

# STAFF ANTI-RACISM POLICY & PROCEDURE

## HUMAN RESOURCES

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# Anti-Racism Policy & Procedure



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# Anti-Racism Policy & Procedure



## 1. Introduction

Trafford Council has a legal and moral duty to strive to eliminate racism in all its service delivery and employment practices and to promote this ethos in all its partnership working, commissioning and contract work.

Trafford Council is committed to challenging racism in the workplace in all its forms, promoting equal opportunities for all colleagues, customers and clients as well as championing strong relationships between our neighbours of all races and ethnicities throughout the borough. The Council's aim is that all citizens of Trafford feel they have an equal share in participating in the borough and that they are equally valued.

Equality legislation shifts the onus away from an individual having to seek redress after suffering discrimination and onto public authorities who are required to take a proactive and organised approach to tackling 'institutional discrimination' and focusing on organisational change to have an inclusive culture.

Racism and discrimination can manifest itself in many ways and can have a harmful impact on individuals and diverse communities of colour. It can be found in the social, political, economic and educational structures of our society and within the institutions serving the public in these spheres. It is often most easily recognised at a personal level through a display of prejudice, ignorance and stereotyping which is something that elected members, colleagues, members and residents from Black, Asian and ethnically diverse communities sometimes experience.

Whilst it is recognised that in most cases it will be people of Black, Asian and ethnically diverse communities experiencing racism it is not necessarily the case in all situations. There are occasions when other colleagues are on the receiving end of racist abuse from people, for reasons of colour, race or ethnicity. This policy is for everyone and is designed to address all incidents of racism.

The purpose of this policy is to communicate to all managers and colleagues that 'the Trafford way' is always to provide wrap around support for any colleagues who experiences racist abuse from anyone in a work context, including a client, customer or colleague. This wrap around support will come from their manager, head of service and the Corporate Leadership Team. It is vital that when colleagues interact with clients and customers, they feel confident that incidents of a racist nature will not be tolerated and that the steps necessary to address any issues will be taken by Trafford Council. Also, that colleagues feel confident that they will not suffer any negative repercussions or be victimised because they have reported an incident.

This policy makes clear the procedures in place to prevent racist incidents, and to ensure there is a consistent, practical response should they arise. There is a Managing 3<sup>rd</sup> Party Abuse Policy in place alongside this policy to reduce the likelihood of racist behaviour impacting on colleagues and putting support in place where it does happen together with advice for dealing with other forms of abuse.

The Anti-Racism policy applies also to situations where one or more than one colleague exhibits racist behaviour or discriminatory practices to one or more colleagues. Furthermore, this policy instructs our colleagues to engage Anti-Racism Policy appropriately with our residents from different communities to ensure everyone feels fully included and supported.

This policy document includes an outline of the legal framework in the Equality Act and how it applies to race. It suggests how anti-racism can be promoted in Council environment. The policy outlines how the Council will fulfil its legal duty and go beyond this as an employer and service provider. The policy also sets out how the Council

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will ensure that a commitment to anti-racist and anti-discriminatory working practices is included in its contracting and commissioning arrangements. (Please see Appendix 1). Finally, the document concludes by signposting and providing advice to colleagues on how to deal with racism in the course of their everyday work.

## 2. Ethos

Trafford is committed to providing a safe, secure and supportive environment for elected members, colleagues, customers and partners. Trafford Council believes that the workplace is where cultural, moral, intellectual, social and linguistic diversity should be seen as enrichment. A workplace where colleagues themselves are included and valued is in a strong position to promote equality of opportunity.

This policy is underpinned by the Council's EPIC values and behaviours which are for all colleagues to: Empower, be People Centred, Inclusive and Collaborate. We expect colleagues to behave in a professional and inclusive manner with everyone they work with and not display any racially discriminatory or offensive behaviour. As well as this expectation colleagues in some professions will be very clear about expected behaviour and conduct in this area. More details can be found in [Trafford Council's People Plan 2025/28](#).

This policy is supported by other Council policies and statements as listed below:

- Zero Tolerance Statement
- Dignity at Work Policy
- Managing Third Party Violence and Abuse Policy
- Access Trafford Disruptive Behaviour Policy.

The Council has adopted a 'Smart Working Approach' with office, hybrid, home and community working styles being in operation. Many colleagues work out of the Council buildings in their homes, with clients/service users or remote locations. It is important for all colleagues to recognise that anti-racist working practices and behaviours should always be observed regardless of the location from which they operate from.

