

**Manchester City Council
Report for Resolution/Information**

Report to: Communities and Equalities Scrutiny Committee – 1 March 2018

Subject: Equality Objectives 2016 - 2020

Report of: Deputy Chief Executive

Summary

This report provides an update on the progress being made by the Council and its partners against the organisation's equality objectives 2016 - 2020. It describes the measures being used to monitor progress and highlights particular areas of achievement and future focus.

The report also highlights the role of the Equality Delivery Planning process in ensuring that equality considerations, and in particular the need to undertake Equality Impact Assessments, are embedded within the Council's core business, with the final delivery plans for 2018 - 2019 appended for Members' consideration.

The Council's ongoing commitment to the Equality Framework for Local Government is also described, with an update and indication of next steps in preparation for reaccreditation later this year.

Recommendations

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

Wards Affected: All

Alignment to the Our Manchester Strategy Outcomes (if applicable)

Manchester Strategy outcomes	Summary of how this report aligns to the OMS
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	The report describes some of the city's economic outcomes in the context of the corporate objective of Improving Life Chances.
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	The report outlines numerous data sets that demonstrate the extent to which communities are connected to the progressive and equitable aim, in the context of Improving Life Chances.

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.

1. Refreshed Equality Objectives 2016-2020, *Communities Scrutiny Committee – 24 February 2016*
2. Communities of Interest Report 2016-18, http://www.manchester.gov.uk/info/200041/equality_and_diversity/5879/equality_analysis
3. Equality Objectives 2016 – 2020, *Communities and Equalities Scrutiny Committee – 1 March 2017*
4. Equality Delivery Plans: Draft Plans for the next Budget and Business Cycle, *Communities and Equalities Scrutiny Committee – 1 March 2017*
5. Manchester's Living Wage, *Economy Scrutiny Committee - 8 November 2017*
6. Knowing Manchester Better: Equality Monitoring, *Communities and Equalities Scrutiny Committee – 1 March 2017*
7. Refreshed Budget and Business Plans - Equality Impact Assessments (EIAs) report, *Communities and Equalities Scrutiny Committee – 1 February 2018*
8. Attainment and Progress 2017, *Children and Young People Scrutiny Committee – 27 February 2018*

1. Introduction

- 1.1 Manchester City Council's equality objectives articulate, in simple terms, the organisation's approach to equality and inclusion: to engage with Manchester people to understand how their lives can be improved and, starting from strengths (recognising what is already great about life in the city) make this a reality. Although developed and agreed prior to the Our Manchester Strategy, the equality objectives very much align with its priorities and underpinning approach. The Council's equality objectives are:
- Knowing Manchester Better
 - Improving Life Chances
 - Celebrating Our Diversity
- 1.2 The objectives are intentionally simple, to promote their accessibility and make it easier for people to connect with and own them. Each high level objective is underpinned with a set of delivery aims however, which are more detailed, specific and measurable. The objectives and their associated delivery aims are detailed in *Appendix 1* of this report and were considered and endorsed by the Communities Scrutiny Committee in February 2016.
- 1.3 By setting its equality objectives and renewing these at least every four years, the Council is compliant with the requirements of the Public Sector Equality Duty. More than simply legal compliance though, the equality objectives are an articulation of the Council's long standing and continued commitment to promoting equality and diversity. They explicitly state the importance of having an equality focus across a very broad range of services and functions, both for the Council and for its partners.
- 1.4 Equality is further embedded in the Council's approach to strategy and delivery via Equality Delivery Plans (EDPs) which form a core part of the business and budget planning process. EDPs describe, in the context of the Equality Objectives, Directorates' equality achievements over the preceding year, their proposed equality activities linked to business changes over the coming year and outline the Equality Impact Assessments, linked to budget and business planning proposals, which are planned for the year ahead. The plans are overseen by Directorate Equality Champions; senior managers from across the Directorates who act to coordinate and assure their delivery throughout the year.
- 1.5 The equality objectives and their delivery aims, and the inclusion of EDPs in the business and budget planning process represent two of the Council's key mechanisms for ensuring that equality is delivered as a core component of the Council's business as usual. The effective management and measurement of progress against these mechanisms and others will be important for the Council as it submits for re-accreditation against the Equality Framework for Local Government (EFLG) in 2018.

