

Manchester City Council Report for Information

Report to: Resources and Governance Scrutiny Committee – 12 October 2023

Subject: Workforce Equalities Update

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

Summary

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

This report provides members with an update on progress to date to deliver the Workforce Equality Strategy and the Council's journey to becoming a diverse and inclusive employer.

The report includes updates from each directorate which sets out how they have supported the Council to build a diverse and inclusive workplace. Directorate Equalities Leads will attend the meeting to take any questions from the Committee.

Recommendations

The Committee is recommended to:

- (1) Comment on the progress the Council has made to deliver the Workforce Equality Strategy.
 - (2) Note the progress each directorate has made to deliver workforce equality, diversity and inclusion.
 - (3) Note the plan to refresh the Workforce Equality Strategy.
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Wards Affected: All

Environmental Impact Assessment - the impact of the issues addressed in this report on achieving the zero-carbon target for the city

The Workforce Equality Strategy focuses on inclusion and increasing diversity of thought, backgrounds, and perspectives within the workforce. This impacts on the way that we work and our Zero Carbon agenda.
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Equality, Diversity and Inclusion - the impact of the issues addressed in this report in meeting our Public Sector Equality Duty and broader equality commitments
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The Public Sector Equality Duty (PSED) under the Equality Act 2010 requires public authorities to consider equality across their work. The Workforce Equality Strategy
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directly contributes to the Council meeting the PSED as the activities and interventions:

- Supports the Council to become an inclusive and diverse workplace.
- Advance equalities and address inequalities.
- Eliminates discrimination, harassment, victimisation, and any other conduct that is prohibited by or under the Act.
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

Manchester Strategy outcomes	Summary of how this report aligns to the OMS/Contribution to the Strategy
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	The public sector is a major employer in Manchester so if we can recruit more from Manchester residents it will contribute to this outcome. The city council should reflect the communities of Manchester fully and at all levels.
A highly skilled city: world class and home grown talent sustaining the city's economic success	Employees who work for the city council and live in Manchester will receive skills development.
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	Employees who work for the city council and live in Manchester will make a positive contribution to the city. When the City Council is fully reflective of the communities we serve, we will be an exemplar of a progressive and equitable employer.
A liveable and low carbon city: a destination of choice to live, visit, work	Not directly relevant
A connected city: world class infrastructure and connectivity to drive growth	Employees who work for the city council and live in Manchester will have their technological skills improved, reducing digital deprivation

Full details are in the body of the report, along with any implications for:

- Equal Opportunities Policy
- Risk Management
- Legal Considerations

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Background documents (available for public inspection):

The following documents disclose important facts on which the report is based and have been relied upon in preparing the report. Copies of the background documents are available up to 4 years after the date of the meeting. If you would like a copy please contact one of the contact officers above.

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

Workforce Equalities Strategy report to Resources and Governance Overview
Scrutiny November 2022

1. Introduction

- 1.1 Manchester has been at the forefront of championing equality and diversity for decades, we have had an ongoing commitment to equality and making services, facilities, and opportunities fair and inclusive. 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.
- 1.2 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. Our diversity has made us a successful, growing, connected, and buzzing city and it is important that our workforce; many of which are Manchester residents; reflects the rich diversity of our great city at all levels. Equally, we need to ensure that our services meet the needs of our increasingly diverse city and that we take action to address known inequalities for different people in our city.
- 1.3 The Council is one of the largest employers in Manchester with over 7,500 employees. This puts it in an ideal position to play a significant role in leading the way to ensuring everyone in society has opportunities available to them, is treated fairly and is made to feel like they belong.
- 1.4 We have made good progress, but we know that we need to do more to make sure that our workforce reflects the diversity of our city, and we want our people to feel a strong sense of belonging and inclusion. We know that if we do this then we will make better decisions, deliver better services and connect the city council more closely to our residents.

2. Workforce Equality Strategy

- 2.1 In October 2021, the council launched a Workforce Equality Strategy which sets out a plan to be a place where our workforce fully reflects the rich diversity and talent of the communities we serve at all levels and is a place where everyone can be themselves and thrive by 2025.
- 2.2 Our strategy sets out the importance of ensuring our diverse employees 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.
- 2.3 We are committed to ensuring that our managers and leaders understand and continually demonstrate their commitment to equality, diversity, and inclusion. Our policies and processes need to be fair and not discriminate against any group or community and all managers and leaders need to understand how to support their employees, monitor equality and address any issues quickly.

2.4 The strategy has been based on learning from the past but more importantly from engaging with colleagues, understanding their experiences, and asking them what they wanted to change.

2.5 The strategy sets out six summary aims:

1. Our workforce fully reflects our communities at all levels
2. We talk openly and frequently about equality and inclusion
3. Staff have access to develop and fulfil their potential
4. Staff will feel free to bring their whole selves to work
5. Policies and processes are fair and do not discriminate against any group or community
6. Managers and leaders understand how to support their employees, monitor equality, and address any issues quickly

3. Progress we’ve made to deliver the Workforce Equality Strategy

3.1 This section provides an overview of the progress we’ve made to deliver the Workforce Equality Strategy. The strategy has a total of 47 actions across the 6 strands. Of these actions:

- 38 are completed (3.3)
- 6 are in progress (11)
- 3 are outstanding (11.2)

3.2 We have made good progress to deliver against the Workforce Equality Strategy and towards our journey of becoming a diverse and inclusive employer which is reflected in:

- Since the launch of the strategy, we have continued to increase the representation of Black, Asian & Minority Ethnic employees overall and at a senior level (see below table)
- Since the launch of the strategy, we have continued to increase the representation of employees with a Disability or long-term health condition overall and at a senior level (see below table)
- We have reduced the gender pay gap
- Employees are seeing improvements being made across equality, diversity and inclusion (Staff Survey)

	Black, Asian and Minority Ethnicity Employees (headcount & representation percentage)				
	2019	2020	2021	2022	2023
Overall	1407 (20%)	1504 (22.5%)	1542 (21.2%)	1544 (21.3%)	1602 (21.8%)
G10+	26 (5.8%)	27 (6.5%)	35 (6.9%)	54 (9.4%)	65 (10.6%)
SS+	4 (3.5%)	5 (4.7%)	6 (4.9%)	9 (6.6%)	10 (6.7%)

	Employees with a disability or long-term health condition (headcount & representation percentage)				
	2019	2020	2021	2022	2023
Overall	349 (5%)	346 (5.2%)	343 (4.7%)	576 (7.9%)	590 (8%)
G10+	15 (3.4%)	15 (3.6%)	16 (3.2%)	44 (7.7%)	49 (8%)
SS+	3 (2.6%)	2 (1.9%)	2 (1.6%)	8 (5.8%)	9 (6%)

3.3 Key achievements in the last 12 months

3.3.1 Appendix 1 provides an extensive overview of all the actions we have completed. Actions that are completed are now embedded in business as usual. We will continue to monitor progress to ensure they are delivering what is required for long-term improvements to workforce equality. A summary of the key achievements is provided below.