## 3. The Equality Act 2010 and definitions of race discrimination

Race discrimination manifests itself in the workplace most obviously through bullying and harassment. Equality legislation provides the Council with the means to hold any partners, colleagues, customers or clients to account should they behave in a discriminatory way.

The Equality Act 2010 harmonised existing discrimination law to create a single approach to achieving equality. The Act makes it unlawful to discriminate on the basis of a 'protected characteristic'. These are age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, religion or belief, sex and sexual orientation – and race.

The Equality Act 2010 includes the public sector equality duty (PSED) that is made up of a 'general duty' that is supported by 'specific duties'. It puts a legal obligation on public authorities to have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation
- Advance equality of opportunity between people who share a protected characteristic and those who do not

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- Foster good relations between people who share a protected characteristic and those who do not.

‘Due regard’ within the public sector equality duty ensures that equality considerations are built into the design of policies and delivery of services, and employment practices and that they are kept under review.

The general duty also applies to organisations that deliver services on behalf of public authorities including private contractors and voluntary and community organisations.

Regarding race discrimination, the law says ‘It is unlawful to discriminate in recruitment or employment on racial grounds. Racial grounds are defined as:

- race or colour
- nationality (including citizenship)
- ethnic or national origins.

The law explains how discrimination may be direct or indirect, can include harassment and/or victimisation as described below.

- **Direct race discrimination** means treating a person less favourably on racial grounds. For example, by rejecting all job applications from non-British applicants, or by refusing to consider some people for a job based on their ethnicity.
- **Indirect race discrimination** occurs when an apparently non-discriminatory requirement, condition or practice that applies equally to everyone is actually harder for people from particular racial groups to satisfy and which cannot be justified in strictly business terms. For example, it could be indirect discrimination to ask for a high standard of English when the job does not require this.
- **Harassment:** Harassment on the grounds of race or national or ethnic origin is a specific offence, while harassment on grounds of colour or nationality may amount to direct discrimination. Harassment is defined as “unwanted conduct that has the purpose or effect of violating a person’s dignity; or creating an intimidating, hostile, degrading, humiliating or offensive environment for that person”.
- **Victimisation:** It is unlawful to victimise a person because they have made, or supported, a complaint of racial discrimination or harassment. Instructing or inducing another person to discriminate is also unlawful, as is publishing an advertisement or notice that indicates an intention to discriminate

Please see the Managing 3rd Party Violence and Abuse Policy for more information on the above definitions and the implications.

Please see Appendix (2) and (3) for case studies which illustrate the importance of having robust policies and procedures in place for addressing incidents of racist behaviour towards colleagues.

## 4. Steps to take when dealing with third party incidents

The term ‘Third Party’ refers to service users, clients, customers or anyone who does business with or represents the Council’s partners.

Trafford Council has a Zero Tolerance approach with regards to dealing with incidents of abusive behaviour towards colleagues. This is made explicit on the reception of council buildings. Each service should consider other

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appropriate ways of reinforcing this message to service users and customers. This may include emails; on a service web page; a standard statement in letters; as part of an introductory message for a shared phone line etc.

It is the responsibility of all services to make clear to their clients and customers that the Council has a Zero Tolerance policy in relation to any offensive behaviour including racism towards our colleagues. This conversation or statement can be made at an appropriate time during the provision of the service. This is so that colleagues can disengage if this happens and/or warn people i.e., client/carer. It may be necessary to ask another colleague for support depending on the situation.

If you are the recipient of racist discrimination, abuse or harassment from a Third Party:

- Make sure that you are in a safe place and prioritise ensuring that you feel physically and emotionally supported; this may mean seeking support from a colleague or a manager you trust or meeting remotely from your home. It may be that you prefer to choose a location that is away from your usual place of work.
- Speak to your line manager or another trusted manager, this can be done with the support of a trusted colleague if this would be helpful. You may want to make some notes before the meeting to make sure that you say everything you want to. Agree what support you may need and what this will look like.
- Formally report the incident to your manager who will support you to complete the incident reporting form. It should be clearly recorded that it was a racist incident and the impact that it has had on you. The incident report will go through the process and Health and Safety will respond as appropriate
- If you don't have a trusted colleague to support you, you can get support and advice from your Union representative and/or HR.
- You may wish to keep a personal log of what actions or words caused the incident, the date, who caused it and the action taken as a result. This log can be used to record future incidents should they occur.
- You might want to keep a record of the impact that incident/s may have on you, and their cumulative effect on your wellbeing and other considerations.

