

Manchester City Council Report for Information

Report to: Communities and Equalities Scrutiny Committee – 1 March 2017

Subject: Equality Delivery Plans: Draft Plans for the next Budget and Business Cycle

Report of: Deputy Chief Executive (People, Policy and Reform)

Summary

This report considers the impact of the next round of budget and business plans on the Council's Equality Objectives. It describes how Directorates are supporting equality and diversity, the implications of budget and business plan proposals on equality, and the proposed programme of Equality Impact Assessments.

Recommendation

The Committee is invited to note and provide comment on the contents of this report.

Wards Affected: All

Contact Officers:

Name: Geoff Little
Position: Deputy Chief Executive (People, Policy and Reform)
Telephone: 0161 234 3280
E-mail: g.little@manchester.gov.uk

Name: Caroline Powell
Position: Strategic HR Business Partner
Telephone: 0161 234 3522
E-mail: c.powell@manchester.gov.uk

Name: Suzan Gregory
Position: Equalities Team Leader
Telephone: 0161 234 4404
E-mail: s.gregory1@manchester.gov.uk

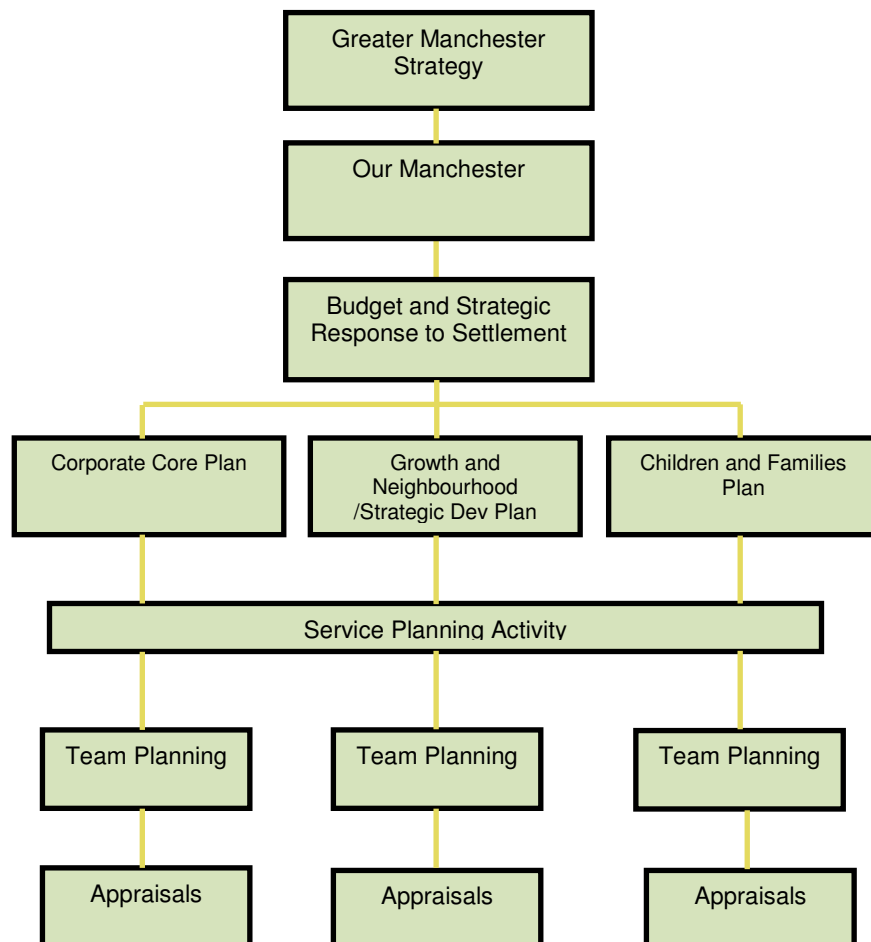
Background documents (available for public inspection):

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

- *Organisational Planning and Performance Management Process, Communities Scrutiny Committee, 27 January 2016*
- *Equality Action Plans Update report, Communities and Equalities Scrutiny Committee, 7 September 2016*

1. Introduction

- 1.1 The Council's business and budget planning framework provides the organisation with a robust evidence-led process to define its objectives and monitor progress towards them. The integration of business and budget planning processes ensures financial and strategic planning are effectively aligned.
- 1.2 Each of the Council Directorates has produced a clear draft plan which sets out how it proposes to contribute to the achievement of the Council's priorities whilst continuing to deliver savings over the coming financial year. These plans form a core element of the 'golden thread' of organisational planning which spans from the Greater Manchester Strategy to individual performance appraisals.
- 1.3 This 'golden thread', illustrated in the diagram below, helps to ensure that all employees can see the role they play in supporting the achievement of the Manchester city region's vision described in the Our Manchester strategy.