4. Leadership & Management

4.1 Good Manager Guide

4.1.1 Line managers play an important role in supporting staff to be happy, healthy and successful at work. In May 2023, we launched a Good Manager Guide which is designed to build line manager capability, confidence and set clear expectations so our line managers to be the best that they can be.

4.1.2 The seven expectations are:

1. Be a role model for the values and behaviours of Our Manchester
2. Actively champion equality, diversity and inclusion.
3. Recruit fairly and give your staff the best start
4. Support your teams to do their job well
5. Support your teams to be safe and well at work
6. Manage resources in the best interests of our people, places and climate
7. Protect information and use technology responsibly.

4.1.3 The Good Manager Guide has a strong focus on supporting line managers to actively champion equality, diversity and inclusion, the guide makes clear that it is a line managers role to:

- Promote an inclusive, respectful and safe working environment where everyone can be their true self and fulfil their potential.
- Seek opportunities to build understanding of equality and inclusion to help tackle inequalities and promote equity in the workforce.
- Help teams understand their roles in relation to equality, diversity and inclusion

- Uphold the Council’s zero tolerance approach to discrimination or unwanted behaviour.

4.1.4 To do this there is a checklist of activities that we expect line managers to work through. We have also launched a ‘Good Manager Masterclass’ which is a 2-day training course (the masterclass recently launched in September 23). Part of this session covers equality, diversity and inclusion and is designed to help build managers knowledge, skills and confidence and provide practical tools that line managers can use to support their teams.

4.2 Corporate Equalities, Diversity & Inclusion Leadership Group

4.2.1 Corporate Equalities, Diversity & Inclusion Leadership Group (CEDILG) chaired by the Deputy Leader of the Council and the City Solicitor has been established to ensure the Council advances equality and addresses inequality. The Group monitors progress against the Workforce Equality Strategy and service action plans which support the delivery of the Council’s equality objectives.

4.2.2 The group includes the Staff Network Chairs and Directorate Equalities Leads who regularly provide updates and help to shape policy and procedures.

4.3 Senior Workforce Equality Objectives

4.3.1 All senior leaders have a personal workforce equality objective which forms part of the senior appraisal. Objectives are aligned to the delivery of the Workforce Equality Strategy. Pay progression is linked to the successful achievement of objectives.

4.4 Inclusive Leadership

4.4.1 Inclusive leadership is designed to equip our leaders with the confidence and skills to enhance inclusion in the workplace, as well as role model inclusive behaviours in their everyday interactions. The session explores inclusive leaders using a conscious inclusion model of leadership and creates a safe space for participants to learn, reflect and encourage peer to peer learning. To date:

- 68% of G10+ have attended
- 79.8% of senior leaders (SS+) have attended

5. Education, Development & Learning

5.1 Positive Action Programmes

5.1.1 Our positive action programmes were designed as direct responses to the 2019 Workforce Race Equality Report and, along with the wider work on workforce equality and talent development, aim to rebalance the narrative on racial equality within the organisation. We have two programmes which are

designed to build confidence and drive internal progression at more senior levels.

5.1.2 The Leadership Pathway Programme is for our Black Asian & Minority Ethnic staff, aiming to build on existing skills and capabilities and provide staff with experience and exposure with working at a more senior level to their current grade. We have delivered 4 programmes to date:

- 54 employees attended
- 20% have secured promotions.
- There are a further 4 programmes planned to be delivered over the next 2 years with a total of 18 staff on each programme.
- The latest cohort started on 11 September 2023.

5.1.3 The LeadHership Programme is for our Black Asian & Minority Ethnic women and the aim of this programme is to bring women together to take an honest look at who they are, what they want and how they can work to achieve their ambitions. We have delivered 2 programmes to date:

- 38 women in total have participated
- 36.84% have secured promotions following the programme.
- The next cohort is due to start January 2024.

5.2 Let's Talk About Race

5.2.1 One of the ways we have strengthened our EDI education has been the introduction of The Let's Talk About Race. This was introduced as a direct response to one of the recommendations specified in the workforce race review. These conversations form part of the Council's ambition to improve race equality and build an inclusive workplace. The programme covers:

- Understanding the nature of systemic racism
- Racial micro-aggressions
- Tokenism
- White privilege

5.2.2 Team conversation allows us to create the space to have conversations to build awareness and understanding, addressing inequality and work together to make sure we are an anti-racist organisation.

5.2.3 To date, 33.49% (2,478 employees) of the workforce has completed the programme.

5.3 Equality, Diversity & Inclusion Learning & Development

5.3.1 Appendix 4 provides a breakdown of all the available EDI related training courses with an overview of attendance rates. To note, overall, a grand total of 3,453 employees have accessed the training for a total of 5,900 hours (843 days)

5.4 Mentoring & Reverse Mentoring

5.4.1 From analysis of senior workforce equality objectives and Leadership Pathway Programme mentoring data at least 30 senior officers are currently mentoring a Black, Asian & Minority Ethnic employee or an employee with a disability or long-term health condition. 54 employees on the leadership programmes have benefited from a mentor. Participants have said having a mentoring has really helped with confidence and securing promotions.

5.4.2 The aim of our reverse mentoring scheme is for Black, Asian & Minority Ethnic staff to share their lived experiences as mentors, with senior leadership who are their mentees. These relationships will challenge engrained views on what talent looks like, breakdown stereotypes and biases, provide a unique opportunity for mentors to share insights and experience and provide senior leaders with a fresh perspective. We have delivered 2 cohorts since June 2022. Our 3rd cohort commenced in March 2023. 23 leaders have taken part to date.

6. **Staff Network Groups**

6.1 We have strong, well established, staff networks which are continuing to develop and influence workforce equalities. We now have 10 Networks with the Muslim Network and Age Equality Network being the latest additions. Network chairs attend monthly meetings with HROD&T. Each group has a set of priorities that we are supporting with. They also attend the Corporate Equality Diversity and Inclusion Leadership Group (CEDILG) to ensure that the voice of our employees is heard. These meetings provide opportunities for our workforce to develop, influence and contribute to the delivery of the Workforce Equality Strategy.