2. Equality Objectives 2016 - 2020

- 2.1 The Council's equality objectives were set in 2016 following public consultation and an engagement exercise with local equality-focused voluntary and community sector organisations. As a result, and in what has become recognised as the spirit of Our Manchester, the Council's equality objectives were informed by community voice and stakeholder involvement. Through the engagement and design process partners agreed that, whilst the objectives are formally (and legally) an articulation of the Council's commitment, they also speak to partners' interests and promote collaboration in understanding, promoting and celebrating diversity.
- 2.2 The underpinning delivery aims comprise a mixture of existing performance metrics and, where these were not available, some broad descriptions of what progress should look like for Manchester. These delivery aims recognise that, not just the Council, but also the wider public and voluntary sectors have crucial parts to play in delivering success. Since the equality objectives were published in 2016, the Council has sought to measure progress both quantitatively and qualitatively. Progress updates are included in *sections 3, 4 and 5* of this report.
- 2.3 The period since the development of the Council's Equality Objectives has seen the emergence of the Our Manchester Voluntary and Community Sector (OM-VCS) fund. An underpinning principle of the fund, which was co-designed with voluntary sector partners, is that the monitoring information that funded organisations provide should have purpose and add value to each party. In particular, the information provided will help to demonstrate how funded organisations are delivering Our Manchester priorities, which are in turn intrinsically linked to the Equality Objectives (as described at *section 6* below). This will, therefore, provide a further source of evidence to demonstrate the shared commitment to and progress with delivery of the equality objectives.
- 2.4 It is acknowledged that this process will only relate to organisations funded through the OM-VCS programme, and will therefore not encapsulate the contribution of the broader voluntary sector to progressing the equality objectives. However, it will give us indicative strength-based information on what is working well in Manchester.

3. Knowing Manchester Better

- 3.1 The Council's first equality objective is Knowing Manchester Better. This objective and its aims outline the importance of having good quality information about Manchester people and the way they experience life in the city. It also sets out the roles of partnership and sharing information, to ensure that it is used to achieve the best outcome.
- 3.2 The most profound example of the Knowing Manchester Better approach, and in particular Aim 1, being put into meaningful practice is the process of engagement on and development of what turned out to be the Our Manchester Strategy. The consultation for this drew tens of thousands of

responses, describing the Manchester of the future where people want to live, work, play and do business. The Council has since built on this with further consultation exercises (e.g. the parks strategy consultation) and has a clear commitment to continuing to base decisions on the outcomes of both formal consultation and an ongoing sense of engagement with residents.

- 3.3 The Knowing Manchester Better objective has been a driver for the Council to strengthen its approach to equality monitoring. Traditional approaches of using profile monitoring forms are well embedded and provide services with important information on how well they are engaging with and meeting the needs of communities, enabling gaps to be identified and addressed. Services are periodically refining their processes to reflect a growing understanding of and connection to communities with some clear results. For example:
- The Customer Service Centre has adapted its feedback forms to capture information about customers' communication needs, and as a result has been able to ensure that it is providing a more suitable and accessible service for residents
 - The introduction of the MCR Active Card scheme ensures that all leisure centre users are providing equality-related data, which will allow the Council to profile its customers and tailor its leisure offer accordingly
- 3.4 The principles applied in these instances and as part of our corporate approach to equality monitoring are that the request for data is relevant and proportionate; that it is driven by a genuine business need; that the data requested will be responsibly managed and used for its intended purpose, and; that the data should be asked for once and then maintained as a single record thereafter. Meeting these conditions will become increasingly important in May of this year with the introduction of the General Data Protection Regulations which build on the existing data protection legislation, heightening the importance of responsible data storage and use and bringing in larger fines for non-compliance.
- 3.5 Going forward then, it will be vital that Directorates adopt effective governance of their equality monitoring activity and improve approaches as relevant. The Directorate Equality Groups (Directorate-level forums for coordinating equality activity across services) will provide support and guidance to their service areas, with equality monitoring considered by these groups as a standing item. This will continue the Council's work to date to identify good practice and gaps in services' equality data and develop approaches to address these. This will build on the work undertaken in 2016 to baseline all equality monitoring activity across the organisation and be supported by clear corporate guidance on equality monitoring and ongoing work to strengthen the organisation's overarching approach to information and data. Over the remainder of the equality objectives' lifespan (2018 - 20), all services will be supported to review their equality monitoring activity through this mechanism.
- 3.6 The quantitative equality data sets that are available through the 'form-filling' approach to gathering intelligence provide a platform for useful statistical analyses, for example when completing Equality Impact Assessments to