## 5. Line manager and other senior managers' response

- Actively listen to colleagues to understand what has happened and the impact on them as an individual. Allow them to share their experience in their own words, in a confidential environment where they feel comfortable.
- Ask colleagues how they are feeling now and discuss what support we can draw upon.
- Advise colleagues on their options. If the incident presents a significant risk to themselves or others - advise that you will need to take appropriate action.
- If a colleague wants to report the incident formally, ensure you have their consent, complete the form with them and submit the form through the appropriate Health & Safety channels.
- Once the incident is escalated to senior management, the report can be anonymised should any further escalation be required.
- Advise colleagues about support they can have from a trusted colleague or a union representative – (if they are a Trade Union member). The trusted colleague does not have to be a member of your team, just someone within the Council.
- With their consent, report the incident in writing to the senior manager and Director of the service area to make them aware on a confidential basis. Ask them to ensure that they help advise re type of behaviour, severity and steps that need to be taken.

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- In the case of dealing with clients in receipt of statutory/mandatory services, an appropriate Director should co-sign a letter to the client and their family / carers as relevant.
- Consider recording the incident in the colleague's supervision file and check in with them to ensure that concerns have not continued or been repeated. Concerns can be escalated at any point according to the colleague's wishes through seeking advice from HR.
- Be open to disclosures in a range of settings such as EPIC Check In, sickness return to work meetings, informal or formal capability meetings or exit interviews. Colleagues may not always feel comfortable reporting abuse or harassment, so it is important that there are lots of different ways which encourage colleagues to open up and share when they have experienced inappropriate behaviour.
- Seek support from HR and/or the Equalities Officer as appropriate if needed.
- Provide colleagues with immediate and ongoing support.

## Other possible steps to take

### Incidents in statutory or mandatory services

In circumstances when a client who is receiving a statutory/mandatory service (e.g., Children and Adult Social Care) behaves in a racist or abusive manner and services cannot be withdrawn, the Council still has a duty to act and ensure that service users are aware of the seriousness of the concerns and that the behaviour will not be tolerated. The following outlines the consideration and approach to take depending on the level of incident risk.

- Concerns should be clearly set out in writing in an official letter reminding clients that racist incidents can be considered a crime.

*"Any incident/crime which is perceived by the victim or any other person to be motivated by hostility or prejudice based on a person's race or perceived race" – CPS (Crown Prosecution Service).*

(Please see Managing 3rd Party Abuse Policy for more information on what constitutes a hate crime.)

- The letter should clearly state what behaviour has taken place, why this is not acceptable and the potential consequences of repeated behaviours. If a colleague feels confident and safe to continue working with the service user their line manager should arrange and chair a restorative meeting to support in rebuilding the relationship. The service Director should be made aware of all incidents of racism within their service area and the agreed response

### Level of Risk

- All incidents should be considered individually based on the **level of risk, severity of behaviour and impact upon the colleague.**
- It is essential that colleagues understand they have the right to report incident(s) to the police and be supported by their employer. It is also important that the perpetrator understands that that incidents can be reported to the police and potentially have serious consequences for them in the future.

### *Continuing the client/practitioner relationship*

- Managers should not automatically replace the colleague with another colleague from the same ethnic

background as the perpetrator. For example, where a white British client has been racially abusive towards a black African-Caribbean colleague the first course of action should not be to replace them with a white British colleague. Such action will reinforce the behaviour and increase the likelihood of it happening again in the future. Furthermore, such action would send the wrong message to the client and could potentially undermine the professional position of the person on the receiving end of racial abuse.

- Ultimately it should be the decision/choice of the colleague affected whether they stay working with the client in question or if they step away. It is important to recognise how comfortable and/or safe the colleague feels about continuing with that client/practitioner relationship.
- Should the colleague choose to continue working with the client support should be put in place by their manager whereby the colleague can regularly speak to their manager about how this is progressing. Ongoing review of the situation will be required for the duration of the time that the client is receiving their service.
- It is critical that all parties understand that Trafford Council cannot condone, ignore, or minimise this behaviour and must not be seen to be doing so.