7. **Communication & Engagement**

7.1 We continue to raise awareness and participate in promoting and celebrating equality, diversity and inclusion in our communications. All of which provide support and recognise the importance of representation of our diverse workforce. Highlights include:

- March included top tips on how to support staff during Ramadan.
- Neurodiversity Celebration week in March highlighted the talents and strengths of people with autism, ADHD, dyslexia, dyspraxia or any other neurodivergence.
- In June, colleagues celebrated Eid with our newly established Muslim Staff Network.
- At an event in Central Library, we celebrated Windrush Day on 22 June, as this year is the 75th anniversary of the arrival of the Windrush Generation in the UK.
- In August, the Race Equality Group in conjunction with local teams in Childrens Services, celebrated South Asian Heritage Month.

- Manchester Pride took place in August. Our LGBTQIA+ Staff Network, colleagues, friends, and family took part walking in the Parade to represent the commitment to diversity.
- October is Black History Month. Nationally the theme this year is celebrating the achievements of Black women 'Saluting our sisters'. Together with our equalities networks we will hold an event to inspire, amplify and celebrate the experiences of women of colour and their allies.

8. Policy, Process & Systems

8.1 Zero Tolerance Statement and Campaign

8.1.1 A comms campaign was launched in July 2023 which made clear our zero-tolerance approach through the following statement:

We believe that everyone has the right to come to work and feel they can be their true self. No one should be made to feel uncomfortable or that they don't belong, and we have zero tolerance towards this behaviour.

We want people to enjoy coming to work, but that enjoyment must not come at the expense of someone's feelings. Name-calling, inappropriate banter, and using derogatory terms are examples of inappropriate behaviour that can affect how someone feels.

It's not just in the things we say either; it's also the way we act. Excluding people, treating someone differently, or even doing something that has a deliberate negative impact on the way someone feels will not be tolerated.

All staff should be clear that this type of behaviour plainly goes against the fifth Our Manchester behaviour. Discrimination, bullying, harassment or being deliberately hurtful or disrespectful are all unacceptable and are likely to result in disciplinary action, which may include dismissal.

8.1.2 The campaign included a message from the Chief Executive as well as a series of staff stories/videos where employees talked about what zero tolerance meant to them. This included videos from:

- Fiona Ledden, City Solicitor and SMT Lead for Equalities
- Bryony Carter, Neighbourhood Officer & Chair of the LGBTQIA+ Staff Network
- Karen Green, Strategic Lead for Complex Safeguarding
- Kat Ingham, Housing Compliance and Enforcement Officer

8.1.3 The zero-tolerance statement is embedded within the recently launched 'Good Manager Guide', the corporate induction and key policies.

8.2 Workplace Adjustment Hub

8.2.1 Working with our Staff Network groups (e.g. Disabled Staff Network, Neurodiversity Staff Network, Mental Health Staff Network) HRODT

colleagues led a programme of engagement to understand the experiences of employees with a disability and long-term health conditions, focused how the Council can improve the support provided.

- 8.2.2 The findings from this engagement have shaped the Workplace Adjustment Hub, Workplace Adjustment Policy and a Workplace Adjustment Passport.
- 8.2.3 Workplace Adjustment Hub provides high quality support, advice and guidance to employees with a disability, long-term health condition or their line managers on workplace adjustments (reasonable adjustments).
- 8.2.4 The service will improve the workplace experiences of employees with a disability and/or long-term health condition. It will streamline workplace adjustments; ensuring adjustments are implemented effectively and efficiently (without delay) through improve internal processes and commissioning arrangements.
- 8.2.5 Recruitment to posts in the hub is underway and will launch when this is complete. We have appointed to a Workplace Adjustment Hub Manager who is already providing support to employees with a disability and long-term health conditions(s) on workplace adjustments requests/referrals.
- 8.2.6 Workplace Adjustment Policy
- 8.2.7 The policy supports the delivery of the Hub, it provides legal definitions in terms of disabilities, the Equality Act and duty to make reasonable adjustments. The aim of the policy is to strengthen the organisation's understanding of workplace adjustments.
- 8.2.8 Workplace Adjustment Passport
- 8.2.9 The Workplace Adjustment Passport has been co-produced with the Chair of the Neurodiversity Group with support with Disabled Staff Network, Neurodiversity Group and Mental Health Staff Network.
- 8.2.10 The passport is a single document which will stay with an employee throughout their career. It acts as an agreement between an employee and their line manager on adjustments and workplace support. The passport will remove the need to repeatedly go through the adjustment process each time an employee moves job role, location or has a line manager change. Ultimately, reducing the stress of repeated disclosure of the same information.
- 8.2.11 The Workplace Adjustment Passport will remove or reduce a disadvantage related to an employee's disability, long term health condition or neurodivergence. It supports a strengths-based conversation between an employee and their line manager about any workplace adjustments and act as a record of that conversation and of the adjustments agreed.
- 8.3 Updated Recruitment & Selection Policy

8.3.1 The Recruitment & Selection Policy has been updated and it was recently approved at Personnel Committee (September 13). The main changes reflect the strategic aims of the Workforce Equality Strategy and include:

- Reaffirming our commitment to diverse panels.
- Expansion of the concept of reasonable adjustments to allow any candidate to request a change to the process that would allow them to thrive during assessment.
- Clearer description of process steps within the policy, including pre-recruitment and post-recruitment activity.
- Introduction of the principle that, normally, roles will be advertised internally and externally at the same time.
- The commitment that all recruitment activity, including “reach out” opportunities, are processed through Eploy, the Council’s Applicant Tracking System (ATS).

8.4 Casework

8.4.1 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.

8.4.2 We took immediate action and through a series of interventions we have continued to reduce this imbalance. The HR Casework Team continues to support managers to filter out issues that can be addressed informally and to avoid unnecessary application of the disciplinary policy.

8.4.3 When the Disciplinary Policy was revised in 2021 far greater emphasis was placed on the conduct of preliminary enquiries before committing to a formal investigation. The purpose being to check the validity of allegations and establish legitimate grounds for a formal investigation to take place.

8.4.4 This provides the employee an early opportunity to discuss issues before any formal action is taken and the manager time to consider whether other potential resolutions would be appropriate without reliance upon formal proceedings.

8.4.5 As a result the number of cases where managers committed to a disciplinary investigation that subsequently concluded with no formal action taken has reduced from 16% of all cases in 2019/20 to 8% in 2022/23.

