unable to draw any meaningful conclusions from the data relating to the net change of Disabled Employees.

We hire Black, Asian & Minority Ethnic Candidates (225 new starters) at a higher rate to Black, Asian & Minority Ethnic Employees leaving the organisation (155) leading to a +1% increase in representation each year based on the current workforce population.

Training attendance



Training Attendance

Service	Inclusive Leadership		Let's Talk About Race	
	No. attended course	Percentage of total headcount attended course	No. attended course	Percentage of total headcount attended course
Adults	34	64.2%	156	10.1%
Chief Executive	69	56.1%	241	41.2%
Children's	39	53.4%	857	56.6%
Corporate Services	93	71%	832	58.6%
Growth & Development	37	50%	130	30.2%
Neighbourhoods	91	67.9%	403*	21.8%
Public Health	18	64.3%	10	17.2%
Total	381	61.8%	2,629	35.7%

* The majority of Neighbourhoods directorate training attendees (360 of 403) completed the Let's Talk Racism training delivered by MAES in Feb/March 2021. These attendees have been included with the figures for the corporately delivered Let's Talk About Race training.

The Council has a number of courses designed to educate staff on EDI. The below table shows the number of staff who have attended each course as a proportion of the directorate population.

Inclusive Leadership training attendance is generally high. The following directorates are below the Council average (61.8%):

- Chief Executive (56.1%)
- Children's (53.4%)
- Growth & Development (50%)

Let's Talk About Race training attendance is generally high for Children's, Corporate Services and Chief Executive's. The following directorates are below the Council average (35.7%):

- Adults
- Growth & Development
- Neighbourhoods
- Public Health

Staff Survey Results



Staff Survey Summary

(Nov 2022)

The purpose of the Staff Survey was to capture the feelings of the workforce in relation to improvements in Equality & Inclusion, Health & Wellbeing and Performance & Development.

The Staff Survey had a higher response rate than previous years with 59% of the Council workforce responding (compared to 52% for 2021).

Response rate by directorate was between 60-75% with Children's & Education being a notably low exception at 41%.

Equality monitoring questions on the survey are optional for respondents.

This year's survey expanded response options for gender identity and sexual orientation.

98%

Shared their
Gender

98%

Shared their
Age

96%

Shared their
Sexuality

97%

Shared their
Ethnicity

72%

Responded about
Disability

99%

Shared their
Sex

Staff Survey Summary (Nov 2022)

Disability

- Most staff felt improvements in relation to disability with 78% of Disabled staff responding positively.
- Staff with learning difficulties or speech related conditions had the most positive response with 30% strongly agreeing they could see improvement.
- Neurodiverse and Visually Impaired Employees were an exception with 60% reporting seeing improvements.
- Disabled staff reported receiving less recognition and support, less sense of belonging and less psychological safety.
- Disabled staff reported higher rated of their mental and physical wellbeing affecting them at work.
- Only 72% of respondents disclosed whether they have a disability compared to >97% for other equality monitoring questions. This is a large increase in non-respondents from 75 the previous year to 1180 on this survey.

Race

- Most staff felt improvements in relation to race with 85% of White, Black and Asian staff responding positively.
- Middle Eastern/Arabic Employees reported polarising results with the highest percentage strongly agreeing to seeing improvements (22%) and highest disagreeing (30%).
- Black, Asian & Minority Ethnicity staff reported lower levels of belonging to the organisation.
- Black, Asian & Minority Ethnicity staff reported being less able to be themselves at work.

Gender

- Most staff felt improvements in relation to gender with 90% of Male and Female staff responding positively.
- Non-binary Employees were an exception with 58% reporting seeing improvements.
- Women reported being less able to be themselves at work.

Conduct Cases (2022/23)

Total number of cases 2019	% of Cases for Asian, Black, Mixed and Other staff 2019	Total number of cases 2022/23	Cases for Asian, Black, Mixed and Other staff 2022/23
123	38%	101	25 (24.3%)

21.8 % of the workforce are Black, Asian and Minority Ethnic whilst 24.3% of Conduct Cases are for Black, Asian and Minority Ethnic

There has been a reduction in the representation of Black, Asian and Minority Ethnic employees from 38% in 2019 to 24.3% in 2023

The overall conduct case numbers increased by 26% on the previous year (2021/22).

The four main factors leading to conduct cases are:

- General Behaviour (i.e. arguments, refusal to comply with instructions, time keeping etc)
- Discriminatory Behaviour
- Negligence/ Poor Work
- Safeguarding Professional Conduct

Employee Dispute Resolution Cases (2022/23)

There has been an increase in the total number of EDR cases from 49 in 2021/22 to 69 in 2022/23.

21.8 % of the workforce are Black, Asian and Minority Ethnic whilst 40.6% of Employee Dispute Resolution Cases are Black, Asian and Minority Ethnic employees.

Total number of cases 2022/23	Cases for Black, Asian and Minority Ethnic employees 2022/23
69	28 (40.6%)

The four main factors leading to Employee Dispute Resolution Cases are related to manager behaviour in the following areas:

- Bullying
- Lack of Support
- Disability Discrimination
- Race Discrimination

Summary Insights

Age

The average age of the workforce is **47** compared to **33** for the population of Manchester.

0.3% (26) of our workforce is aged 16-21.

