



MANCHESTER
CITY COUNCIL

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HOW WE MET OUR PUBLIC SECTOR EQUALITY DUTY IN 2022-23

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1. Purpose of the Report

The purpose of this annual report is to provide evidence as to how Manchester City Council has complied with the Equality Act 2010 and its specific duties. The council is committed to advancing equality of opportunity through its service provision, as an employer, a commissioner and when working in partnership.

The public sector equality duty (PSED) is a requirement under the Equality Act 2010 and states that public bodies should consider equality across their work. It is supported by specific duty obligations, which requires Manchester City Council to publish equality information each year to demonstrate how the requirements of the PSED are being met. Public bodies also need to publish one or more equality objectives, which should be specific and measurable and updated on a cycle of no more than four years. The specific duty obligations are intended to support public bodies to be more transparent about their work on equality.

The Equality Act 2010 provides the basic framework of protection from discrimination, victimisation and harassment and came into force on 1st October 2010.

From 5th April 2011, under section 149 of the Act, 'the Public Sector Equality Duty' (or "general duty") came into force, requiring us (the Council) to:

- Eliminate discrimination, harassment, victimisation, and any other conduct that is prohibited by or under the Act;
- Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

The general duty is supported by two "specific duties" which requires us to:

- Publish information to show compliance with the equality duty every year. For example, information in relation to the protected characteristics of employees and people who share a relevant protected characteristic who are affected by our policies and practices.
- Publish specific and measurable equality objectives at no more than four years from the date of first publication.

This report is designed to demonstrate the council's compliance with the PSED. It does this by:

- Profiling the protected characteristics of the employees of the council.
- Providing examples of eliminating discrimination, advancing equality, and fostering good relations across council services.
- Outlining and demonstrating the policies and procedures in place that the council has to ensure it has due regard to the duty

In summary, this means that we must consider the impact that our actions have on equality and that we are furthering the aims set out in the law; how our policies/

procedures impact upon equality; how we consider the ways in which we can alleviate any potential negative impacts and ensure that access to our services remains fair and equitable.

This report does not seek to capture everything that is undertaken in relation to Equality, Diversity, and Inclusion. Instead, it highlights some of the key achievements during 2022-2023. We will continue to embed our Equality, Diversity and Inclusion aims and objectives until the new Equality and Inclusion Strategy has been developed in 2024. We will also be refreshing our Equality objectives for the next four years (2024- 2028)

2. About Manchester and the Council

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.

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. However, we also know that discrimination, structural and institutional bias, and barriers are among the most detrimental determinants of health and wellbeing.

Without aiming for equity within our public services, we will continue to incur unnecessary excessive costs to our citizens and to system resources. Without creating the conditions for diverse and inclusive leadership, workforce, and talent to flourish, we will lack the insight and ability to deliver to our diverse community's needs.

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.

The Council is one of the largest employers in Manchester with over 7,300 employees. The Council is made up of 5 directorates that deliver a range of services to residents across the city.

- Adults
- Children's
- Corporate Core
- Growth & Development
- Neighbourhoods

Manchester City Council is a commissioner and service provider, working closely with strategic partners and other local organisations. 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.

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

The Our Manchester Strategy, sets out a vision for 2025 of Manchester as a world class city which is:

- Thriving and Sustainable City– with great jobs and the businesses to create them
- Highly Skilled – full of talent both homegrown and from around the world
- Progressive and equitable – a fair city where everyone has an equal chance to contribute and to benefit
- Liveable and low carbon – a great place to live with a good quality of life: a clean, green and safe city.
- Connected - both physically, with world class transport, and digitally, with brilliant broadband.

Our headline messages from the Office for National Statistics (ONS) release of Census 2021 data for the city of Manchester relating to race and ethnicity, religion, national identity, and language is highlighted below. In total, 521,000 people usually residing in Manchester responded to the 2021 Census. After making various adjustments, ONS estimate that the population of Manchester on Census Day (21 March 2021) was 552,000, a difference of 31,000 people. This data and what this means will be further explored in the Communities of Identify report later in the year.

On each of these categories, the Census demonstrates the further increases in the diversity of the city's population during a decade of rapid change and unprecedented challenges. For example:

- Ethnicity: The non-white population has increased from 33.4% to 43.2%, including an increase in all Asian ethnic categories from 17.1% to 20.9%, and an increase in all Black ethnic categories from 8.6% to 11.9%.
- National identity: 77.2% of residents most identified with one of the various British categories, down from 83% in 2011
- Language: 89% (191,800) of households have at least one person who can speak English as their main language. Around 4% (21,400) of residents said they cannot speak English well or very well. Across the city, 94 languages are spoken with the highest numbers being Urdu, Arabic and Polish
- Religion: The Christian population has decreased from 48.7% to 36.2%, Muslim population increased from 15.8% to 22.3%, and those identifying as 'no religion' increased from 24.7% to 32.4%

2021 census in England and Wales asked about sexual orientation and gender identity for the first time. Nationally, 89.4% of respondents identified as straight or heterosexual. Around 3.2% identified as lesbian, gay, bisexual or another sexual orientation

(LGBTQ+), in Manchester that figure was 6.6%. 93.5% of residents said their gender identity and their sex registered at birth were the same. Nationally around 0.5% said their gender identity and sex registered at birth were different, with 48,000 people identifying as 'trans man' (0.1%) and another 48,000 (0.1) % identifying as trans woman'. 118,000 (0.2%) did not provide a write in response. A further 30,000 identified as non-binary and 18,000 wrote they had a different gender identity. In Manchester those figures were 0.45% (different from registered at birth but not specified) trans man 0.17%, trans women, 0.17%, non-binary, 0.16% and other gender identities 0.07%. Council and partner services will use the Census data alongside our own intelligence to help plan services, better understand our population, and use Our Manchester approaches to align services with the communities that they serve.