2. Equality Delivery Plan Overview

- 2.1 Each Council Directorate describes how it will deliver its budget and business priorities in a suite of delivery plans within the Business and Budget Planning document. One of these delivery plans, the Equality Overview and Action Plan (or Equality Delivery Plan / EDP), describes the implications of the Directorate's proposals for equality in Manchester. The EDP is therefore the Council's key tool to show due regard for equality throughout the business and budget planning process.
- 2.2 The EDP seeks to clearly address two specific questions:
1. How the Directorate's activities and priorities for the year ahead support the Council's 3 equality objectives of;
 - i. Knowing Manchester Better
 - ii. Improving Life Chances
 - iii. Celebrating Our Diversity.
 2. Where the Directorate's proposed changes and activities over this planning period have an impact on equalities in general or specific protected characteristics in particular (these impacts could be positive or negative).
- 2.3 EDPs also set out where Equality Impact Assessments are likely to be required. It is important to note that the EIAs that are included in EDPs are those that are been identified as crucial to the Directorates' business and budget planning at the time of developing the plans. They do not comprise a definitive list of all EIA activity throughout the year, as additional analyses are identified as part of the Council's business as usual.

3. Directorate EDPs

- 3.1 Each Directorate has developed an EDP to include with its three-year business and budget plan 2017/18 – 2019/20. These EDPs pick up on the core priorities within the overarching plans and, in the main, outline in the key activities that will take place over the course of the 2017/18 financial year with the intention that the EDPs will be reviewed and updated annually throughout the three year budget period. There are common thematic areas across the suite of EDPs, which collectively show a reasonably consistent approach to addressing equality across the Directorates. These themes are outlined below, with examples from each Directorate as relevant and an indication of how they support the Council's equality objectives.

Transformational Programmes of Work

- 3.2 There are numerous transformational programmes of work referenced within the EDPs that have substantial impacts on equality. In some cases, these programmes represent universal change (for example, the integration of health and social care services) and are not focused on any one characteristic and the equality impact of these pieces not immediately obvious (although in

the example above, some degree of targeted commissioning will occur). In other cases such as the LAC Investment Plan and the All-Age Disability Strategy, there is a clear focus on a particular characteristic and the potential equality impacts for the affected groups will be easier to measure.

- 3.3 Many of the transformational programmes of work have a lifespan that extend over several years. This makes it difficult to be specific at this stage about the equality-related outcomes for residents, as these will be realised further along in the programme. The integration of health and social care is a case in point; it is feasible in this year's EDP to describe how equality measures will be embedded in the planning and governance stages of the integration programme, but clarification on which minority and vulnerable groups of residents are to be prioritised for support and what this support needs to look like is not available at this stage and will be addressed in future EDPs over the lifespan of the programme.
- 3.4 The great majority of transformational work addressed in the EDPs is in the Children's Services and Adult Services plans. Here, the significant changes to the way that care and support services are commissioned and delivered are driven by the approach of the Our Manchester strategy. These programmes of work will further encourage and enable residents to be independent and resilient, capitalising on their strengths and making best use of their own assets.

New Ways of Working

- 3.5 There is an acknowledgement within the EDPs that in order for the Our Manchester approach to be effectively delivered through transformational change, the Council must adopt new ways of working. Put simply, the Council continues its move from a model of 'doing to' and towards 'doing with'. The EDPs note the potential for these new ways of working to have particular benefits for equality in Manchester.
- 3.6 The EDPs indicate that the workforce needs to be supported to develop new skills to have new types of conversation with residents, in order to understand the aspirations and needs of protected groups in the City. This work has begun with a range of measures including the establishment of an integrated Council / CCG HROD team, which will be responsible for taking forward the change / organisational development programme to support people from across the organisations to come together in a positive way with a clear vision, set of values and behaviours to deliver the new ways of working.