inform Council decision-making processes, or assessing engagement rates in the local area and reaching out to underrepresented groups. The Council is very clear though, that 'form-filling' alone however will not deliver the Knowing Manchester Better objective. Statistical data is helpful but does not clearly articulate people's life satisfaction, or their sense of identity and involvement in the way that more qualitative forms of monitoring do.

- 3.7 The Council has developed a combination of simple and sophisticated qualitative methods of Knowing Manchester Better, from customer engagement forums through to targeted satisfaction surveys and commissioning research reports (such as the recent Trans Research Report and ongoing work on workforce equality). These methods provide customer / community voice more effectively than quantitative methods do, and are arguably more useful in capturing the complexity of how a person's identity can affect their experience of a service, a community or life in Manchester. Examples of this type of monitoring are therefore widely used in the Council's Communities of Interest report (part of the annual State of the City report), which will be updated in 2018. This activity demonstrates the focus of work in relation to Aim 2 of the 'Knowing Manchester Better' objective.

Our Manchester Survey

- 3.8 The Our Manchester Survey, which was launched in February 2017, provides a valuable opportunity to Know Manchester Better. The survey focuses on what is important to residents about life at home, socialising, work and their health, as well as a small number of questions on Council services. As of January 2018 there have been 1,175 responses to the survey. Analysis of the first 1,000 responses shows that:

- Residents value and are most happy with family and health;
- Home lives and health / wellbeing are perceived as good or very good;
- Work lives and social lives are less good;
- Respondents said they want more accommodation in places that are accessible, with stronger communities, more jobs and less crime and pollution;
- Residents perceive that in general, people and communities get on well together, however residents were less positive when asked about their sense of belonging and rating their area as a safe place to live;
- When asked to describe how Mancunians could make Manchester a better place, respondents said: community working / volunteering, and taking pride in and representing their local area.

- 3.9 Voluntary sector infrastructure organisation Macc has been engaged to help test the approach and the interpretation of the responses with its network of voluntary and community sector groups, with a view to building this learning into the future design and communication of the survey. The aim of the survey going forward is develop a more holistic view of residents' voices, which is more representative of the city's diverse make-up, which can be used to inform the Council's strategic approaches and, more broadly, utilised to support the design and delivery of public services across the City. Sharing this information

as appropriate will provide a clear demonstration of progress towards Aims 3 and 4 of the Knowing Manchester Better objective.

- 3.10 The Council is also working at the national level with the Office for National Statistics (ONS) to influence the development of the categorisations that will form the basis of the 2021 Census, in support of Aim 3 of the objective. The Council has supported the ONS to link up with Manchester voluntary sector organisations representing various communities of identity, enabling them to contribute and providing an example of shared responsibility to progress the objectives.