8.4.6 Since 2019, we have reduced the proportion of disciplinary cases for Black, Asian and Minority Ethnic employees from 38% to 24%

8.5 Third Party Abuse and Harassment Policy

8.5.1 The Third Party Abuse and Harassment policy makes clear our zero-tolerance approach to any incident involving harassment or abuse against our staff.

8.5.2 To ensure the policy is well embedded in services, we have recently commissioned training to help managers and services to effectively apply the policy and support our workforce. Support is also provided to front line managers in monthly, virtual drop-in sessions with HR, the ASBAT team and Health and Safety to discuss incidents, application of the policy and escalation routes.

9. Attracting diverse talent

9.1 The Talent & Diversity Team have been working with local communities to ensure the Council is attracting local diverse talent.

9.2 The team have engaged with a range of our local communities and organisations which includes Manchester BME Network, British Muslim Heritage Centre, Wai Yin Society and the T.A.P Project (The African Pot) to promote our ambition of building an inclusive and diverse Council and to share job opportunities.

9.3. By working with our communities and these organisations, we have been able to share our job opportunities directly with our communities which has resulted in an increase in diverse applicants and appointments. This is reflected in our recruitment data from March 2023 (when we launched the new system):

- Black, Asian & Minority Ethnic candidates account for 49% of applications and 43% of appointments.

9.4 Graduates

9.4.1 This year, we have invested in the Council's corporate graduate management programme by increasing places from 4 to 15. Graduates are required to either be a Manchester resident or attend a Manchester University.

9.4.2 Due to our inclusive recruitment process and engagement with universities, we have recruited the following:

- 3 First Generation students – these are students who are the first in their family to go to university
- Of the 15 students, 5 are Black, Asian and Minority Ethnic (31.25% of appointments)

9.5 Early Help Case Study

9.5.1 The Early Help Service was looking to recruit Early Help Practitioners. The roles involve working closely with and supporting children and families in communities across the city. Line managers were keen to ensure that the team attract local diverse talent to undertake these roles. The Talent & Diversity Team engaged with our local community organisations to discuss and promote the opportunities and encouraged residents to apply:

- The service received 51 applications of which 31 were shortlisted for interview.
- Of the 31 shortlisted, 11 of the applicants were Black, Asian and Minority Ethnic candidates.
- Following the interviews, 11 positions were filled of which 5 of the successful candidates were Black, Asian and Minority Ethnic (representing 45% of appointments)

9.6 Ambitious about Autism

9.6.1 Working with Manchester Metropolitan University and Ambitious about Autism, the Council hosted a ground-breaking employability programme which provided 5 students with Autism with the opportunity to work for the Council for 8 weeks and provided valuable work experience.

10. **Strengthened Workforce Intelligence**

10.1 We recognise the importance of quality and meaningful workforce diversity data as this helps us to understand the progress we are making towards building a diverse workforce and to highlight areas that we need to focus on.

10.2 We have recently developed a workforce diversity profile (see section 14 and Appendix 3) which is a comprehensive data pack and provides an insight into key workforce measures such as:

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

11. **Actions in progress**

11.1 This section provides a summary of the actions that are in progress.

Action	In Progress
Making Manchester City Council an employer of choice for our communities, working closely with community groups, partners, schools and universities	<p>We continue to work with local communities and universities to promote job opportunities. Good examples of community-based recruitment.</p> <p>The emerging Talent Plan sets out how we will develop our employer brand, improve how we market the Council and strengthen routes into Council employment through better engagement with communities. The plan is due to launch later this year.</p>

Creating a culture of learning and development for everyone, with targeted development to support areas of underrepresentation.	<p>We have positive pathway programmes for Race and are developing a programme for employees with a disability/long-term health condition.</p> <p>We are currently reviewing and strengthening our EDI learning and development offer to include:</p> <ul style="list-style-type: none"> • Disability and Social Model of Disability. • Mental Health at work. • Neurodiversity in the workplace • Trans Inclusion/Awareness.
Connecting this strategy to the Organisational Development plan and activity, identifying any gaps to inform how we do talent management and strategy.	Talent Plan is due to launch later this year.
We've reviewed our core workforce policies and will be training all our managers on how to use them fairly and properly.	Key policies updated and introduced. The Good Manager work we have developed will help managers to effectively apply policies and introduce simple how to guide to help with this.
95% of Senior Leaders Group (SLG) attended the Inclusive Leadership Training.	79.8% have attended to date.
Develop a 'tell us once' approach to support transgender employees and develop guidance and training for staff and managers.	Trans Inclusion Guidance is in draft and is being finalised by a Trans Inclusion Working Group.

11.2 Actions outstanding

11.2.1 This section provides a summary of the actions that are outstanding.

Action	Outstanding
Setting targets with Senior Management Team (SMT) in relation to EDI across the organisation	The Talent Plan will include diversity targets which is planned to launch later this year.
Monitoring of panel diversity and outcomes to be introduced by Jan 21	A new recruitment system was introduced in February, and we are actively exploring a

	functionality to be able to report on panel diversity.
New secondments, act up and honoraria guidance to provide more transparent development opportunities.	Plan to do this in Q3 this year.

12. Further activities to advance equalities

12.1 To achieve the ambitions of the Workforce Equality Strategy, there are a number of activities that we have delivered (or are delivering). These activities are not captured within the current strategy however, the activities contribute towards achieving our ambition of becoming an inclusive and diverse employer. These activities include:

- Health & Wellbeing Strategy which sets out how we will build a healthy, engaged and thriving workforce.
- Supporting each directorate to develop a workforce equalities plan that builds on their key strengths, addresses key challenges and is aligned to the WES.
- Established a workforce trans inclusion working group to review our current offer and strengthen our support to trans employees.
- Developing a Disability Action Plan in response to our engagement with employees with a disability and long-term health condition.
- Age Friendly Action Plan – developing an action plan to support the Council to become an Age Friendly Employer. We are working with the Age Friendly Team and the Age Equality Network to co-produce and deliver this plan.
- Race and Health Equity Programme (Appendix 2) – to support the delivery of Making Manchester Fairer, specifically, theme 7 which is tackling systemic racism and discrimination. A training programme has been commissioned by the Corporate Equalities Team and Public Health. The programme is designed to ensure the workforce has:
 - an increased awareness and understanding to describe and examine racism and discrimination in its structural, institutional, and individual forms and its impact on health outcomes and inequalities
 - Further develop their skills, knowledge, and expertise to implement anti-racist and anti-discriminatory practices both on a systemic and individual level
 - Build confidence to challenge racism and discrimination in the workplace and engage inclusively with communities that experience racial inequality

13. Race Review Action Plan

13.1 The Race Review action plan forms part of the Workforce Equality Strategy. This section provides an overview of the progress we've made to deliver the Race Review action plan. The review has a total of 27 recommendations.