Engagement and Involvement

- 3.7 In addition to embedding new ways of working across the workforce overall, there are distinct examples in the EDPs where Directorates plan to engage with and involve particular groups to drive forward their priorities. Target groups are variously linked to specific work-streams (i.e. young people for the Children's Single Service Plan, disabled people for the All-Age Disability Strategy) as well as there being a more general commitment to engaging with

Manchester communities to ensure that their voice is represented in new arrangements. Again, these aspects are most clearly present in the Children's Services and Adult Services EDPs.

- 3.8 Engagement, and more importantly involvement, is presented in the EDPs as an opportunity for residents to influence the Council's activity. This further enforces the concept of 'doing with' and is in line with the Our Manchester approach. It will be vital, as the Our Manchester strategy continues to be realised, that opportunities for engagement and genuine resident involvement are maximised. Where relevant, this will need to occur with minority and vulnerable groups to ensure that support is accessible, appropriate and achievable. The EDP is an important opportunity at the planning stage for Directorates to consider which specific groups should be engaged and involved and how.

Partnership

- 3.9 Partnership continues to play an increasingly important role in the way that the Council works, and will be central to how Manchester maximises its potential for improved equality outcomes. Stakeholders such as health, schools, other local authorities and private businesses, along with internal partnerships between different Council services, are all highlighted and prioritised within the EDPs.
- 3.10 Crucially, the Children's and Adults' EDPs recognise the importance of the voluntary and community sector (VCS) as a delivery partner moving forwards. The Our Manchester strategy clearly states the role that the VCS will play in Manchester, and that it is vital that Manchester's VCS is healthy, sustained and effective. It is encouraging to see that care and support service plans are being made with such clear regard for the role that the VCS will play, both in terms of informing the Council's approach as a strategic partner, and in direct provision as a delivery partner.

Leadership and Governance

- 3.11 All of the EDPs include a strong indication of the Council's role as a leader in Manchester. This is described both in terms of city wide leadership and internal leadership. The city wide leadership role is outlined by the Children's and Adults' EDPs as a responsibility to promote change and influencing the activities of our partners in order to achieve improved outcomes for vulnerable target cohorts (i.e. leading on the new model of schools leadership to encourage schools to take responsibility for Early Help).
- 3.12 Internally, leadership on equality is largely described in relation to the work of the Equality Champions group, specifically by the Core and Growth & Neighbourhoods and Strategic Development (GN&SD) EDPs. The Equality Champions Group was established two years ago and has since supported the Council's corporate equality priorities at Directorate level. The group has been key to driving messages and steering activity on several of the topics that have been presented to this Committee, such as equality monitoring and

the EFLG action plan, as well as being involved in the development of the EDPs.

- 3.13 The Core and GN&SD EDPs show a strong thread of governance, whereby the Council's equality activity is quality assured and assessed for compliance. The Core in particular describes its well established governance role in relation to the rest of the organisation. GN&SD however, describes a new governance arrangement on equality activity, with an equality working group in operation which includes representatives of each service area in the Directorate. This group informs the Directorate's input into the Equality Champions Group and ensures that this is relevant and representative. This is a good practice model that could be considered by other Directorates.
- 3.14 GN&SD also describes measures to revisit and update the EDP on a quarterly basis. This proposal for monitoring and measurement of the EDP on an ongoing basis is also welcome.

Business as Usual

- 3.15 Whilst the EDP is a planning document, it should be noted that not all of the activity that Directorates prioritise in the coming year is new. In several areas, the type of activity that has been identified as necessary to deliver the Council's priorities is already part of the organisation's business as usual. For example, continuing to use the Joint Strategic Needs Assessment to understand communities in Manchester, or publicising community events aimed at particular groups in the City; these are usual functions but are still relevant to the Directorates' equality-related planned activity for the year.
- 3.16 This is a positive reflection, as it demonstrates that the Council is already exercising sound and effective measures to progress equality outcomes, and that its plans for continuing improvement, in many cases, mean simply continuing with existing arrangements.