3. Our Equality Objectives 2020-24 (See Appendix 1 and 2)

We think setting equality objectives is an important way for us to show our commitment to equality, diversity, and inclusion. Our equality objectives help us describe the things we'll do to support Manchester's vision to be a progressive and equitable city. We have set three equality objectives for 2020 - 2024, each with a set of indicators that describe in more detail what we'll focus on to ensure we're making progress. The objectives will last until 2024, but we will keep track of where we are up to annually and update the aims as we make progress.

Use the links in the subheadings to read our equality objectives in full and the indicators designed to allow us to track progress in these areas:

[3.1 Objective 1 - Knowing Manchester Better](#)

We will work together with Manchester's citizens and our partners in the public and voluntary sectors to improve the quality of the information we have about Manchester's diverse communities. This will strengthen our understanding of our people and will help us to support 'community cohesion', where people from different backgrounds get on well together in the local area and treat each other with respect and consideration. We will engage with our citizens to build strong, trusting relationships which will help us to develop policies and commission services that meet everyone's needs.

[3.2 Objective 2 - Improving Life Chances](#)

We want everyone living in Manchester to have a good quality of life and equal chances. We aim to remove disadvantage and prejudice from people's lives and make sure that everyone has access to the services and opportunities that will help them to fulfil their potential. We know that for some groups in Manchester this is not already the case, and we will work with our partners to take a positive approach to removing inequalities. Embedding programmes of work to enable the Council's workforce to be more reflective of the communities it services is a key priority within this objective. Specifically, we will increase the proportion of Black and Asian minority ethnic and disabled people in the Council's workforce overall and in particularly, within our senior leadership team.

3.3 Objective 3 - Celebrating Our Diversity

Manchester's commitment to equality and diversity is part of its fabric; the City has championed equality for generations and has been home to a number of inclusion figureheads. We have a thriving and increasingly diverse population with a wealth of characters, cultures, and contributions. The city has much to celebrate, be that its past, present, or future. We've achieved a lot by working with our different communities to promote their identities and achievements. We will maintain and build on that, going even further to celebrate Manchester's diversity. The EDI team have delivered events such as Black History Month, International Women's Day, Pride and Holocaust Memorial Day. Service delivery also includes working with communities and partners to understand Manchester citizens and help support those who are under the additional protected characteristics.

4. Workforce Equality

In October 2021, the council launched a Workforce Equality Strategy (See appendix 3) 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. Details of the council's workforce profile can be found in Section 8.

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.

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.

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.

The strategy sets out six summary aims:

- Our workforce fully reflects our communities at all levels
- We talk openly and frequently about equality and inclusion
- Staff have access to develop and fulfil their potential
- Staff will feel free to bring their whole selves to work
- Policies and processes are fair and do not discriminate against any group or community

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

This section provides an overview of the progress the council has made to deliver its Workforce Equality Strategy and to demonstrate how we have complied with the Equality Act 2010 and specific duties.

4.1 Senior Leadership for Equalities, Inclusion & Engagement

Leadership across the Council has been strengthened by the creation of a Joint Director of Equalities, Inclusion and Engagement post working across the City Council and Health who will work with the Corporate Equalities, Diversity & Inclusion Leadership Group (CEDILG) chaired by the Deputy Leader of the Council and the City Solicitor to ensure that the Council achieves its equality objectives. They will monitor progress against the Workforce Equality Strategy and local action plans in services which support the delivery of our equalities objectives. This is supplemented by participation in the Inclusive Leadership Masterclass attended by 410 managers and 118 members of the Senior Leadership Group to date. It is designed to equip our leaders with the confidence and skills to make the workplace more consciously inclusive.

4.2 Organisational Behaviours

A new behaviour has been created to reinforce the council's commitment to being an equal, inclusive, and fair organisation. Whilst equality was threaded through the councils existing behaviours which all staff are expected to uphold, staff told us that we needed to strengthen our commitment to equality. A group of fifty staff from across the organisation and trade unions were involved in the creation of the fifth behaviour and shared personal experiences and insights to make sure that it will work for all. This focuses on a clear call to action: *We show that we value our differences and treat people fairly.*

The Council delivers the 'Our Manchester Experience' to its workforce and partners to support culture change in the organisation. The experience has been updated to include an Equality, Diversity & Inclusion behaviour. The Experience reinforces the message that it is a behaviour rather than a value, therefore it is something that we need to act on rather than just believe in.