## 6. Prevention and reduction of future incidents

In summary, the key actions for services are as follows:

- Assessing the risk of harassment, abuse or violence against colleagues to reduce the likelihood of incidents occurring.
- Risk assessments are undertaken, recorded and regularly reviewed, for example when there has been a significant change to the work activity, workplace or there is new information.
- Putting in place appropriate training and information.
- Ensuring colleagues are aware of this and other related policies such as the Managing 3rd Party Violence and Abuse Policy. Also, ensuring colleagues have been given guidance on how to keep themselves safe in the workplace, for example the Personal Safety and Lone Workers guidance and that relevant training is provided based on the requirements of the role.
- Ensuring that managers and colleagues are familiar with the procedures for reporting and dealing with incidents.
- Providing colleagues with immediate support when an incident occurs and regular follow-up support.
- Taking learning from incidents to reduce the chance of recurrence.
- Making the service Director aware of all incidents of racism within their service area and the agreed response.
- Monitoring incidents within the service and sharing with senior management.
- Considering how to manage the relationship with the person/s who have displayed the racist behaviour and the colleague going forward - input of the colleague is critical to this decision (see above).
- Considering sanctions as appropriate should this occur – the approach will depend on whether service is statutory or not.

**It is everyone's responsibility to create a culture of anti-racism and challenge or report discrimination or oppression when witnessed.**

For more details, please see Trafford Council's Managing 3rd Party Violence and Abuse Policy.



## 7. Dealing with incidents where a colleague is displaying inappropriate behaviour to another colleague

In these scenarios the Dignity at Work policy should be followed. Normally issues should be resolved informally where possible.

### Action to be taken by colleagues

If you wish to resolve the issue informally:

1. Make a note of the incident/s including time, date and what was said and/or done. Share clearly what has happened, and how it has impacted upon you. Be as specific as you can so that the other party understands the implications of their behaviour.
2. Depending on the nature of the incident and level of severity, you can resolve the incident yourself with the person who you believe to have behaved in a racist way. If you do not feel that this is safe or an option that feels comfortable, please explore the actions below.
  - You could ask one of your colleagues to accompany you while you speak to the person you believe has behaved in a racist way.
  - You can take advice from HR on a confidential basis about how to approach the issue.
  - You could have an informal discussion with your manager (unless the complaint is about your manager) who may be able to advise you about the best way of approaching the issue.
  - If the complaint is about your manager, please speak to their line manager if you feel confident to do so.

Resolving the issue formally

1. Report the incident to your manager (unless the complaint is about the manager) who will advise that you complete a Dignity at Work Form (DAW). You can ask a trade union representative, (if you are a member) or a colleague to support you to complete the DAW form.
2. In cases where there is more than one alleged harasser, they should be named at the onset of the complaint.
3. If the complaint is about your manager, you can report to their senior manager.
4. A copy of the DAW form should be sent to your manager.
5. If you are a member of a Trade Union, you can send a copy of the DAW form to your Union Representative if you wish.

### Action to be taken by the Manager

1. Discuss with HR on how best to proceed.
2. Hold a meeting with the colleague to discuss their complaint.
3. Inform the alleged harasser of the complaint and meet with them so they can respond to the allegations.
4. Obtain any statements from any witnesses if there are any.
5. Complete the investigation.
6. Confirm the decision in writing to all relevant parties and inform the colleague who made the complaint of their right of appeal.

### Other possible steps to take

1. The colleague affected can have a colleague, friend or relative to support them at any of the meetings.

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2. If an allegation is made about a colleague that person's manager should be made aware of the incident in all cases.
3. Confidentiality is vital throughout the process for both parties. Colleagues need to be reassured that their complaints are taken seriously, and timely appropriate action can be instrumental to this. For example, when a colleague has been overtly racist the manager needs to take the appropriate action so that an investigation can begin immediately, and the colleague affected knows they are being taken seriously. Nobody should feel uncomfortable for raising issues of discrimination at work.
4. A restorative conversation could be held between colleagues with the manager to make explicit the type of acceptable behaviour that is expected. Also, to give the opportunity for colleague's reporting racism to share how the behaviour made them feel.
5. Ensure support is in place for affected colleagues which may include limiting contact with the alleged harasser whilst the investigation is taking place. Changes to work arrangements might be put in place, so that both parties are not working closely together. However, any decision about changing work arrangements should not include the colleague who has reported racist behaviour leaving the team or role (unless it is their wish).
6. Appropriate action by managers could include suspension whilst the investigation is under way (however only in very limited circumstances).
7. Managers need to monitor the situation.
8. Both the victim and alleged harasser should be informed of progress in a prompt and timely manner at every stage.
9. Colleagues who are members of a trade union can contact a workplace representative or branch officer to talk about their situation and get advice about the actions they can take and the support they will receive from their union.