13.2 Of these recommendations:

- 21 are completed.
- 2 are in progress.
- 4 are outstanding.

13.3 Recommendations in progress:

- Equal Opportunities in Employment Policy Statement – we are currently in the process of updating this policy.
- Capability Policy is also being reviewed – we are currently in the process of updating this policy.

13.3.1 HROD&T have started engagement with TU's, EDI team, directorate equality leads/champions and representatives from the staff networks.

13.4 Recommendations outstanding

- Setting workforce equality target – the emerging Talent Plan which is due to launch later in the year will include workforce diversity targets.
- Monitoring panel diversity - the recruitment and selection policy makes clear that recruitment panels must be diverse. We are currently exploring functionality within the new recruitment system to be able to monitor the diversity of recruitment panels.

14. Diversity Profile

14.1 This section provides some of key headlines from the diversity profile.

14.2 The Diversity Profile (Appendix 3) 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.

14.3 Age

- The average age of the workforce is 47 compared to 33 for the population of Manchester.
- 0.3% (26 employees) of our workforce are aged 16-21
- 33.6% (2,469 employees) of our workforce are aged 55+
- 3.9% (283 staff members) of our workforce are aged 65+

14.4 Ethnicity

- Black, Asian & Minority Ethnic employees account for 21.8% of the Council's workforce compared to 41.3% of Manchester's population.
- Since 2019, we have continually increased the representation of Black, Asian & Minority Ethnic employees overall and at more senior levels.
- In the last 12 months, 225 Black, Asian and Minority Ethnicity new starters have joined the Council and in the same timeframe 155 left the Council.
- The representation of Asian employees is 6.7% which is far below the representation in the population of Manchester (20.9%)

- Black, Asian & Minority Ethnic employees account for
 - 26.6% of employees at Grade 1 – 5
 - 19.5% of employees at Grade 6 - 9
 - 11.8 of employees at Grade 10 – 12
 - 6.7% of employees at SS Grade

14.5 Disability

- Employees with a disability or long-term health condition account for 8% of the Council's workforce compared to 17.5% of Manchester's population
- Since 2019, we have increased the representation of employees with a disability or long-term health condition overall and at more senior levels.
- The non-completion rate for disability equality monitoring in the HR system is 15%.
- Employees with a disability or long-term health condition account for
 - 7.8% of employees at Grade 1 – 5
 - 8.2% of employees at Grade 6 - 9
 - 8.6% of employees at Grade 10 – 12
 - 6% of employees at SS Grade

14.6 Gender

- Women account for 65.1% of the Council's workforce which is 14.8% above Manchester's population
- Women account for:
 - 65.4% of employees at Grade 1 – 5
 - 66.3% of employees at Grade 6 – 9
 - 58.9% of employees at Grade 10 - 12
 - 52.3 of employees at SS Grade.

14.7 Recruitment

Since the new recruitment system in March 2023:

- Black, Asian & Minority Ethnic candidates account for 49% of applications and 43% of appointments.
- The majority of Black, Asian & Minority Ethnic appointments are to G1 – G5 roles
- Candidates with a disability or long-term health condition account for 5.1% of applications and 7.3% of appointments.

15. Directorate Equalities Update

15.1 This section provides a summary of the activity that each directorate has delivered in the last 12 months to advance workforce equality, diversity and inclusion.

15.2 Adults

15.2.1 The staff within the Adult Social Care Directorate are employed by the council but are deployed into the Manchester Local Care Organisation to work in

partnership with community health colleagues as one team across the city. There are 1244.02 FTE (Full Time Equivalent) employees delivering services, adopting a strengths-based approach to support residents to achieve better life outcomes with less dependence on formal care.

15.2.2 Every member of the Adults Directorate Management Team has an equality objective set, as part of their range of senior objectives.

15.2.3 Recently at an Adults Directorate Management Team Meeting, we held an Equalities Workshop where we discussed our Equality, Diversity and Inclusion priorities, and planning and governance for the next 12 months. The priorities and actions from this meeting are to be discussed with colleagues across the directorate and captured in an Adult Social Care Equalities Action Plan.

15.2.4 Collaboration with the MLCO (Manchester Local Care Organisation) Equalities Lead is ongoing to support the replication of the Let's Talk About Race conversations across the MLCO Health workforce.

15.2.5 The offer of the Manchester Foundation Trusts Allyship training has been extended to all ASC staff to provide.

15.2.6 There has been targeted access to the Elizabeth Garrett Anderson Level 7 Senior Leaders apprenticeship programme (including influencing Manchester University to adapt its entry criteria to make the course more accessible).

15.2.7 A Let's Talk About Race Facilitators' support group has been established to ensure ongoing support to facilitators and to share best practice.

15.2.8 The 2nd annual Adult Social Care Cultural Day was recently held which was attended by over 100 employees celebrating our cultures and diversity.

15.2.9 In addition, there has been an ongoing review and development of our recruitment strategies and approach including:

- The production of Adults Social Worker recruitment video reflecting our ethnically diverse staffing group at all levels.
- Consideration of how and where vacancies are promoted with more active recruitment within communities, using pop up sites in supermarkets and community settings to showcase roles and career pathways and to support broader engagement.
- Ongoing promotion of the Diverse panel app to ensure our panels are inclusive and diverse in relation to gender and ethnicity.
- Linking into colleges and universities to promote our roles and career pathways, within Social Care
- Ongoing work on the development of the career pathway for non-Social Work staff

15.3 Children's & Education Services

15.3.1 The Children and Families Directorate consists of Early Help, Children's Social Care and Education Services working with colleagues from across the Council, with education settings and many other partners to support Manchester children and young people to lead safe, happy, healthy and successful lives. Manchester is working to be accredited as a UNICEF Child Friendly City where all children and young people have the chance to have a meaningful say in, and benefit from, the decisions, services and spaces that shape their lives. Equality, Diversity and Inclusion sits at the heart of this process and our commitment to our young people.

15.3.2 The Manchester Inclusion Statement, which has evolved from the development and implementation of The Manchester Inclusion Strategy [Manchester Inclusion Strategy - August 2022 to August 2025 | Manchester City Council](#) states:

“We believe it is important that every child and young person in our early years’ settings, schools and post 16 provisions, whatever their age, identity, circumstance or ability, has a sense of belonging, feels respected and is valued for who they are.”