4.3 Creating a more diverse workforce at all levels by developing existing staff and opening opportunities out to Manchester residents.

The Council has established a Talent & Diversity Team within Human Resources & Organisation Development (HROD). The team lead on programmes of activity which supports the Workforce Equality Strategy and ultimately ensures that the Council is able to attract, develop and retain diverse talent from within and outside of the organisation.

We have developed a leadership pathway programme for Black, Asian and minority ethnic colleagues. To date, 48 people have enrolled onto the programme with 30 successfully completing it. Out of the 30, 47% (14) have gone on to

secure promotions and have directly attributed this to the knowledge, confidence, opportunities and exposure the programme provided them. There are a further four programmes planned to be delivered over the next two years with a total of 18 staff on each programme.

In the last 12 months, the Council has supported 111 colleagues in enrolling onto an apprenticeship with 37% of these being for staff from Black, Asian and minority ethnic backgrounds. This compares to 29% in the previous 12 months. The increase in staff from within this group was achieved through utilising various communications channels with information on apprenticeships, speaking to our Race Equality network groups and working closely with senior managers within each directorate.

In June 2022, the Council relaunched a new work experience offer. This encompasses hosting students from Manchester schools, colleges and universities and supporting students studying T-Level and degree level qualifications. The offer has been refreshed to prioritise Manchester residents aged 24 and over, not currently in work, providing opportunities to gain work experience in areas of their choice. This work is directly linked to our ambition to strengthen our employment pathways into our organisation, creating a clear talent pipeline for our residents with a priority to include residents from our under-represented communities.

4.4 Engagement and Communications

In 2022, our annual staff awards (Awards for Excellence) included a dedicated Equality, Diversity and Inclusion category. This addition was in recognition of our commitment to creating a fair and inclusive workplace, and the excellent work done by colleagues across the Council which helps us to achieve this.

Diverse judging panels were also introduced where members of staff networks were invited to support the judging of each category - 33% of members of the judging panels identified as Black, Asian, and minority ethnic. Judges received de-personalised nominations to avoid bias. Members of the judging panels were also invited to present awards at the finale event, to ensure presenters were reflective of the diversity of our workforce.

An equality monitoring tracker has been developed for the Our Manchester Experience, Carbon Literacy, Listening in Action and large corporate events to show levels of engagement across protected characteristic and to take positive action where required to ensure all staff groups can and are able to engage.

The intranet has been developed with content that enables staff to access the staff equality networks and engage in activity, including the recently established Mental Health Network and Neurodiversity Group. Further development work is planned with the staff equality networks, including the newly formed Over 50s and Young Person's networks.

The Council provides over 50 different equalities, diversity and inclusion-related training courses. The courses range from Autism awareness, Anti-racism to Digital Equality & SCULPT and LGBTQ+ awareness. A total of 5526 staff have accessed the training.

The Council launched a mandatory '*Let's Talk About Race*' training programme in February 2022. The training is a combination of e-learning content and facilitated team conversations that explores systemic racism, white privilege, racial micro-aggressions, tokenism and actions to help create an anti-racist Council. To date, over 1,200 employees have completed this training and we continue to roll this out across the organisation.

The Corporate Induction has been redesigned with a renewed focus on the Manchester City Council Strategy, Corporate priorities, Our Manchester Behaviours and Equality, Diversity, and Inclusion (EDI). This induction ensures our new starters have a clear understanding of the Council's equality, diversity and inclusion priorities, behaviours and expectations, including our zero-tolerance approach to any form of discrimination.

4.5 Recruitment and Selection

HROD have been working on transforming the ways in which we recruit and select across the City Council, including transition to an improved 'Applicant Tracking System' which will support tracking of the protected characteristics of applicants across the recruitment process. We have also strengthened our approach to ensuring that recruitment panels are diverse in terms of gender and race. To encourage and assist this to happen HROD have designed and implemented an 'app' which matches diverse members of staff who want the experience of sitting on a recruitment panel to support their own career development, with recruiting managers.

4.6 Monitoring workforce characteristics

As part of the engagement carried out when developing the Workforce Equality Strategy (See appendix 3), people were asked about barriers to updating their personal equalities information. Engagement packs were also created to fully explain how the data is used and the value in understanding the make-up of the workforce. Having stories about how we have used the information in some of our policy development has helped to build confidence in this area. Our aim is to improve the recording of protected characteristics across the workforce to 95% over the next 2 years to support us to address under-representation at all levels of the council.

Workforce demographics:

The information below presents a summary of the Council's workforce against the protected characteristic groups (where data is available). As of Monday 30th January, there were 7,341 employees within MCC.

There is a strong emphasis on understanding the workforce demographics and showing progress within these areas. Whilst the below demographics do not show the increase in protected characteristics, they highlight the current workforce and show where we need to improve as described in the strategy.