4. Improving Life Chances

- 4.1 The second of the Council's three equality objectives is Improving Life Chances. This objective and its aims focus on the outcomes that contribute to improved life satisfaction and wellbeing, and the inputs required of the Council and its partners to make these happen. Advancement against these areas is integral to the realisation of the Our Manchester ambition, and the delivery aims here are very closely aligned to several of the Our Manchester 'we wills'.
- 4.2 Since the development of the equality objectives in 2016, some of the evaluation methodologies used to monitor this objective have changed, making reliable year-on-year indications of progress unobtainable. However, many of the same indicators are being measured using alternative methodologies and allow a snap-shot of the current situation in Manchester.
- 4.3 Across Directorates, a broad range of activity to improve life chances across communities of identity within the Equality Delivery Plans. More detail on which is included within section 7 below.
- 4.4 **Aim 1** of the Improving Life Chances objective is to: *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.*
- 4.4.1 Data indicates that life expectancy at age 65 in Manchester has improved over the last 10 years for both men and women, although the rates of improvement have levelled out in recent years and statistics are only available up to 2016 so do not indicate progress since the equality objectives were agreed. Despite the improvements up to that stage, Manchester's post-65 life expectancy statistics remain lower than the North West average which in turn is lower than the national average.
- 4.4.2 Critical to addressing this and other key health inequalities in Manchester is the health and care integration programme, which aims to encourage a place-based approach to communities' experiencing improved health and ensuring

hospitals are accessed by those who need them the most. The programme has received support from the Council and Clinical Commissioning Groups to embed equality considerations from its inception. Critically, equality considerations are also being embedded in the operating model for the Manchester Local Care Organisation (LCO).

- 4.4.3 The Manchester Local Care Organisation's (LCO) operations will be underpinned by a number of success indicators that will measure impact over a 10 year period. These include indicators related to early death from conditions such as cancer, cardiovascular disease and respiratory disease, as well as improving communities being supported to be economically active and to stay well. Success against these indicators, as monitored by the LCO, will have a meaningful impact on life expectancy and wellness in Manchester in the coming years.
- 4.4.4 Engagement in the broader leisure offer in Manchester has an important indicator in relation to this aim and influencer of residents' mental and physical wellbeing. Almost universally across Manchester's leisure offer, there has been a very significant increase in visits since the objectives were agreed, in particular regarding Manchester parks which have seen an increase in engagement of almost 40% from 2015-16 and 2016-17.
- 4.4.5 However, comparative data from the monitored periods of November 2015 - November 2016 and May 2016 - May 2017 shows increasing levels of inactivity (absence of light, moderate or vigorous exercise) and a decrease of individuals' activity of 150 hours per week or more. This pattern of behaviour is broadly consistent with the nation trend. Despite a notable rise in inactivity, the great majority of Manchester residents are recorded as being 'fairly active to active'. An active lifestyle has been demonstrated to be a key contributor to physical and mental wellbeing and bears a relationship with life expectancy as well as quality of life and improvement here will represent a key measure of progress in relation to this aim.
- 4.4.6 The available data generally reports overall outcomes related to health and wellbeing but does not break this down to particular minority groups in Manchester. However, the approaches being embedded in the LCO's operating model will enable more place-based and community-specific data, which in turn will contribute to a greater understanding of differential health impacts in Manchester and the development and delivery of appropriate responses.
- 4.5 **Aim 2** of the Improving Life Chances objective is to: *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 attainable for everyone. We will reduce the percentage of children living in workless or low income households by supporting more troubled families into work.*
- 4.5.1 There have been significant changes in recent years to the performance measures underpinning educational attainment. Consequently, determining a

year on year pattern of attainment across the key stages of learning is difficult. More helpful is to focus on the gap between educational attainment for children in Manchester and those nationally. This shows some signs of progress across the key stages, but this is inconsistent and equally demonstrates some continuing challenges for Manchester children.

- 4.5.2 Similarly, there is an inconsistent picture of attainment across the key stages when factoring in the various monitored pupil groups, which includes various protected characteristic groups. Ongoing disparities between, for example, boys and girls or disadvantaged and non-disadvantaged children continue although in some cases there are examples of narrowing the gap on the national average for these and other groups.
- 4.5.3 The pattern of attainment across the various key stages and for the monitored pupil groups, and the extent to which Manchester is narrowing the gap with the national average, is a complex one and does not lend itself to brief summary here. The Committee is invited to consider the report to the Children and Education Scrutiny Committee at its 27 February 2018 for further detail
- 4.5.4 Further work related to Aim 2 is underpinned by ac the Council's refreshed Family Poverty Strategy (2017-2022) and ongoing activity to support troubled families which is scheduled to conclude and be evaluated in 2020.
- 4.6 **Aim 3** of the Improving Life Chances objective is to: *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.*
- 4.6.1 The available data indicate that Manchester's voluntary sector is enjoying a year on year growth in its volunteer numbers. This is particularly encouraging considering the economic difficulties that the sector and its public sector partners face in Manchester. Communities' life chances are being improved with the delivery of crucial local services due to:
- 110,900 volunteers or committee/board members in the VCSE sector's workforce in the City of Manchester in 2016/171
 - 87,400 volunteers in the VCSE sector's workforce in the City of Manchester in 2016/17
 - 23,500 committee/board members in the VCSE sector's workforce in the City of Manchester in 2016/17
 - £252.1 million per annum estimated as the economic contribution of volunteers and committee/ board members in City of Manchester organisations
- Source: City of Manchester State of the VCSE report 2017*
- 4.6.2 This represents a year-on-year increase in the cumulative number of volunteers, with 49% of organisations contributing to the source data reporting