This statement is attuned with the vision of Manchester City Council's Workforce Equality Strategy,

***“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.”***

15.3.3 The Children and Families Directorate is fully committed to delivering on Workforce equality improvements and contributing towards ensuring that our workforce and Manchester people, including children and young people feel fully supported by their council and consider it to be an appealing, positive and inclusive organisation to work for.

- The main focus for Children's and Education Services since September 2021 has been on Race Equality improvements and on developing and delivering a directorate action plan. This plan was developed in consultation with frontline staff through whole staff engagement events, team meetings and broadcasts.
- There has been really positive momentum across Children's and Education Services with the delivery and implementation of Let's Talk About Race across the Directorate. We are continuing to work hard to continue to roll out the training to staff who have not yet participated in it and to collect and understand the impact this is having to inform our next steps.
- A diverse Children's and Education Race Equality Action Plan steering group has been active and meeting monthly for the past 18 months, finalising the Directorate's Race Equality Action Plan and then overseeing its implementation and suggesting positive ways forward. The group met in May 2023 to explore what is understood by zero tolerance and agreed support for the guidance on this in the newly launched Good Managers' Guide.

- At an Away Day on 31.03.23, the Children's Leadership Team (CLT) spent time considering the progress that had been made with the Directorate's Race Equality Action Plan and the key priorities for the next phase. The CLT also spent time considering the six strands of the wider MCC Workforce Equality Strategy.
- The majority of time at the half day, face-to-face, directorate-wide staff engagement event on the 22.05.23 was dedicated to discussing Workforce Equality. Information was shared about the MCC Workforce Equality Strategy and then the Directorate Lead for equalities led a consultation session with staff asking for views about what is already working well and what needs to happen in relation to all equality characteristics, with a particular focus on Race, Disability (including hidden disability) and Trans Inclusion. The event was attended by over 200 members of staff from across the Directorate. There was extremely positive engagement in the discussion activity which provided very rich feedback about people's views and experiences of positive progress and key areas for development.
- Using the feedback from the staff engagement event the membership of the Children and Education Equality Group has been reviewed and expanded to make it more diverse and to include more senior leaders from across the directorate. Monthly face-to-face meetings are scheduled from the end of September 2023. The group will develop a refreshed Children's and Education Equality Plan based on staff feedback from the staff engagement event along with relevant data & information from HROD about key priority areas for development.

15.4 Corporate Core

15.4.1 The Corporate Core comprises two division (Chief Executives and Corporate Services) with over 17 diverse services ranging from frontline functions such Coroners and Registrars through to support functions such as ICT and performance, research and intelligence. In March 2021, the Corporate Core began the process of establishing a Champions Network and asked Heads of Service to nominate staff to take part in the network. The network has been led by a Senior Leader who is the overall Directorate Champion and is supported by the EDI team, the HR Business Partner and has representation from the trade unions. This distributed model of engagement was designed to ensure that every service was supported and enabled to embed equality diversity and inclusion within their service.

15.4.2 The Network has been meeting regularly and has a clear terms of reference with the overall purpose to ensure that Equality Diversity and Inclusion is embedded throughout Corporate Core Services, supporting compliance with the Public Sector Equality Duty. However, it was important that the Equalities Champions were also clear about their role. The Champions are not expected to be equalities or HROD specialists, their role is to be the catalyst and advocate within their service to enable Equalities Diversity and Inclusion to be embedded. They will work with their Head of Service to ensure this agenda is embedded within the service, an action plan is developed, and progress is ongoing.

15.4.3 The group has held a number of workshop sessions and developed three priorities for the directorate:

- Our services provide an inclusive culture where all staff can thrive
- We embed inclusive design in our service delivery to ensure every resident or service user can benefit
- We are informed, we lead by example and share our learning and best practice.

It is the responsibility of each service to develop their bespoke action plan to deliver against these priorities and include this in their service plans.

15.4.4 The Champions network provides a forum to all the Champions to meet, hear about corporate updates and how they can help shape and deliver them, to share experiences and seek support. The network has proven to be a safe space for challenging conversations which is critical. To date the group has worked collectively on:

- Shared workforce composition data through the live dashboard for services to review and identify specific areas for development
- Reviewed community data, shared dashboards and census updates so services can understand our communities better and inform service design for diverse communities
- Undertaken an introduction to the Equality Act and the Public Sector Equality Duty to understand our legal requirements
- Shared best practice / case study updates from individual services (see service progress below)
- Reviewed the council motion to include Care Leavers as an additional MCC priority characteristic in EQIAs and what this means for services
- Workforce Equality Strategy including recruitment and selection, race review action plan and diverse interview panels
- Discussed Senior Leaders Equality Objectives and the importance of senior ownership to support them in their Champion role
- Reviewed the Armed Forces Covenant coming into effect as an MCC additional priority and what this means for services
- Discussed the workplace adjustments hub, understanding the social model of disability and how we can support staff and residents through removing barriers to services
- Attended a briefing on the Safety of Women and girls and the White Ribbon campaign
- Discussed the equality implications of budget proposals and worked through the associated Equality Impact Assessments required
- Provide support and advice for developing the equalities action plans now embedded in the service plans

15.4.5 This model is intended to provide the champions with the knowledge and support to work with their heads of service to embed equality and inclusion in every aspect of their service, across workforce, professional development and service delivery, as highlighted in the priorities. However, the success of the

network is down to the passion and commitment of individual services, driving this forward within their daily work. Each service is committed to the corporate initiatives discussed in this paper but in addition, outlined below is a snapshot of the service specific highlights:

- City Policy have been focused on inclusive recruitment and have developed a service specific check list to ensure this is embedded within their recruitment practice.
- Communications have a dedicated working group and action plan and has made significant progress in improving diversity and inclusion in both their internal and external communications as well as developing accessibility of online communications.
- Coroners Introduced a scheme allowing refugees to apply for a free birth certificate within Manchester to help them navigate barriers to support and access other resources.
- Corporate Estates have secured external funding and are working with partners to increase the number of changing places in the city to support disabled people to enjoy the day-to-day activities Manchester has to offer which most of us take for granted.
- Elections have significantly developed their practice to be an inclusive service for all Manchester residents by increasing the range of equipment to remove barriers for disabled people, translated all core materials into 22 languages, provide easy read versions and braille.
- Financial Management have a dedicated equalities group within their service to develop and drive forward their action plan, this group won the 2022 Public Finance Award Equality, Inclusion and Diversity. Some planned activities include reviewing recruitment practices, introducing a talent pool pilot, and Culture Corner to raise awareness of cultural events.
- HRODT are driving all the corporate workforce strategy and initiatives as outlined elsewhere in this report.
- ICT have embedded accessibility standards in its procurement requirements for new systems.
- Legal and democratic services have established a working group and are developing a detailed action plan.
- Policy, Performance and Reform have developed diversity of thought on their management team by including two staff representatives with protected characteristics to have full membership of the team for a period of six months. They are currently in their second cohort and already have people signed up for the third.
- Performance Research and Intelligence have led on developing Equality Data Standards which will enable MCC to significantly improve its knowledge and understanding in a consistent way across workforce, communities and consultation and engagement.
- Procurement ensure that equality and diversity is embedded with our social value requirements and have surveyed our largest suppliers to understand the actions they are taking to improve diversity within their organisations.
- Reform and Innovation developed a new section in the Service Plan template dedicated to Equality Diversity and Inclusion ensuring that all

services across MCC are considering how they are delivering against this important agenda as part of their annual service planning.