Age	%
Under 20	0.1%
20 - 29	9.5%
30 - 39	17.8%
40 - 49	24.2%
50 - 59	32.5%
60 - 69	15.0%
70 and over	0.8%
Disability	%
No	76.7%
Unknown	14.9%
Yes	7.9%
Prefer not to say	0.5%
Ethnicity	%
White / White British	64.0%
Black / African / Caribbean / Black British	11.4%
No Data	7.9%
Asian / Asian British	6.4%
Prefer not to say	3.4%
Mixed / Multiple Ethnic Groups	3.3%
White other	3.1%
Any other Ethnic Group	0.2%
Middle Eastern and Central / Western Asian British	0.3%
Gender Identity	%
Unknown	85%
Female	9.2%
Male	5.4%
Prefer not to say	0.2%
Non-binary	0.1%
Do you identify as Trans?	
Unknown	85.1%
No	17.4%
Prefer not to say	0.3%
Yes	0.2%
Religion or Belief Detail	%
Unknown	89.8%

Christian	7.8%
Prefer not to say	0.4%
Muslim	1.5%
Any other religion or belief (please specify)	0.3%
Hindu	0.1%
Sikh	0.1%
Jewish	0.0%
Buddhist	0.0%
Sex	%
Female	65.2%
Male	34.8%
Sexual Orientation	%
Heterosexual / Straight	61.0%
Not Disclosed	26.8%
Unknown	7.3%
Gay	2.1%
Bisexual	1.4%
Lesbian	1.0%
Other	0.3%

4.7 Creating policies and processes that feel fair to everyone

In 2019/20, Black, Asian, and Minority Ethnic staff were more than twice as likely to be subject to disciplinary action. The Casework team (HROD) have taken part in equality training (including Let's Talk About Race training) to better understand issues around race and lived experience. The team have also;

- Introduced an enquiry stage before any cases enter formal action.
- Worked closely with trade unions to analyse casework trends and issues and develop a new disciplinary policy.
- Used quarterly meetings within HR and with all Strategic Directors to monitor all cases and specifically monitor cases relating to Black, Asian, and Minority Ethnic staff. (This now also includes Employee Dispute Resolution cases and all cases that could be related to any of the protected characteristics.)
- Introduced the requirement for managers reviewing any cases, involving elements of discrimination, to have attended the Inclusive Leadership programme.
- Reviewed the level of manager who deals with any case involving an element of discrimination.

As a result of this work, the application of disciplinary procedures with Black, Asian and minority ethnic staff has reduced from 38% to 26% since 2019/20. To improve the workplace experiences of disabled employees and those with a long-term health condition, the Council is:

- Developing a workplace adjustment hub which will provide support, advice, and guidance to disabled employees, those with a long-term health condition and their line managers.
- Developing a 'workplace adjustment passport' to record the adjustments that people need so that changes to job, location or manager don't result in staff having to repeat the adjustment process.
- Engaging with disabled employees and those with a long-term health condition to understand what is working well, what isn't and how the Council can improve.

4.8 Policy Framework

A number of key HROD policies have been revised or introduced over the last 12 months to support our Workforce Equality Strategy, including amendments to the Disciplinary Policy and Employee Dispute Resolution (EDR) Policy to include a 'zero tolerance' statement in relation to discrimination of any form. There is a commitment to providing reasonable adjustments throughout these processes and in addition, only senior managers who have attended Inclusive Leadership training will investigate or hear cases related to discriminatory behaviours to eliminate any potential bias in case management. The mediation offer has also been refreshed as a route to avoiding formal EDR procedures where appropriate.

Other revisions to policies include the introduction of a new contractual entitlement to paid special leave for those fleeing abusive relationships within the Domestic Abuse Policy, a new contractual entitlement to fostering leave and paid special leave for those employees who are approved foster carers and have fostering responsibilities in working time and other changes made to the Special Leave policy based on feedback from the Race Equality Report to support staff who may need to travel abroad following a bereavement.

A new Menopause policy has been launched to raise awareness of the menopause and support employees whose symptoms impacted on them in the workplace.

We have introduced a new Third-Party Abuse and Harassment policy which includes a zero-tolerance statement for any type of abuse/harassment, definitions of different types of abuse/harassment and a mechanism to report incidents which is monitored by Health and Safety. Staff are encouraged to report hate incidents/crime/criminal behaviours to police where appropriate, with support for services to act against perpetrators. The Council takes a zero-tolerance approach to discrimination of any kind. To support this, the Employee Code of Conduct and key policies have been updated to reflect this.

4.9 Workforce Equality Strategy progress monitoring

There is a clear vision set out within the strategy as to how it will be delivered. Regular reporting to Senior Leadership will allow us to monitor progress against

meeting our targets to better reflect our diverse communities at all levels of the council, continue to create a more inclusive culture and allow all staff to flourish.

5. Progress Update for 2022-23

Manchester City Council is a commissioner and service provider and one of the larger local employers in the area, working closely with strategic partners and other local organisations. This puts us 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.

Every year we show our collective progress towards our strategic goals through the [State of the City report](#). This year's report represents the fifth analysis of our progress towards the vision and objectives outlined in the Our Manchester strategy, focusing on the progress since the 2015 baseline and outlining the impact the Covid -19 pandemic has had on our city. In the summer of 2020, the Our Manchester strategy priorities were reset for the five years to 2025, acknowledging-but looking beyond – current challenges, to ensure the city achieves its ambition. Theme three, 'A progressive and equitable city' sets out areas of progress made towards achieving this aim. The urgency of this has been exacerbated by the pandemic, which has disproportionately affected some of the most already disadvantaged communities. The Council's focus on reducing inequalities is now more important than ever. We have highlighted some key areas of work that the council have embarked advance equality and address inequalities.

