

**Manchester City Council  
Report for Information**

**Report to:** Communities and Equalities Scrutiny Committee – 1 February 2018

**Subject:** Refreshed Budget and Business Plans - Equality Impact Assessments (EIAs)

**Report of:** Deputy Chief Executive

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**Summary**

This report provides an overview of the role of Equality Impact Assessments (EIAs) in the Council's budget and business planning process for 2018/2020. It outlines the context of why the Council undertakes EIAs and how this process is managed to support good quality analysis which informs decision making.

The report describes how the Council uses Equality Delivery Plans as part of this process to highlight achievements on equality in the preceding year, as well as stating its commitments to equality activity and analysis over the remaining two years of this budget cycle (2019-20).

**Recommendations**

Members are invited to consider and comment on the contents of this report.

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**Wards Affected:** All

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**Alignment to the Our Manchester Strategy Outcomes (if applicable)**

<b>Manchester Strategy outcomes</b>	<b>Summary of how this report aligns to the OMS</b>
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	
A highly skilled city: world class and home grown talent sustaining the city's economic success	
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	EIAs are a vital component of how the Council has due regard for equality and equity in its decision making processes. Communities and customers are the focus of the EIAs and the analysis allows the Council to safeguard and enhance community potential and wellbeing in the

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	delivery of its business.
A liveable and low carbon city: a destination of choice to live, visit, work	
A connected city: world class infrastructure and connectivity to drive growth	

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**Background documents (available for public inspection):**

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

Report to Communities and Equalities Scrutiny Committee: 1 March 2017 - *Equality Delivery Plans: Draft Plans for the next Budget and Business Cycle*

## **1. Introduction**

- 1.1 Manchester City Council has a long-standing commitment to promoting equality, celebrating the diversity of the city and working hard to ensure that outcomes for *all* Manchester residents are the best that they can be, with fairness and equity at their heart. Managing the significant and ongoing funding reductions that the Council continues to experience with a constant commitment to these values is a critical and well-recognised feature of the organisation's approach to equality, as demonstrated by its accreditation at the Excellent level of the Equality Framework for Local Government.
- 1.2 One of the key tools that supports the Council to manage equality outcomes through change processes is its equality impact assessment (EIA) framework. The Council has been routinely producing EIAs for over a decade, and the value of this commitment has been proven on numerous occasions with several business decisions being informed and influenced by the potential impact on communities assessed through the process.
- 1.3 The Council's EIA framework describes an EIA as: *'An objective piece of analysis of the likely impact of a given business change on people who share the characteristics that are protected by the Equality Act 2010 (age, disability, sex (including gender reassignment), sexual orientation, race, religion and belief, pregnancy and maternity, marriage and civil partnership) as well as carers.'* The EIA framework is the Council's primary tool for demonstrating due regard to equality in its business change processes and thus compliance with the specific duties of the public sector equality duty (2011).
- 1.4 The completion of an EIA is an entirely objective and evidence-based analysis of the business proposal, and is not a proposal process in itself. The analysis allows services to identify the opportunities to maximise positive impacts arising from their business change, as well as highlighting the need to mitigate any potentially adverse ones. Appropriate mitigation is generally proposed within the EIA and commonly involves adjusting part of the proposal or identifying a suitable alternative provision elsewhere.
- 1.5 Most crucially, the process of undertaking an EIA is intended to inform the decision-making process and it is therefore vital that EIAs are completed and signed-off by senior officers in sufficient time for the EIA to be given due consideration prior to a decision being taken.

## **2. Equality Analysis and Business Planning**

- 2.1 The business and budget planning templates have numerous delivery plans attached as appendices, which includes the Equality Delivery Plan (EDP). The inclusion of the EDP as a vehicle to communicate the Council's equality commitments is a crucial way for the authority to show due regard to equality in its strategic planning processes.
- 2.2 The EDP is structured to perform three important functions:

- 1) It requires Directorates to reflect its prominent equality achievements in preceding 12 months in support of the Council's overarching Equality Objectives (this may logically relate to the forward plans from the previous EDP, but can also describe achievements that did not stem from that process)
  - 2) Directorates are asked to present a clear plan for equality activity in the next 12 months, and;
  - 3) It is an opportunity for Directorates to articulate at an early stage what the potential equality impacts of their overarching business and budget plans will be and, specifically, where and when EIAs will be undertaken to fully understand this.
- 2.3 The last of those points is, at the time of producing the EDP, a loose assessment to highlight any initial impacts and areas for further investigation. However, as noted above, it is underpinned by a clear commitment to understand the actual impacts more fully by completing EIAs against each relevant business change. Directorates are required to complete a schedule of EIAs as part of the EDP which relate to their identified plans. Each scheduled EIA must include details of its proposed delivery date and responsible officers.
- 2.4 It is important to note that the EIAs outlined here represent those that are relevant to the contents of the Business and Budget Plan and have been identified at a very specific point in time. They do not represent the Directorate's EIA activity in its entirety throughout the course of the financial year, as further analyses are generally undertaken as and when other business changes emerge throughout the course of the year.
- 2.5 However, the inclusion of the EIA schedule in the EDP gives officers and Members assurance that equality considerations and analyses are being given due regard in the business and budget planning process and that there is a clear and considered plan for safeguarding equality outcomes in the Directorates' activities for the year.
- 3. Quality Assurance, Governance and Accountability**
- 3.1 In 2017, the Council adapted its EIA framework to become an intranet-based tool. This allowed the Council to redesign the process to factor in systematic quality assurance of the analysis and to ensure that suitable governance and accountability arrangements are in place.
- 3.2 At each stage of the analysis (assessing relevance, completing the analysis and seeking sign-off), the EIA system requires authors to submit a draft for comment from the Equality Team. This effectively forms a quality assurance gateway and EIAs at this stage are subject to one of two options: either the Equality Team will approve the EIA to progress if its quality is satisfactory, or; it will be 'bounced back' with comments for further development with the support of the Equality Team.
- 3.3 Similarly, these submission gateways provide an opportunity for the manager of the service undertaking the business change (anticipating that this may not

be the person completing the analysis) to have sight and keep track of the analysis.