increased numbers of volunteers now compared to a year ago, and only 14% of organisations reporting a decrease in volunteer numbers.

- 4.6.3 The Council is also contributing directly to increasing volunteering hours with the launch of its Our Manchester: Volunteering policy in 2017 and a supporting campaign to promote staff participation in the life of the City. Responding to feedback from the Bheard survey, in which employees reported a desire for personal development and to get involved in making a positive difference, the policy was developed with Our Manchester at its heart to enable Council employees to take up to 3 days of paid leave for volunteering per annum. Officers have worked with Macc to develop a matching portal to align staff skills and expertise to community need. In its first three months of operation a total of 121 hours of employer supported volunteering took place.
- 4.6.4 The Council has a strong commitment to promoting apprenticeship opportunities across sectors in the City and through our role as an employer in the context of recent national reforms in this area. A full update on this work was presented to the Economy Scrutiny Committee January meeting which demonstrates the growth in apprenticeship opportunities across the City in number but also in relation to the diversity of apprentices, particularly in relation to age. - The Council is leading by example here with a total of 114 apprenticeship starts in-year to including 68 internal staff and 46 new recruits. The profile of these new recruits is increasing the diversity of the workforce and also supporting the organisation's commitment to social value through the recruitment of a number of Looked After Children.
- 4.6.5 Less encouraging is the data regarding earnings in Manchester. The Annual Survey of Hours and Earnings compares workplace analysis (estimates for people working in an area) with resident analysis (estimates for people working in an area). This shows that the Manchester resident wage is increasing (table 1) as is the Manchester workplace wage (table 2). However, the gap between resident and workplace wages is also rising (table 3) as is the gap between Manchester residents and the national average. This is in contrast to the workplace analysis where Manchester is consistently above regional and national averages, demonstrating the detrimental impact for the earning potential of Manchester residents versus Manchester workers and residents elsewhere in England.

Table 1: Resident analysis

	England	North West	Manchester
2016 (revised)	£442.10	£413.50	£384.60
2017 (prov.)	£453.90	£421.60	£402.30

Table 2: Workplace analysis

	England	North West	Manchester
2016 (revised)	£441.70	£414.50	£479.70
2017 (prov.)	£454.00	£422.80	£498.30

Table 3: Manchester resident / workplace gap

Resident-Workplace GAP	Manchester GAP
2016 (revised)	£95.10
2017 (provisional)	£96.00

Source: *Annual Survey of Hours and Earnings, ONS (Provisional 2017)* © Crown copyright.