- Revenues, Benefits and Customer Services have a dedicated equalities group within their service to develop and drive forward their action plan. This includes running staff development and progression events, mentoring schemes etc.
- Risk and Audit include Equality Champions of their leadership team to ensure this remains a standing agenda item, focus of discussion is around improving knowledge, understanding and diversifying recruitment.

15.4.6 In July 2023 the network began a refresh and has significantly increased its membership as well as establishing a steering group to increase the senior leadership oversight and drive for this work. The group held an initial workshop to reflect on the successes to date, the challenges they have experienced and identify priorities for the future. A new Directorate action plan will be developed over the coming months to drive forward the next stage of this work.

15.5 Growth & Development

15.5.1 The Growth and Development directorate consists of the following services: Planning, Licensing and Building Control; Development, City Centre and Major regeneration; Strategic Housing; Work and Skills along with the Manchester Adult Education Service. It is the engine room of the City Council delivering thousands of new homes and jobs across the city, regenerating former industrial brownfield land and transforming the city centre. It also provides opportunities for Manchester adults to obtain skills and qualifications to help them access work and to increase their job prospects.

15.5.2 We have recently reinvigorated the Equalities Group across the directorate. A new directorate lead (Martin Oldfield) has set up a group of volunteers from each service and they are currently reviewing their individual service plans to ensure that their service is fulfilling the commitments made to equality and diversity. Following this the group will develop a directorate-wide equalities plan, incorporating the commitments already made.

15.5.3 All services are reviewing their recruitment and selection practices, and some have already advertised posts via national black officer networks alongside standard recruitment advertising.

15.5.4 Strategic Housing has reserved a place on its departmental management team for a black officer to ensure that race is considered in every decision it makes.

15.5.5 Let's talk about race training has been slow to roll out across some services in the directorate but the number of trainers has increased and roll out will be stepped up in the coming months.

15.5.6 Manchester Adult Education Service (MAES) continue to contribute to the council's race review, through delivering the Let's Talk About Race workshop

(400+ participants) and more through collaborating with Organisational Development to deliver 'train the trainer' sessions for colleagues who will be facilitating conversations on race within their teams.

15.5.7 MAES has developed its own, internal, Aspirational Leadership programme. The programme aims to provide development opportunities as a route into middle leadership for under-represented groups (currently MAES has good representation at officer and teacher level but in middle and senior leadership that diversity is not reflected).

15.5.8 Adult learners represent proportionately high numbers of Manchester's minority groups and staff are skilled at ensuring opportunities for learning are inclusive whilst recognising and celebrating difference. For example, over 60% of learners are from ethnic minorities and represent a wide range of diverse cultures. Courses include opportunities to celebrate these cultures and enable staff and learners to benefit from this diversity.

15.6 Neighbourhoods

15.6.1 The Neighbourhoods Directorate comprises of four thematic functions: Communities, Highways, Housing Services & Homelessness, and Neighbourhood Delivery. There are over 1400 staff working in the Directorate, in 23 service areas, predominantly delivering a mixture of front line and back-office functions. Together these services play a key role in supporting the delivery of the Our Manchester Strategy. This includes the creation of sustainable, safe, resilient, and cohesive neighbourhoods, with good quality green spaces, and accessible culture and sporting facilities.

15.6.2 The Neighbourhoods Equality Champions Network has been established since 2016, includes a representative from each of our service areas and is chaired by a member of DMT (the Directorate Management Team) which demonstrates the Directorates commitment at the highest level. The group meets on a quarterly basis.

15.6.3 Following on from the successful introduction of Neighbourhoods Directorate EDI Drop-Ins in 2022 staff drop-ins have been arranged throughout September and October 2023. Staff can seek advice from a member of the EDI Team and HROD on any questions or queries they may have in relation to EDI in their service.

15.6.4 This year's annual staff conference was shaped in response to feedback from the annual staff survey. This year on the 19th of June 2023, hundreds of staff from across the Directorate came along to the annual Neighbourhoods 'All Staff Forum' on the theme of **Equalities, Health & Wellbeing**. There were presentations from the Strategic Director of Neighbourhoods, Neil Fairlamb, and from guest speaker Dr Cordelle Ofori, Deputy Director of Public Health, about the ambitious action plan Making Manchester Fairer which aims to tackle health inequality across the city. There was also a special thank you to all our staff from the Chief Executive. As well as presentations there was the

opportunity to network and take part in interactive activities. Representatives from the Equalities Staff Networking Groups were also in attendance.

15.6.5 The weekly Directorate broadcast is shared digitally, and a hard copy posted on noticeboards for offline colleagues. These key communications provide a rich source of information for staff including an opportunity to celebrate equality awareness days and to promote events and learning opportunities for staff to get involved in.

15.6.6 Staff networks promote inclusivity, belonging and provide a voice for staff. In recognition of a gap in the current forums, a new Muslim staff network has been established in 2023 by colleagues in the Community Safety team.

15.6.7 Equality, Diversity and Inclusion awareness training for all staff, managers and leaders in the Directorate is a key priority. Over 68% of managers have now completed the inclusive leadership training and several members of the DMT are enrolled on the Making Manchester Fairer Race & Equity Training Programme. The rollout of Let's Talk About Race for all staff continues. In some service areas specific training has been undertaken around mental health awareness, autism awareness and transgender.