The progress the Council has made has enabled us to gain Disability Confident Leader status, Foster Friendly Employer status, become a member of the Employers Initiative on Domestic Abuse and to gain the Greater Manchester Good Employment Charter. Our leadership on these areas will support our work with other employers and stakeholders across our city.

5.1 Making Manchester Fairer

[Making Manchester Fairer](#), is the city's 5-year plan to Tackling Health Inequalities This is an ambitious plan and will evolve, but it will take time to embed and develop. There are eight themes in the plan. Six of these are themes or facts that are frequently highlighted as having an effect on health and wellbeing. They are;

1. Focus on giving children the best start in life
2. Addressing poverty. This affects everything, especially set against the cost-of-living crisis
3. Good work is good for your health
4. Focus on preventing ill health and preventable deaths, so this will also include the four big killer diseases/ conditions in Manchester
5. Homes and housing
6. Places, environment, and climate change.

We also added two more themes for Manchester:

7. Tackling systemic and structural racism and discrimination

Through this theme we aim to improve outcomes for communities experiencing racial inequality by enabling staff to implement the rights solutions. We are developing a comprehensive and immersive educational programme aimed at tackling structural discrimination and racism and will include lived experience and insights into equality issues, with a focus on the most pervasive issues communities face. This programme will highlight how bias, and stereotypes affect decision making, and encourage leaders to examine recruitment to achieve a more diverse and inclusive workforce. Sorting engagement with marginalised communities will help us work with them on culturally proficient services and activities. Data collected in an inclusive way will accurately identify patterns and gaps in services and will monitor improvements. We will support the workforce in improving their knowledge and confidence in asking about protected characteristics to improve data collection, but also to build trust so communities feel more comfortable sharing information and understand why it is important to do so.

8. Focus on communities and power, so that we concentrate on what really matters to our local communities and residents, and so that they are heard and influence what we do. This includes acting on the voices of those who are often less heard.

All our work to reduce inequalities will be informed by understanding community and neighbourhood strengths and needs. We work closely with trusted voluntary and community sector and recognise their contributions to improving wellbeing and reducing entrenched inequalities, including reviewing the approach to grant funding and support to ensure it is fair. We have established a Communities and Power Forum to drive forward the actions outlined within the Communities and Power and Fighting Systemic and Structural Discrimination and Racism themes of the Building Back Fairer action plan. The Forum will consist of a diverse group of individuals who are expert by experience on these matters who will ensure that the Our Manchester approach is embedded through its delivery.

In addition, at the heart of our framework are four core principles, also based on community feedback, so that we genuinely involve residents and neighbourhoods in all aspects of the work:

1. Proactively listen to people and respond to show the difference the work has made, and why
2. Trust people, trust local residents and groups to act on and deliver the plan
3. Employ people, bring local people into local jobs linked to the plan; this improves prosperity and means that our workforce will be more reflective of the communities we serve

4. Create a space and a place to create and support the conditions for social connections to develop and flourish and to help health and wellbeing.

5.2 Covid Health Equity Manchester (CHEM)

CHEM was originally set up in 2020 to inform our response to COVID-19, and the widening impact gap on different communities. Members are now having broader discussions around the indirect consequences of the pandemic and broader social, health and wellbeing priorities for their communities. They have been and will continue to be vital in delivering our vaccine equity commitments.

The strategic group aims to achieve its objectives through collaborative whole system working, influence and advocacy as well as direct actions through its programme of work. The Covid Health Equity Manchester (CHEM) group is a good example where these improvements have built critically important trust with our communities and key stakeholders and therefore realising positive results. The CHEM programme through targeted engagement grants and the Sounding Boards have become a critical part of our system infrastructure for addressing health inequalities, even more so in light of 2021 census data for Manchester.

Representation covers groups and communities; disabled people including people with learning disabilities, communities experiencing racial inequality, inclusion health groups, occupational groups at high risk – care workers, taxi drivers, security, hospitality, people or groups that experience multiple forms of discrimination that intersect or combine (intersectionality). This will be kept under review based on emerging and evolving understanding of our communities. It is important to note the needs of other at-risk groups e.g., people who are homeless, older people, clinically at risk, are being addressed through other work streams.

The main functions of the Sounding Boards are to:

- Bring together a group of people that can act as a voice for their communities.
- Give the communities they represent a voice in the development and delivery of CHEM's programme of work.
- Identify and share what the priority issues and concerns are for the communities they represent.
- Share their views on statutory sector initiatives and activities that impact their communities based on their first-hand experiences and the experiences of people that they connect with.

The work of CHEM has been alongside the valuable localised work that has taken place with community groups through the MCC and MLCO neighbourhood teams who have delivered much of the face-to-face engagement work in the city.

This engagement work also requires its own bespoke communications support to provide messaging in the right way, for the right audiences, so that we help

people to live well, where they live. This has been a large part of our Covid approach, where there has been a very successful cycle of listening to community feedback to create communications that complement and help with engagement work.