- 4.6.6 The Council has taken steps to offset this detriment, with the agreement of a Living Wage Policy which makes a clear commitment to promoting payment of a real living wage through our roles as an employer, influencer and procurer and commissioner as well as an explicit aim within the Our Manchester Strategy to 'Ensure everybody is paid at least a real living wage'. (A full update on work here was presented to the Economy Scrutiny Committee at its November meeting.)
- 4.6.7 It is acknowledged that the data available here is not broken down by protected characteristic. Work will continue to overlay other relevant data sets with this information to test whether access to volunteering, apprenticeships, employment and pay are affected by residents' characteristics.
- 4.7 **Aim 4** of the Improving Life Chances objective is to: *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.*
- 4.7.1 In recent years, an increase in the number of hate crimes reported (linked to monitored strands; race, religion, disability, sexual orientation, transgender identity, alternative subculture) has generally been seen as a positive trend as it indicates that victims have the confidence to report to the police or to third party reporting centres. However, hate crime and xenophobia began to increase across Manchester a few weeks before the EU Referendum on 23 June 2016. The number of hate crimes and hate incidents increased sharply following the Brexit result. This trend was reflected nationally with Home Office figures indicating that racially and religiously aggravated offences increased across all police forces during July 2016, a 41% increase compared to July 2015.
- 4.7.2 In response to this increase and following consultation for the refreshed Manchester Hate Crime Strategy 2016/19, the Community Safety Partnership (CSP) ran an additional grant scheme during the summer and autumn. Over 40 events were held to raise awareness of hate crime and hate incidents, encourage reporting, celebrate diversity and promote community cohesion.
- 4.7.3 Following the terror attack on the Manchester Arena on 22 May 2017, hate crime and hate incidents saw a further spike. The CSP has been monitoring

and responding to these on an ongoing basis. In addition the CSP has taken a lead on Community Recovery through the multi-agency Recovery Coordinating Group established to deal with the recovery, restoration and rebuilding of Manchester and its people.

- 4.7.4 A Community Impact Assessment (CIA) undertaken identified a number of thematic areas for action, which in turn informed the Greater Manchester Challenging Extremism and Building Community Cohesion Action Plan. The Action Plan incorporates activities across these themes, including a number of activities to build resilience and community cohesion in schools and institutions across the FE HE sector and encouraging volunteering and participation. The development of social media champions, myth busting and challenging hateful narratives will also form key activities of the plan, while ensuring events attract diverse communities and promote unity further support a range of targeted cohesion and engagement projects to build good practice and positive stories.
- 4.7.5 Manchester and Greater Manchester continues to assess the impact of the Manchester attack on communities along with ensuring that the appropriate support and actions are undertaken. The Council and its partners continue to support the national #WeStandTogether campaign which promotes events and interfaith community cohesion activity.
- 4.7.6 In June 2017 the hate crime summer grant scheme was launched. In addition, the annual hate crime awareness week took place between 5 and 11 February 2018 with over 60 events running across the city of Manchester and more events taking place across the other nine Greater Manchester boroughs. For the first time this year, the Council has supported a Greater Manchester campaign called 'No Bystander' which encourages residents to sign up and 'pledge' to support by challenging someone if they witness a hate incident or crime (provided it is safe to do so), supporting the victim or reporting what they have seen to the police, a reporting centre or online.
- 4.7.7 Manchester's Third Party Reporting Centres (TPRCs) are frequently reviewed to ensure they are able to provide support to victims of hate crime. Reviews of where TPRC's are situated ensures that there is good geographical spread and representation of the hate crime strands. There are now 45 centres across the city which work on a voluntary capacity. Working with the Police and Crime Commissioner and other Local Authority areas, Manchester has been developing a training package and minimum standards for all centres operating across Greater Manchester to ensure that victims receive a consistent service.
- 4.7.8 The Anti-Social Behaviour Action Team has been providing support to individuals or premises, where hate crime incidents have been perpetrated and are causing harassment, alarm or distress. This has included taking enforcement action against the perpetrators of hate crime. GMP and the CSP are committed to zero tolerance where hate crimes are reported and taking enforcement action against perpetrators of hate crimes. The Crown Prosecution Service confirmed that in Greater Manchester in 2016-17, 817