15.6.8 A key area for focus in 2023/24 has been to focus on recruitment approaches in order to increase the diversity of the workforce and ensure that Mancunians can access employment opportunities in the Council. All services ensure that recruitment panels are as diverse as possible and everyone joining an interview panel must undertake mandatory recruitment and selection training. Some of the different approaches are detailed below:

- **Grounds Maintenance** - has developed a local recruitment approach with the intention of employing staff directly from our local communities to create a workforce that better reflects the communities we serve. Grounds Maintenance have developed both work experience placements and short term paid employment opportunities which are recruited to from local communities. In conjunction with Work and Skills and Career Connect, the service has developed and delivered a 6-month seasonal employment/training role for recent school leavers who are NEET (Not in Education, Employment or Training), 5 young people have been employed on this project that will run until October 2023.
- **Leisure** - Vacant posts are advertised with agencies with specific target audiences to try to reduce the equalities gap within the workforce
- **Libraries** - To ensure our workforce represents our communities, the Libraries service have introduced new recruitment methods; all Library Assistant jobs (grade 3 posts) are advertised in local libraries, and recruited via drop-in open days, which has led to increased diversity of our workforce.
- **Neighbourhood Teams** – Ensure that recruitment processes are engaging and widely promoted in communities, and ongoing talent developing activities so that Officers and skills are reflective of the communities we serve. We also support diverse residents to carry out place-based work experience within MCC (14+) to improve impact.

- The **Compliance, Enforcement and Community Safety service** piloted an alternative recruitment approach. The aim of the pilot was to awareness of employment opportunities within the Council with communities who are currently underrepresented in the workforce. The service identified all vacancies across several teams and simplified the application process to ensure it was inclusive and accessible. Job roles and pay were clearly explained. Officers spent time in diverse neighbourhoods speaking to people about the opportunities and why the Council is a great place to work. Takeaways, off licenses, banks and shops agreed for adverts to be placed in their windows. The Council partnered with JobCentre Plus who supported job seekers to apply for the opportunities. The interviews were held in the community and focussed on having conversations to identify strengths. Officers received positive feedback about the recruitment approach, people were positive about having the opportunity to engage directly and informally with officers. Some people said that they had never thought about working for the Council before. The roles are currently being offered to successful candidates and work is underway to analyse the results of the approach.

15.6.9 As part of the Directorates core business leadership has been provided to shape and embed policies and standards which support the wider workforce. This includes the organisations commitment to become a White Ribbon Organisation, Third Party Abuse Policy and to become a UNICEF child friendly city.

15.7 Public Health

15.7.1 The Public Health Department consists of the following thematic functions: Health Improvement & Well Being, Health Care Public Health and Partnerships, Health Protection and Healthy Environment. In April, due to the growth and expansion of the Public Health workforce, the collective teams were recategorised from a Public Health Team to a Department.

15.7.2 Within the Public Health Department clear objectives regarding equalities have been established with all senior staff, that support the way we work and the outcomes we are aiming for.

15.7.3 A Workforce Development Group has been established to ensure a clear, equitable and transparent decision-making framework is in place for accessing training, development opportunities and supports our approach and commitment to workforce equality and diversity.

15.8.3 This group has also supported the following:

- Reach outs for promotions undertaken within the service to ensure there is a clear framework for opportunities and career progression for all.
- Inclusion of the following objective within Our Annual Conversations: The public health department will ensure that we attract, recruit and select in a way that is inclusive and drives diversity at all levels.

- Reviewed EDI data on SAP. Further promotion to Public Health Department to complete / update EDI data.

15.8.4 In terms of recruitment, we have a commitment to ensure all recruitment panels are diverse, linking into the corporate requirements but also taking this further into diversity from a disability perspective.

15.8.5 Public Health have created strong linkages with communities to ensure roles are broadcast within communities where possible, through existing networks. To highlight the effectiveness of this approach in September we received over 120 applications for two Community Health Equity Manchester Officer roles.

15.8.6 In addition to this we recently established two UMEED Coordinator roles, where targeted recruitment adverts were developed for women, specifically to support the Public Health objectives of supporting vulnerable pregnant Pakistani women. This recruitment approach was successful.

15.8.7 The rollout of Let's Talk About Race within Public Health continues. Our Departmental Management Team have completed their training, and we are now working on a plan to roll this out across Public Health. As the Department of Public Health is not as large as other Directorates, it has been agreed our sessions will be supported and facilitated in the main by MAES.

15.8.8 Future work will focus on the development and delivery of a departmental equalities plan which will look to ensure that Public Health is fulfilling the commitments made to equality and diversity and support our objective to attract, recruit and select in a way that is inclusive and drives diversity at all levels.

16. Refreshing the Workforce Equality Strategy

16.1 The strategy is due to be refreshed in late 2023. The current strategy has focused on awareness raising and establishing some of the basics required in creating a foundation for sustainable change.

16.2 The next iteration of the Workforce Equality Strategy needs to focus on hardwiring equality, diversity and inclusion in workforce practice to be able to fully realise the ambition for our staff, the organisation and the services we deliver for communities across the city.

16.3 The refresh will be developed by staff, staff networks and Trade Union colleagues, so that it is reflective of the voice and experiences of our diverse workforce and will be aligned to the emerging and overarching equalities strategy which is being developed by the corporate equalities team as well as Making Manchester Fairer.

16.4 The scale of meaningful, high-quality activity to support workforce equality cannot be underestimated, and it is not possible to be able to focus on all areas of equality and diversity due to resources. We know from experience that it is better to focus on a smaller number of areas that will have the

greatest impact. The core of the next 2-year strategy will focus on how we can universally improve the experiences across staff with protected characteristics, alongside additional focus on some priority areas.

16.5 There are emerging priorities that we have identified through our learning, reflections and from our workforce intelligence, staff survey and feedback from staff network groups. These include:

1. Leadership and accountability for advancing equalities and addressing inequalities.
2. Becoming an Anti-Racist Council.
3. Improving support for Disabled employees and employees with a long-term health condition.
4. Improving support for Trans employees.
5. Strengthening our education and learning offer aligned to points 1, 2, 3 & 4.
6. Reducing the gender and ethnicity pay gap
7. Strengthening our workforce intelligence so that our decisions are informed by high quality data. Setting targets and tracking outcomes and impact.
8. Recruitment, retention and progression although this will be picked up with the Talent Strategy which is due to be considered by SMT in September
9. Support leaders and managers to build inclusive teams and services.

17. Recommendations

17.1 The Resources and Governance Scrutiny Committee is asked to:

1. Comment on the progress the Council has made to deliver the Workforce Equality Strategy
2. Note the progress each directorate has made to deliver workforce equality, diversity and inclusion.
3. Note the plan to refresh the Workforce Equality Strategy.

18. Appendices

Appendix 1 – Workforce Equality Strategy – completed actions

Appendix 2 – Race and Health Education Programme

Appendix 3 – MCC Diversity Profile

Appendix 4 – EDI Training Overview