## Guidance

Guidance and procedures for assisting managers on how to respond to incidents and support staff can be found on the ['How to raise a concern' pages on the intranet](#).

## 9. Training

It is vital that Trafford Council has a culture of 'zero tolerance' where all forms of discrimination and prejudice are considered to be unacceptable and are addressed. The Council aims to stop racism in work situations from happening in the first instance by training and educating colleagues, managers and leaders about how racism can occur, how to recognise it and how to challenge it. This approach will enable the Council and its colleagues to see a shift from dealing with individual cases of race discrimination towards a collective, corporate approach.

Challenging racism in work situations with colleagues, customers, clients and partners is crucial if we are to ensure we have a fully inclusive and supportive culture and so it is the responsibility of every elected member and colleague. Training can help provide the tools to challenge certain behaviours, actions and working practices effectively so that direct and indirect discrimination can be flagged up and dealt with. No workplace where racism is allowed to flourish can ever be considered a safe, positive and health environment for people to work or receive services.

Colleague development on equality issues including anti-racism should be recognised as essential and prioritised. Trafford Council will aim to provide anti-racist awareness training and opportunities for all colleagues. For example, via external events that promote anti-racist working practices, for Children's Social Work practitioners.

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Please see Appendix (4) for more details.

If you are a Union member, you can also ask your Union about anti-racist training information and any other related activities that help raise awareness and understanding.

## 9. Challenging racially offensive and discriminatory behaviour is everyone's responsibility.

We expect all Council colleagues, Leaders and Members to:

- Challenge racism and racist incidents.
- Listen to those who have experienced racism.
- Familiarise themselves with the Anti-Racism, Managing 3rd Party Abuse, Dignity at Work & Access Trafford policies.
- Consider their own beliefs and knowledge base.
- Raise awareness of and engage in anti-racist CPD (continual professional development) opportunities from local authorities and other CPD providers.
- Be aware of responsibilities to promote racial equality.
- Refer to Zero Tolerance communications displayed on receptions in council buildings when necessary.

## 10. Conclusion

The Council recognises the importance of anti-racism policies and the role of education and understanding in combating racism and xenophobia. The understanding and implementation of anti-racism policies, reflecting Equality legislation, is the responsibility of every colleague and elected member of the Council.

We must comply with the Equality Act and the Public Sector Equality Duty and eliminate discrimination, harassment and victimisation – this is also part of our duty of care to colleagues. We strive to have a safe environment for all, and it is essential in promoting race equality that colleagues who believe that they have experienced racism will be supported by the Council. We also seek to advance the equality of opportunity for colleagues from ethnically diverse communities and foster good relations between colleagues from all ethnic backgrounds.

## Appendix 1

Trafford Council's standard contracts include the following provisions (clause numbers may differ):

8.2 The Provider shall provide the Services, or procure that they are provided:

- 8.2.2 in all respects in accordance with the Council's policies as set out in Schedule 1; and
- 8.2.3 in accordance with all relevant applicable laws; and
- 8.2.4 in accordance with all applicable equality law (whether in relation to race, sex, gender reassignment, age, disability, sexual orientation, religion or belief, pregnancy, maternity or otherwise); and
- 8.2.5 any other requirements and instructions which the Council reasonably imposes in connection with any equality obligations imposed on the Council at any time under applicable equality law.

## 23. DISCRIMINATION

- 23.1 The Provider shall not unlawfully discriminate within the meaning and scope of any law, enactment, order or regulation relating to discrimination (whether in race, gender, religion, disability, sexual orientation, age or otherwise).
- 23.2 The Provider shall take all reasonable steps to secure the observance of clause 23 by all servants, employees or agents of the Provider and all Providers and Sub-contractors employed in the execution of the Contract.