5.3 Anti-Poverty Strategy

The [Anti-Poverty Strategy 2023-2027](#) was approved by the Executive in January 2023. It replaces and builds on the previous Family Poverty Strategy and covers all ages, all households. It sits within the Making Manchester Fairer work and focuses on delivering positive changes to tackling poverty in the medium to long term.

Priorities for delivery sit under four themes: (1) Preventing Poverty what we can do to prevent residents experiencing poverty; (2) Mitigating Poverty to make life easier for people experiencing poverty and ensuring their basic needs are met; (3) Pathways out of Poverty raising people's incomes so they can move out of poverty and (4) Inclusive and Effective delivery making sure that people with lived experience of poverty have a voice in anti-poverty work and that interventions are targeted to make sure we consider inequalities and inequity in how poverty is experienced.

5.4 Neighbourhoods

The Team Around the Neighbourhood (TAN) model is an example of how we work with other agencies and our communities. TANs are multi-agency forums which drive integration focused on connection to the neighbourhood, informing priorities and embedding place-based working. Initial neighbourhood groups which have been brought together to connect priorities, support offer and teams across: Children's, Adults, Neighbourhoods, Community Safety, Housing, and Work and Skills. Other partners and 'eyes and ears' organisations can be involved when required and responding to local issues and priorities. They are connected to case navigation forums to shape future offers for people and places for example, commissioning tailored English Language courses or simplifying a referral route for mental health support. Another example of how TAN has engaged with communities and agencies to address known inequalities is outlined below.

The Gorton hub is a £22m project that brings together a range of public sector services in an integrated way under one roof in the heart of Gorton. As part of the development the architect had developed internal artwork which was utilising an image with different tones/shades of the same colour overlapping it. This image was to be installed on all windows, lift shaft and on the signage and wayfinding in the hub. The communications and engagement group, along with elected ward members reviewed the imagery and fed back that by having the multi coloured tones on the image would make it difficult for people with visual impairments to see or would not be accessible to people who are neurodiverse. The team reviewed the Royal National Institute for the Blind guidance on best practice.

Three separate colours were selected and were used in a single colour overlay on the images (different colour on each floor) thereby making the building more accessible. Feedback from residents has been positive, enabling it to feel like an inclusive and shared space for the community.

5.5 Adults

In Adult Social Care (ASC) a new transformation programme, [Better Outcomes Better lives](#), focuses on MCC's in-house supported accommodation, day services and short breaks is now in development. This programme proposes to focus MCC's in-house services on meeting the needs of the city's citizens with the most complex needs. For the day services element, a full commissioning review included engagement with service users, carers, and advocates, as well as benchmarking exercises against other local authorities to ensure that no change in service becomes detrimental to any given category of residents. As the programme develops, further engagement will take place. The model does not propose to reduce the service offer but to reduce future demand for services through this approach. In ASC this approach has been in place for some time and is showing positive impacts and outcomes.

5.6 Children's

The Children and Families Directorate is implementing, as one part of its Equality and Diversity improvement work, a Race Equality Action Plan. This plan is overseen by a Race Equality Action Plan Group made up of diverse group of staff from across the directorate, including members of the directorate's REACH group (Race Equality and Cultural Heritage) An important strand of the Directorate's plan is Workforce Development. The Virtual School Team worked closely with MCC's Talent and Diversity Team in 2021 to pilot the Let's Talk About Race Training and delivered it to the Children's Leadership Team in December 2021. Since then, 45 members of staff from across the Directorate have undertaken facilitator training and have co-facilitated training with most Directorate teams. Further sessions are planned for any staff who have not yet completed the training.

The Directorate's Lead sponsor for Equality, Diversity and Inclusion on the Children's Leadership Team will coordinate the sharing of ideas and good practice across the Directorate. The Race Equality Action Plan Group will be carrying out work in March 2023 to explore what is meant by a zero-tolerance approach to discrimination and what needs to happen for staff to develop trust in this approach and to experience it in a meaningful way.

The Directorate's partnership vision is to support Manchester's Children and Young People to experience safe, happy, healthy, successful and independent futures. The Directorate is working through the city-wide, partnership implementation of the Manchester Inclusion Strategy 2022-25, to ensure that

every child and young person, whatever their age, identity, circumstances or ability, has a sense of belonging, feels respected and is valued for who they are. A key component of this work is promoting the use by all education settings and organisations working with Children and People of Manchester's newly developed and openly available Inclusion Strategy Toolkit:
<https://www.oneeducation.co.uk/inclusiontoolkit>

5.7 Procurement

Procurement services contribute to the Equalities for local government framework assessment (EFLG). This means EDI underpins the procurement of all services but also helps ensure external partners include EDI objectives within their service delivery. Furthermore, the commissioning of services must promote and comply with the council's ethical procurement policy and make certain that MCC partners and voluntary services are compliant too. Integrated commissioning also extends to promoting the Manchester approach to EDI and contributing to the work with charters such as the armed forces covenant and care leavers covenant.