Equality Impact Assessment

- 3.17 All Directorates have provided a timetable of Equality Impact Assessments (EIAs) in their EDPs. In all cases, these are the EIAs that directly relate to the business priorities within the Directorate's main business and budget planning document. Directorates anticipate that other EIAs will be required throughout the financial year, but these are not necessarily foreseeable at the planning stage, so the timetable is intentionally focused as described above.
- 3.18 The timetables describe EIA activity that ranges from those recently completed for the purposes of the business and budget planning process (Changes to the Council Tax Support Scheme) to those that will not be completed until much later in the calendar year (Referrals and Pathways to Integrated Neighbourhood Health and Social Care teams). This is in accordance with the longevity of the activities included in the plans as described at 3.3.

4. Conclusion

- 4.1 With the Equality Delivery Plans sitting alongside other delivery plans addressing finance, performance and workforce issues, the Council is demonstrating the importance that it regards equality to have in the delivery of its strategic plans. The Council has a longstanding commitment to equality, and by mainstreaming it within core planning functions, this commitment is continued today.
- 4.2 The range and relevance to Our Manchester of many of the thematic areas within the EDPs is encouraging. For the aspirations of Our Manchester to be realised, they need to be embedded within all of the Council's activities and processes. The themes pulled out in this report show that the Our Manchester approach is implicitly addressed in the methodology used for equality planning, as well as being explicitly addressed in a number of the activities.
- 4.3 In addition, the items raised in this report show that Directorates are clearly using the EDP to explain how their activities support the Council's Equality Objectives. It is helpful that the EDP template was specifically structured around the equality objectives, although this approach was not consistently applied. Nonetheless, there are various plans across the piece that demonstrate the Council's commitment to improve the capture and use of equality information, to undertake significant service change in order to improve life chances and to celebrate and promote what Manchester does well for minority communities.
- 4.4 The thematic areas show an elevation of how equality is being managed. Equality considerations are not treated as an 'add on' and are not separate from the Directorates' core business. Instead, there is a sense that managing finances, performance and equality are increasingly part of the same thing; a growing awareness that improving services for people implicitly about the person more than the process.
- 4.5 There is some difference in approach and the level of detail that these plans go into, and the Equality Champions Group will be asked to consider whether more consistency would be useful and if so, how it could be achieved going forward.

Appendix 1

Adults Services Equality Delivery Plan

How does the Directorate's activity and priorities for the year(s) ahead support the promotion of equality and diversity in the City in alignment to the 3 equality objectives?

1. Knowing Manchester Better

- Continue to embed assessment approaches that focus on strength based and asset based approaches to customer and carer assessments whilst monitoring the protected characteristics that people identify with
- Develop the skills of the workforce to be able to understand and respond to the aspirations and motivations of customers with protected characteristics
- For commissioning, continue to use the JSNA process to understand communities of Manchester as it relates to the health and care needs of the population
- Through our integration with health work, seek to better understand local neighbourhoods and communities drawing on equalities information from other sources e.g. health profiles

2. Improving Life Chances

- Work in partnership with Manchester CCGs to realise the implementation of the Locality Plan programme; ensure that the commissioning approach is informed by the equality data available from sources such as the JSNA
- Continue to reduce inequalities in Manchester residents' outcomes through effective partnership working arrangements, in particular those with health, schools, independent providers, other local authorities and the voluntary and community sector

3. Celebrating our Diversity

- In line with the Our Manchester Strategy, lead the promotion of a different relationship between public services, residents, communities and businesses, making sure that all are more involved in services
- Scale up activities on the All-Age Disability Strategy, working with key disabled people's organisations and individuals to reform services, remove barriers and end discrimination

Where will the Directorate's proposed changes and activities over this business planning period have an impact on equalities in general or specific protected characteristics in particular?