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## Appendix 2

These case studies describing people's experiences below, and the feedback shared are the reason why we have revisited our policies and procedures when taking this feedback on board. We have prepared this policy, in response to our staff's lived experience of racist abuse which has been at the heart of the drafting of this policy with the involvement of professionals from across the council services.

### Case Study A – 'Racist Abuse in the Workplace Response'

Whilst employed at Trafford Council I have been racially abused four times, in six years. This has been verbal abuse in the form of name calling by the young people who I have been working with. It is a clear that I work with some very complex young people, and I take full account of this. However, this sort of abuse can have an immeasurable impact on my mental health, wellbeing and cannot be tolerated, I take a stance of a zero-tolerance to racial abuse.

This case study, documenting my experience of being racially abused in the workplace is an opportunity to support Trafford Council's response to racist abuse in the workplace, ensuring a structured, robust and meaningful response to these situations. Highlighting my situation was something I wanted to do, being a role model and having the spotlight on me is needed to lead change. This problem cannot be resolved if we continue to operate in silos. Being a part of the Anti-Racism Policy Focus Group has been an opportunity to assess current workplace abuse policies, specifically the response to racist abuse in the workplace.

Areas to focus on from the aftermath of being racially abused are feelings and thoughts. In the past I have decided to keep things hidden, not to make waves and keeping my head down - not now. Isolation would often arise, where there is a choice to make: 'Do I speak about this or not?'. There are continued challenges that reoccur, talking about the racism usually means silence from some colleagues and peers, making me feel more ashamed. There are moments when I feel a sense of denial, having to fight the tendency to want to hide, blend in and not be noticed.

My belief was that the Dignity at Work Policy has a grey area in supporting Trafford employees who experience racist abuse, an extremely important policy in terms of accountability. This brings a disappointment and made it difficult for my experience of racial abuse in the workplace, to be addressed. Therefore, I have participated in the process of developing an anti-racist response with colleagues in the Anti-Racism Policy Group, where my experience has helped inform the development of a more informative policy that can make workers of all ethnicities feel valued and protected. Being heard when feeling vulnerable is a key element of beginning to heal and accessing the steering group with fellow colleagues, where managers who can implement effective change. These opportunities allowed me to be authentic, because when you are in the grip of a racial abuse incident, "self-censorship" and "authenticity" are felt experiences that disable understanding and trust. Anti-Racism Policy for Staff – March 2024 17

Future anti-racist policy training opportunities will help to create safe environments that encourage open and safe conversations about cultural and self-awareness, lifelong attention to examining our own biases, attitudes, and beliefs.

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## **Case Study B – ‘Where a member of staff experienced abuse from a colleague’**

In 2021, I was subjected to a racist incident in my workplace. At the time I challenged the perpetrator of the abuse and reported the incident to my line manager. A meeting was held between me, and the perpetrator chaired by a senior manager. During the meeting it became clear that the perpetrator had very little understanding of the impact of their behaviour on me and the implications this has for their work with clients and other members of staff.

I do believe that the manager understood my feelings which were acknowledged however I did not get any practical support and the advice provided was totally insufficient and left me feeling extremely vulnerable. I was worried that my income would be affected, and I was left to manage work patterns to avoid the perpetrator, which caused me a great deal of distress.

There was a significant delay in processing my Dignity At Work complaint which added to my stress levels.

Whilst feeling that I did have the support of management, this incident and the actions afterwards have left me feeling upset and disappointed and feeling unable to rely on the protocols in place for dealing with such an incident.

I had lost confidence in Trafford Council in respect of doing what is necessary to ensure that every step is made to ensure this does not happen again and making it clear there is a zero tolerance for any form of discrimination and being proactive in promoting a diverse and inclusive workplace.

Having had time to reflect on things properly, although I remain committed and passionate to helping the people of Trafford, I need to feel that I am working in an environment that is free from discrimination. I am now questioning whether this is an environment where I can feel safe, and with people that think it's ok for this language to be used, and for people to not challenge this.

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## Appendix 3

Recommended reading and training

[Six Vital Best Practices From CMI's New Anti-Racism at Work Guide - CMI \(managers.org.uk\)](https://managers.org.uk)

[Race discrimination | Equality and Human Rights Commission \(equalityhumanrights.com\)](https://equalityhumanrights.com)

[Respecting diversity through joint social action | Research in Practice](#)

[Ken Olende — Independent Tutor lecturing in race and racism at The University of Brighton](#)