5.8 Our Manchester Voluntary and Community Sector (OMVCS)

The 2023-26 OMVCS programme is a refresh of the 2018-22 programme. It aims to reflect changes and impacts of Covid and Cost of Living crises, increased demand on the sector and the themes of the Our Manchester reset (Our Manchester: Forward to 2025). The purpose of the programme is: *to sustain and support a healthy and thriving local voluntary sector in Manchester, so that it can continue to support the city's residents and focus on what the sector excels at*

The programme has three aims which applicants were invited to align their bids against, which support:

- equality and inclusion
- health and wellbeing
- poverty action

The refreshed fund has been developed through an extensive engagement and co-design process, undertaken in the spring and summer of 2022. It builds in measures to reflect Council commitments around zero carbon and the Real Living Wage agendas. It also includes priorities to increase funding to organisations and activities in North Manchester and Black Asian and Minority Ethnic led and/or focused organisations, compared to the 2018-22 programme.

The Our Manchester Voluntary & Community Sector (OMVCS) Refreshed Funding Programme', which was considered by Manchester City Council's Communities and Equalities Scrutiny Committee, at its meeting of 19 July 2022, which gives a full account of the engagement and co-design processes that took place.

'Our Manchester Voluntary & Community Sector' (OMVCS) Fund ([update report](#)) which was considered by Manchester City Council's Communities and Equalities Scrutiny Committee at its meeting of 6 December and provides an update of the funding process at that stage.

The OMVCS fund operates on a budget of £7.2 million over 3 years (£2.4 million a year). Running alongside this in 2023-2025 is the Supporting Communities Fund. This fund of £1 million in each of the two financial years (subject to budget approval) supports place based VCSE organisations, such as community hubs, to deliver wide-ranging activities which includes ones which contribute positively to the cost-of-living crisis.

There are 60 VCSE organisations supported across these two funding programmes (subject to due diligence and budget approval).

5.9 Equality Impact Assessments (EIA)

The standard Council EIA template was amended in 2020 to streamline the process and allow for swift decision-making whilst retaining due regard for equality. The Council took the opportunity to consider additional priority groups as part of the impact assessment, in addition to those protected by the Equality Act 2010 (the Act). These additional priority groups reflect a greater breadth of inequalities than those addressed by the Act, and touch upon the provisions of Section 1 of the Act, the Socioeconomic Duty (which was not enacted). The additional priority groups are:

- Ex-armed forces personnel and their families
- People living in poverty
- People with continuing health conditions
- People with caring responsibilities
- Trans people, non-binary people and other considerations of gender identity
- Homeless people
- Any other group identified as relevant to the activity (must specify)

Example EIA

[Northern Quarter Area 2 EqIA.docx \(sharepoint.com\)](#)

[Equality Impact Assessment Eastlands Dec 2022.docx \(sharepoint.com\)](#)

[Provider Services Review EqIA](#)

6. Governance

The Corporate Equalities Diversity and Inclusion Leadership Group (CEDILG) has been established by the senior management team (SMT) to provide assurance that throughout the organisation actions are being taken in relation to the promotion of equalities, diversity and inclusion both in respect of the workforce and the development of services.

The role of CEDILG is to monitor the overarching equalities objectives for the Council and to encourage good practice to become embedded into the culture and day-to-day processes of the Council along with enhancing service delivery.

The group is responsible for identifying improvements in equalities, diversity and inclusion as they arise and to monitor progress on implementation, in particular receiving input from Directorate leads as to service improvement and areas for development in workforce.

The group also provides corporate leadership, assurance and direction on equalities, diversity and inclusion working with staff network chairs in respect of issues raised and providing regular reporting to SMT and to the Executive member for equalities. The activities of the Group are reported to SMT by way of a written report and by exception where significant issues arise. CEDILG is jointly chaired by the Deputy Leader of the Council and the City solicitor the SMT lead for Equalities.

7. Next Steps and Recommendations

Whilst we have set out some good progress around how we are advancing equalities and addressing inequalities within this report, the scale of the challenge is enormous but not intractable and we know that real change happens in tangible joined up work. The GM Independent Inequalities Commission report, Marmot's Build Back Fairer in GM and Making Manchester Fairer Strategy have highlighted the need for broad actions on wider determinants, access and leadership including in our communities that experience racial inequality where disparities now exist at record levels as evidenced during the pandemic. We need to tackle injustice and inequity facing our workforces and ensure that addressing inequality and embedding inclusion is fundamental to our ways of working.

We will build on opportunities such as the creation of the Greater Manchester Integrated Care System and the Manchester Integrated Care Partnership to draw collective strengths together. We also need a sustained focus to support the work of the City Council to deliver not just its statutory equality objectives; but more importantly ensure that responsibility for tackling inequalities sits at every level, from senior leaders to place-based partnerships and in partnership with our Voluntary and Community sector and the people of our city.

Key to this will be strengthening our approach by embedding Equalities and Inclusion through the Operating Framework, which includes the 5 building blocks outlined below.