There will be positive activities taking place over this business plan period that have an impact on equalities:

- The integration with health delivered through the 3 pillars (single hospital system, single commissioning system and integrated neighbourhood teams) will benefit the whole population through improved joint working, a seamless patient/citizen experience and reduction in duplication. Whilst not specifically targeted at groups with protected characteristics it will improve services and outcomes for all groups of residents
- There is no specific consultation envisaged at this stage of the planning process. However, there will be heightened engagement and communication with all

Manchester residents as part of the new GM Devolution arrangements and the new health and care arrangements. This includes the new shift, incorporating Public Health priorities, towards self help/self care as communities – including those with protected characteristics – are supported to avoid unnecessary usage of health and care services

Proposal	Proposed EIA Completion Date	Decision Date	Senior Management Lead	Comments on initial potential impacts
Single Commissioning System	Summer 2017	Autumn 2017	James M Williams	The integration of health and care commissioning is a significant development for Manchester to align strategic priorities and ensure value for money of public resources. An EIA will ensure that there is no detrimental effect on protected characteristics
Referrals and Pathways to integrated neighbourhood health and social care teams	Autumn 2017	Winter 2017	Programme Management Team	Once the Local Care Organisation goes live in shadow form, it will be necessary to ensure that any changes from the current health or social care pathways do not have a detrimental effect of protected characteristics

Appendix 2

Children's Services Equality Delivery Plan

How does the Directorate's activity and priorities for the year(s) ahead support the promotion of equality and diversity in the City in alignment to the 3 equality objectives?

1. Knowing Manchester Better

- Continue to embed approaches that focus on strength based and asset based approaches to assessments (including Signs of Safety) whilst monitoring the protected characteristics that people identify with.
- Continue to develop our understanding of our customer base through cohort analysis
- Develop the skills of the workforce to be able to understand and respond to the aspirations and motivations of customers with protected characteristics.
- Ensuring the voice of children and young people is a key influencer in decision making and services that affect their lives

2. Improving Life Chances

- Continue to reduce inequalities in Manchester residents' outcomes through effective partnership working arrangements, in particular those with health, schools, independent providers, other local authorities and the voluntary and community sector
- Lead on the new model of schools leadership. Embed measures to encourage schools to take responsibility for Early Help and support locality based and school led model of Early Years provision.
- Targeted youth support vital in securing support for young people most at risk of disengaging from learning and secure pathways into further learning and employment.
- Providing learning opportunities, focussed on basic and key skills essential for personal development and accessing employment.

3. Celebrating our Diversity

- In line with the Our Manchester Strategy, lead the promotion of a different relationship between public services, residents (including our children and young people), communities and businesses, making sure that all are more involved in services

Where will the Directorate's proposed changes and activities over this business planning period have an impact on equalities in general or specific protected characteristics in particular?

There will be positive activities taking place over this business plan period that have an impact on equalities:

- The directorate's priorities support the EFLG and its activities will continue to reduce inequalities through effective partnership working in particular those with health, schools, independent providers, other local authorities and the voluntary and community sector.
- Children's Services Single Service Plan promotes a different way of working in the city, one which at its core forges a deeper understanding of children, families and local communities, listening to what they care about and working together to improve quality of life.
- The LAC investment plan will have a disproportionate impact on the protected characteristic of age (children and young people). The proposal will potentially deliver a positive impact, reducing the number of children in residential care

- Locality Plan includes assessment, planning and commissioning for those Children and young people who have complex needs, are placed in high cost provision and require a multi-agency approach" subject to a single commissioning function in 2017/18.
- Focus on ensuring that the schools system in Manchester continues to grow to match the significant increases in the child population and meets the needs of the cities communities.
- Early Help offer to be continually developed to work with children, families and adults with additional needs; incorporating the reconfiguration of early years new delivery model to include Sure Start Children's Centres to deliver better, more integrated service through a locality based and school led model.

Proposal	Proposed EIA Completion Date	Decision Date	Senior Management Lead	Comments on initial potential impacts
Reconfigure Sure Start Offer	Spring 2017	Summer 2017	Karen Jarmany	The proposal for transforming the Early Years service forms part of the corporate approach to improving outcomes for young people. The proposals for Early Years are intended to target resources more closely to disadvantaged groups. The proposal includes plans that require the development of a more targeted and integrated approach to services focussing on the achievement of better outcomes for those in need.
Children's Services Single Service Plan	Spring 2017	Summer 2017	Vince Clarke	Impact on age (children and young people): positive impact of reducing the number of children in residential care

Appendix 3

Core Equality Delivery Plan

Corporate Core - supporting Equalities

The Corporate Core provides leadership, governance and support to enable the organisation to achieve Manchester's ambition to be a world class city, with sustained economic growth and better lives and opportunities for residents.