- 3.4 Once the EIA has successfully cleared the quality assurance process, the system requires the senior responsible officer (Head of Service level) to sign off the analysis. EIAs can then form part of the papers to decision-makers and are published as appendices to these. These measures effectively meet the Council's statutory requirements around equality analysis outlined in section 1 of this report.

#### 4. Schedule of EIAs

- 4.1 As part of this year's Budget and Business Planning process, Directorates have completed initial drafts of their EDPs for 2018-20 and, as such have identified their planned EIA activity for the coming year (notwithstanding the additional activity anticipated at 2.4 above). In keeping with the overall approach to business and budget planning this year, EDPs largely reflect the plans and commitments made last year as part of the three year budget. There is, however, inevitably, more detail on the potential equality impacts of some of the year 2 and 3 activities.

- 4.2 Below is a schedule of the EIA activity that Directorates have identified, complete with timescales and responsible officers for each analysis. All of these analyses will be subject to the quality assurance and governance measures outlined in section 3 of this report. As noted above, the proposed timescales will seek to allow the potential equality impacts of any change to be fully understood and, where relevant, mitigated, before a decision is made and the change implemented.

Proposal	Proposed EIA Completion Date	Decision Date	Senior Management Lead	Comments on initial potential impacts
<b>Core</b>				
Council Tax Support scheme for 2019/20	December 2018	March 2019	Julie Price	Not able to say at this stage: Universal Credit will be a key driver.
Employment Policies, Procedures & Working Arrangements	December 2018	March 2019	Pat Fetherstone	18/19 activity includes no policy changes. Equality impacts will depend on detail of changes to realise 18/19 savings.

<b>Proposal</b>	<b>Proposed EIA Completion Date</b>	<b>Decision Date</b>	<b>Senior Management Lead</b>	<b>Comments on initial potential impacts</b>
<b>Growth and Neighbourhoods</b>				
Increasing recycling in apartment blocks	March 2018	June 2018	Heather Coates	EIAs have been conducted and any identified impacts have been successfully managed. Further changes will be subject to the same level of scrutiny.
New Leisure Contract	July 2018	October 2018	Neil Fairlamb	Equalities impact is considered throughout the service provision and embedded within the contract requirements.
Grounds Maintenance, fine turf team	June 2018	September 2018	Matt Bennett	Options being explored to mitigate impact on older people using bowling greens across the city.
<b>Strategic Development</b>				
There are no budget EIAs identified at this time.				
<b>Children and Education</b>				
Re-Negotiation and procurement of external foster care and residential providers	August 2018	December 2018	Sean McKendrick	These plans will have a disproportionate impact on the protected characteristic of age (children and young people)
Joint Commissioning of Complex Needs with Health Services	August 2018	December 2018	Paul Marshall	These plans will have a disproportionate impact on the protected characteristic of age (children and young people)

Proposal	Proposed EIA Completion Date	Decision Date	Senior Management Lead	Comments on initial potential impacts
Reform of Services to Care Leavers	April 2018	June 2018	Paul Marshall	These plans will have a disproportionate impact on the protected characteristic of age (children and young people)
<b>Commissioning and Adult Social Care</b>				
<p>EIAs have already been completed for the new models of care that will be implemented over the coming months, with the documents forming a key element of the business cases. All partners involved in delivering the Locality Plan are factoring the need to undertake EIAs on service changes resulting from transformation into planning processes. EIAs for other new care models will be undertaken over this business plan period, as the models are developed.</p>				

- 4.3 In line with previous years the full Directorate EDPs will be submitted to this Committee's next meeting for discussion, with Directorate Equality Champions in attendance to present their areas' plans.

## 5. Developing the Framework

- 5.1 The introduction of the intranet-based EIA tool into this year's business planning process will bring greater quality assurance and accountability, and thereby further improve what has already proved to be an appropriate and reliable approach to equality analysis. However, since the intranet-based approach was developed the Council has adopted the Google platform.
- 5.2 Google potentially brings an opportunity to streamline and safeguard the benefits of the intranet-based approach using a more accessible and modern platform (Sharepoint, the content management system behind the intranet, is now becoming dated).
- 5.3 In the spring, the Equality Team will be assessing how the options in Google's G Suite can be best utilised to further enhance the EIA process and make it a user-friendly and suitable tool for the Council's equality analyses going forward.

## 6. Conclusion

- 6.1 Through the delivery of and ongoing improvements to the EIA and Equality Delivery Planning processes above, the Council continues to mainstream its equality analysis and commitment into its business change approaches. This ensures that delivering equality improvement is part of our business as usual, is everybody's shared responsibility and continues the long-standing

commitment to fairness and inclusion that underpins the Council's approach to delivering the Our Manchester strategy.