- Leadership and Accountability – Inclusive, representative, and accountable decision making with leaders open to ideas and challenge on addressing inequalities. Increasing the impact of policies to reduce inequality by promoting better use of evidence in developing policies and measuring impact and working with clear performance goals and quality indicators for addressing inequalities
- Systems and Structures - Structures that enable greater accountability, partnership working and delivery of services that more closely meet the diverse needs of our communities and people. e.g. A single robust and harmonised equality impact assessment framework with a focus on delivering mitigation actions, working closely with governance and other functions to ensure that equality and human rights check, and challenge is integrated into our design, assurance and approval of the policies and practices at the right places and at the right time.
- Governance and Reporting – Further strengthening of governance mechanisms with clarity on who has authority to make decisions along with transparency and assurance for how inequality is being addressed and outcomes measured.
- People, Culture and Behaviours – Creating a sense of belonging in our organisations with support for continuous development, attracting and retaining talent, a diverse workforce, and fostering confident leaders on equality and inclusion, thus supporting the delivery of the workforce equality strategy.
- Digital, knowledge and Insight - The way we manage and use our data and intelligence to support the development of our policies and practices and improve access, experience & outcomes decisions made using the best available data and intelligence. Using data to drive continuous improvement and engagement and involvement with our communities.
- Measures and Motivators - Performance indicators and success measures linked to external standards and benchmarks (learning other sectors e.g. the NHS Workforce Race and Disability equality standards), education and training metrics that measure the impact on addressing of inequalities. Qualitative measures with a greater focus on equalities monitoring and strengthening the importance we place on feedback from people employed by us and communities accessing our services.

As we move forward, we are committed to continue to develop and further these advances.

Appendix 1: Manchester City Council Equality Objectives 2016 - 2020

Objective 1 – Knowing Manchester Better

We will work with Manchester's citizens and our partners in the public and voluntary sectors to increase the quality of the information, knowledge and understanding we have about Manchester's diverse communities. This will allow us to work together to support 'community cohesion' – people from different backgrounds getting on well together in the local area and treating each other with respect and consideration – and make sure we develop policies, and provide and commission services that meet everyone's needs.

We have four aims to support this:

Aim 1: Improve the way we get to know our communities and the people who are using our services and engaging with us. We want to understand how our work affects people's satisfaction with life in Manchester, and whether people from different backgrounds get on well together. We will get better equality information to help us understand how what we do affects equality in Manchester, and to develop approaches that improve everybody's outcomes.

Aim 2: Involve a wide range of people and organisations in developing and reviewing our work on equalities, strengthening our relationships with our partners and benefitting from the strong links that our voluntary sector partners have with Manchester's communities.

Aim 3: Influence government policy and the decisions made nationally about equality monitoring, research, information that is gathered about people and how it's used. We'll share information with our partners in the public and voluntary sectors and use their knowledge to better understand our communities.

Aim 4: Use our growing and shared knowledge of Manchester communities with our partners, to make sure we have a joined-up way of analysing how all the big changes in the city affect different communities.

Objective 2 – Improving Life Chances

We want everyone living in Manchester to have a good quality of life and equal chances. We know that for some groups in Manchester this is not the case. We will take a positive approach to removing inequalities.

We have four aims to support this:

Aim 1: Improve the health and wellbeing of all our residents and increase the life expectancy of Manchester people, by making sure they get better health and social care. We'll do this by working with our partners to join up and improve health and

social care services, and make sure all people get the support and information that they need in the right way for them. We will increase the proportion of adults participating in sport and leisure activities to improve their own health and wellbeing.

Aim 2: Improve the life chances and increase the aspirations and achievements of all Manchester children and adults in education, making sure that the right support is in place to make access to a good education and pathways into employment

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attainable for everyone. We will reduce the percentage of children living in workless or low-income households by supporting more troubled families into work.

Aim 3: Provide volunteering, apprenticeship, and training opportunities in the city, working with our public and voluntary sector partners to do this and influence other organisations to do the same. We will increase the number of volunteer hours worked in the city, and raise the median average annual earnings of Manchester's working people. Manchester residents will be paid at least the real living wage.

Aim 4: Take a joined-up approach with our public and voluntary sector partners to raise awareness of hate crime and help people feel more confident to report it. We will increase the number of places where people can report hate crimes and make sure organisations know how to give the right support. Across our partnership, we will make sure appropriate action is taken swiftly to address hate crime using both criminal and civil powers available to us.

Objective 3 – Celebrating Our Diversity

Manchester's great strength is its diversity and we've achieved a lot for our different communities. We will keep up with what we've achieved so far and celebrate Manchester's diversity, telling people how this makes the city better for everyone.

We have three aims to support this:

Aim 1: Collaborate across sectors to organise and promote events and targeted communication campaigns that celebrate our different groups and give a greater awareness and understanding of them. We'll make sure people are involved and informed.

Aim 2: Grow Manchester's national and international profile as a diverse, inclusive city that cares about equality. Promote the work we do on equalities across all sectors and communities, from big city centre events to small self-forming groups, to make Manchester an exemplar of equality activity.

Aim 3: Make good use of the communication channels we and our partners have available – like websites, social media and community involvement – to celebrate our

diverse city and tell people how we're achieving these objectives. We will make sure the information is accessible for all and tells people what they need to know and how they can get involved.