The Council aims to deliver excellent customer service, value for money and a choice of ways to access services. The Core delivers a range of services from welfare and benefits and customer services through contact and service centres. Human Resources, ICT, Finance, Legal and other support services provide the infrastructure that enables other Council directorates to deliver excellent services and be accountable to elected members, the public and regulators.

In addition, the Corporate Core has a leadership and governance role to support the rest of the organisation to embed equality in all its activities. Consistent with this approach, the Core has set up the Equalities champions group which comprises of heads of service from across the council to ensure that equality informs all the activities of their respective serve areas.

The Core is responsible for setting the equality objectives for the organisation to ensure that we comply with our statutory duties in relation to equalities.

In response to budget challenges and the objectives of the Corporate Core around continuing to provide excellent customer service and value for money, there will be a number of changes to service provision which focus on service efficiencies. As the proposals within the Core focus primarily of the delivery of efficiencies there are only two of the proposals which require a full Equality Impact Assessment, these are described in the table below.

Proposal	Proposed EIA Completion Date	Decision Date	Senior Management Lead	Comments on initial potential impacts
<p>Changes to the Council tax support Scheme</p> <p>The Council has consulted on options for reducing spend on the Council Tax Support (CTS) Scheme for 2017/18 by £2m. Following the outcome of the CTS consultation and reflecting the proposal to Executive regarding the social care precept and the impact this will have on Council Tax, a reduced saving of £1m is proposed from changes to the scheme. This will provide a maximum support of 82.5% of liability for working age residents. This consultation has included a full Equality Impact Assessment. The detailed proposals on the CTS Scheme are set out in a separate report that was considered by Executive on January 11 2017.</p>	December 2016	<p>Executive January 2017</p> <p>Full Council February 2017</p>	Julie Price	<p>An Equality Impact Assessment (EIA) has been completed. The EIA is based upon extensive analysis drawing on a number of sources of data.</p> <p>The EIA was then reviewed cognisant of the consultation exercise responses. The responses received were from a broadly representative sample of Manchester residents based on gender, ethnicity, disability and caring responsibilities. Around half of the responses were from people in receipt of Council Tax Support.</p> <p>In terms of the results the consultation supports the EIA in that option one is the preferred option with 55% of respondents who answered this question choosing this as the preferred option. This supports our own analysis on data held and knowledge of the caseload.</p> <p>Of the six options to align the scheme to Housing Benefit and other DWP means tested benefit the consultation showed that more respondents agreed or strongly agreed than those who disagreed or strongly disagreed.</p> <p>The EIA on the revised Localised Council Tax Support Scheme 2017/18 onwards found that the scheme will not have a disproportionate impact on any of the protected equality groups. However, should their circumstances change they may be affected by the changes to the family premium and limiting to two children There are safeguards in place to support the most vulnerable via a discretionary scheme. The CTS scheme maintains the award of premiums and discounts certain benefits that recognise the needs of disabled people, those with children and caring responsibilities. The City Treasurer has considered the EIA, the issues raised and the Council's overall financial position.</p>
<p>Review of HR Policies</p> <p>A review of HR Policies will be undertaken in 2017/18 to ensure the organisation's HR policies and processes evolve to support change and take advantage of new opportunities for innovation and collaboration as they emerge.</p>			Item 7 – Page 14	<p>This work is yet to commence however has the scope has the potential to impact all of the workforce and beyond due regard will be given to the need for equality impact assessments and relevance assessments at the planning stage to ensure equalities are embedded within the review plan.</p> <p>An EIA will be completed for each proposal to understand any impact. Once the final proposal is known a further EIA will be undertaken to consider in totality.</p>

Appendix 4

Growth & Neighbourhoods and Strategic Development Equality Delivery Plan

The Growth & Neighbourhoods and Strategic Development Directorates serve the entire population of Manchester: some 560,000 Mancunians, its 20,000 businesses, communities and 994,000 overseas visitors. We have a pivotal role in securing the social, physical and economic future growth of the City. This includes the development of opportunities to raise skill levels and creation of employment opportunities; the delivery of residential, commercial and cultural development; as well as ensuring that our neighbourhoods are clean and green, well maintained and safe and that residents take pride and ownership of their areas and lives. Cultural and sporting excellence is at the heart of the growth agenda and will continue to be a major regeneration catalyst, maintaining Manchester's international profile through examples such as Manchester International Festival and of course football, whilst at the same time bringing significant community benefits to our residents.