33.6% (2469) of our workforce are eligible for early retirement (over 55)

3.9% (283) of our workforce are 65+

SAP Equality Monitoring

Religion, gender identity, and trans non-completion rates range from **60-90%**.

Race & Disability non-completion rates range from **9-20%**.

EDI response rates for new starters on the new recruitment system is **98.8%**.

Children's is the directorate with the highest non-completion rate across all categories.

Training

61.8% of grade 10 and above have completed Inclusive Leadership training including **79.8%** of SLG.

35.7% of the workforce completed Let's Talk About Race/Let's Talk Racism training.

Completion rates of equalities training is still low and should continue to be prioritised.

Summary Insights: Ethnicity

Representation

Black, Asian & Minority Ethnicity representation has increased by **1%** since June 2022.

Representation of Asian Employees is **6.7%** which is far below the representation in the population of Manchester (**20.9%**).

Black, Asian & Minority Ethnicity Employees are over represented at grades 1-5 which is a contributing factor to the organisation's ethnicity pay gap (**9.7%** mean difference in hourly pay).

Black, Asian & Minority Ethnicity Employees have the least representation at grades 10-12 (**11.8%**) and SS grades (**6.7%**), compared to representation in the overall organisation **21.8%**

Recruitment

Black, Asian & Minority Ethnicity Candidates represent **43.2%** of grades 1-12 appointees.

58.7% of Black, Asian & Minority Ethnicity Candidates are appointed at grades 1-5.

Black, Asian & Minority Ethnicity Candidates represent **9%** of senior recruitment.

Between Grade 6-9 Black, Asian & Minority Ethnicity representation reduces through the recruitment process: Application (**45.1%**), Shortlisting (**38.7%**) and Appointment (**27.7%**).

Recommendation

Recruitment rates are slightly higher than leavers, an evaluation of exit interview data through a race lens to find main reasons for leaving is required to improve retention.

Recruitment process should be evaluated to remove any systematic disadvantage for vacancies grade 6 and above.

The Council should work to attract more Black, Asian & Minority Ethnicity Candidates at grade 10 and above.

Summary Insights: Disability

Representation

Representation in the workforce of staff who identify as having a disability or long-term health condition is **8%** which is **9.5% below** Manchester's population.

Representation at Grades 10 and above is lowest for Black, Asian & Minority Ethnicity employees with a disability or long-term health condition (**3.7%**).

72% of staff survey responses answered disability related questions below the >95% average for other characteristics.

Recruitment

Disabled candidates represent **5.1%** of applications.

Disabled candidates represent **7.3%** of grades 1-12 appointees and **9%** of senior recruitment.

Recommendation

To improve levels of representation we need to attract disabled candidates at all levels.

Recruitment levels are equal to rate of leavers. An evaluation of main reasons for disabled employees leaving could improve retention rates.

Further work to gather data on the **15.7% (1,127)** staff members without disability related data would support future decision making.

Summary Insights: Gender

Representation

Female representation in the workforce is **65.1%** which is **14.8% above** Manchester's population.

Female employees are represented at higher rates at grades 1-9 (approx. **66%**) than grades 10 and above (**57.1%**) this is a contributing factor to the current gender pay gap (**4.6%** mean difference in pay).

Recruitment

Female candidates represent **57.6%** of grades 1-12 appointees and **36%** of senior recruitment.

Female Candidates represent **37.8%** of applicants although this is lower at grades 10-12 (**30.1%**)

Recommendation

The organisation should work to attract more Female Candidates at grade 10 and above. This would balance the level of representation between grade groups and contribute to reducing the organisation's gender pay gap.

Summary Insights: Casework

Conduct

24.3% of conduct cases are for Black, Asian and Minority Ethnicity staff (**25 cases**)

This is a reduction from **38%** in 2019

Conduct cases have increased by **26%** on the previous year (2021/22)

Employee Dispute Resolution

40.6% of Employee Dispute Resolution cases are from Black, Asian and Minority Ethnicity staff (**28 cases**)

There has been a **41%** increase in Employee Dispute Resolution Cases on the previous year (2021/22)

Responding to these findings

This pack highlights that the Workforce Equality Strategy has supported the Council to make progress towards becoming a diverse and inclusive employer.

However, we know we have more to do to achieve our ambition of becoming representative of the communities we serve at all levels. There are a number of strategies and interventions planned for 2023 onwards which will respond to these challenges and supports the Council to achieve its ambitions:

- **Refreshing the Workforce Equality Strategy:** we have delivered the majority of actions within the current strategy. The next iteration of the WES will focus on hardwiring equality, diversity and inclusion in workforce practice, responding to our emerging priorities/challenges and accelerating our journey of becoming a diverse and inclusive employer.
- **Launching a Talent Plan** which sets out how we will attract, develop and retain diverse talent at all levels. The plan focuses on 4 key areas:
 - Reviewing our approaches to recruitment and retention
 - Strengthening pathways into MCC employment and how we engage with our local communities
 - Strengthening internal pathways and supporting internal progression
 - Maximising Apprenticeships, Graduates, Work Experience & Internships.
- **Disability Action Plan & Workplace Adjustment Hub** to ensure employees with a disability and long-term health condition can progress and thrive in the Council
- **Directorate Equalities Plan:** Directorates are developing plans which are aligned to the WES, building on their local strengths and address local strengths whilst