Although the majority of services delivered in Growth & Neighbourhoods and Strategic Development are universal and accessed by all Manchester's residents it is clearly demonstrated below that equalities and consideration to those with additional access needs are considered during the planning and delivery throughout the directorates.

Review of Proposed Changes and Activities

A significant proportion of savings within Growth and Neighbourhoods are associated with the **waste and recycling service** through the continued deployment of 140 litre household grey bins, increasing recycling rates and the specific interventions with apartment blocks. This service has already been subject to an EIA when developing the initial proposals and equalities impact is now embedded within the planning of the service delivery.

Further efficiencies in the **leisure contracts, facilities and management arrangements** are being developed but will not impact on frontline service delivery. Similarly, reviewing the operating models for **two retail markets** should result in more efficient services without impacting on frontline delivery. However, should any changes to the proposals result in significant service change this will be subject to consultation and equality impact assessment.

Increase income in **bereavement services** will be achieved by continuing to increase the numbers of burials and cremation that are undertaken and will therefore not have an equalities impact.

The review of the Christmas offer received a significant amount of public support and is being explored. It is not anticipated that this will have any disproportionate equalities impacts.

A notable change to service delivery is within the Grounds Maintenance team that currently maintain a wide range of parks and open spaces, which includes 23 **bowling greens** across the City. There are 850 members of the bowling clubs but the number of members and use of the greens has seen a continued decline leading to increased costs per user. However, the activity is also seen as a contributor to the public health agenda, promoting activity and social inclusion, particularly within older people. Options are being explored to reduce the level of investment within these areas whilst still mitigating the impact on older people. Equalities impact will be embedded in the development of these proposals and an EIA will be completed if required.

The Strategic Development Directorate intends to increase income through improved use of the **operational estate** and **improvements to repairs and maintenance contracts**. These back office functions will have no equalities impact.

Proposal	Proposed EIA Completion Date	Decision Date	Senior Management Lead	Comments on initial potential impacts
Grounds Maintenance, fine turf team	Tbc	March 2018	Matt Bennett	Options being explored to mitigate impact on older people using bowling greens across the city.

Monitoring of the Delivery Plan

The Directorates Equality Champion, Mark Rainey, will update this delivery plan to update Directorate Management Teams and the Corporate Equalities Champions Group each quarter on progress. Progress on the delivery of this plans is also reported to the Communities & Equalities Scrutiny Committee.

In addition to this delivery plan Growth & Neighbourhoods and Strategic Development Directorates have also established an equalities working group with membership from each service area to embed equalities within the ongoing service planning and delivery. A recent workshop considered the corporate priorities and identified the following priorities for the directorates:

Knowing Manchester Better:

Working with the Corporate Equalities Team and PRI map out the current breadth of equalities data held by services in data collection, consultations, EIAs, CRM, Flare, etc and explore a central repository for collating and sharing this data (i.e. via new Equalities tool or with PRI)

Services to enhance their data collection through recording case studies of inclusive activity to be shared internally, with members and with communities.

Improving Life Chances:

Each service to embed equalities considerations within service level business plans and highlight best practice or innovative work within the service. (Priority area - new activation strategy to embed monitoring in new structures and processes)

Throughout the year, the cross Directorate equalities working group to review best practice and identify areas of overlap / learning between services to improve future service delivery.

Celebrating Diversity:

Working with the Corporate Equalities Team map out the current breadth of events and activities which celebrate diversity to identify opportunities for better promotion, gaps in provision and/or areas of duplication.

Work with Corporate Communications and Equalities Team to identify key messages and promote the use of social media by officers, including senior level champions.