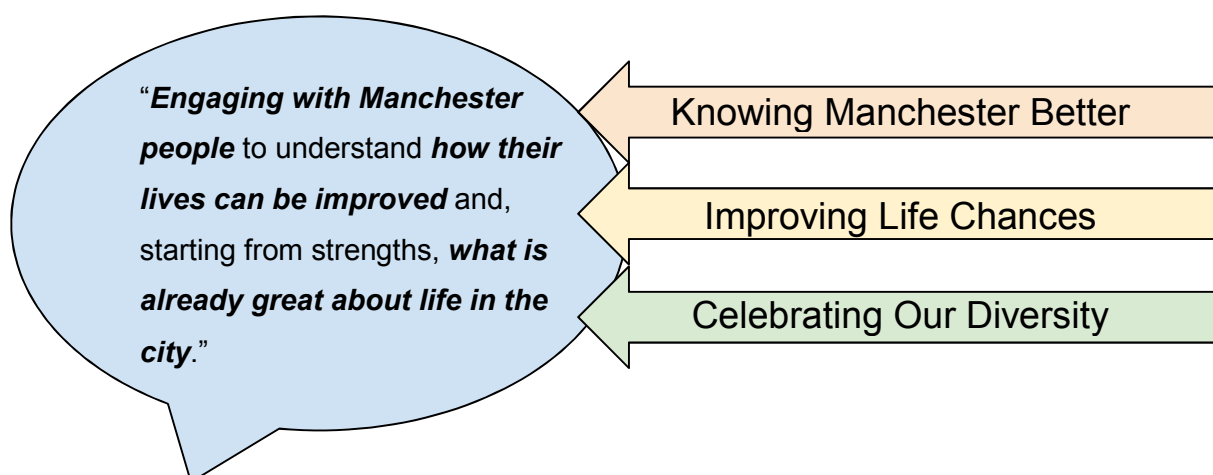
individuals were prosecuted of hate crimes and had a conviction rate of over 85%.

5. Celebrating Our Diversity

- 5.1 The final equality objective, Celebrating Our Diversity, focuses on the inherent strength and value that the city's people bring to Manchester and where the opportunities are for the Council and its partners to share their sense of pride. A selection of the activities that have taken place which demonstrate this commitment to and celebration of diversity have been captured in the Celebrating Our Diversity presentation, delivered at this meeting.

6. Equality Objectives Alignment with Our Manchester

- 6.1 In its simplest terms, the overarching principle of Our Manchester is about engaging with Manchester people to understand how their lives can be improved and, starting from strengths, what is already great about life in the city. There is a very direct correlation here with the Council's equality objectives:



- 6.2 Mapping this across to the Our Manchester behaviours further serves to demonstrate the clear connections:

Equality objective	Connected Our Manchester behaviour
Knowing Manchester Better	We take time to listen and understand
Improving Life Chances	Working together and trusting each other; we're not afraid to try new things and own it
Celebrating Our Diversity	We are proud and passionate about Manchester

- 6.3 Similarly, as has been indicated above, there is a clear connection between the outcome measures against which progress on the equality objectives are measured, and the Our Manchester 'We Wills'. There is a clear and consistent relationship between the two to a) demonstrate the relevance of the equality

objectives and their delivery aims in the context of Our Manchester and the city's strategic ambitions, and b) indicate that progress or a lack of progress against either set of measures has implicit consequence for the other.

- 6.4 When the equality objectives were agreed for the period 2016 - 2020, the Council committed to review progress against them annually and consider whether alteration or removal of any of the underpinning delivery aims was required. As has been demonstrated here, whilst progress is being made against the delivery aims, this work remains ongoing and their focus is, if anything, more relevant in the context of Our Manchester. It is therefore not proposed at this time to alter the equality delivery aims.

7. Equality Delivery Plans and Equality Impact Assessments

- 7.1 The Council's business and budget planning approach describes its core business priorities for each financial year and uses a series of delivery plans in support of the main narrative to more specifically capture the deliverables across a range of performance areas. One of these is the Equality Delivery Plan (EDP), where Directorates are able to clearly outline the following:
- 1) achievements in preceding 12 months in support of the Council's overarching Equality Objectives (potentially stemming from the forward plans from the previous EDP, but it can also describe achievements that did not stem from that process)
 - 2) a clear plan for equality activity in the next 12 months, and;
 - 3) an early stage assessment of 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.
- 7.2 The EDPs for 2018-19 are available for consideration at *Appendix 2* of this report. Whilst the EDPs are all very varied in their content, there are a number of thematic threads that run through them. These are highlighted below.
- 7.2.1 *Relevance*: all Directorates have demonstrated an understanding of the relevance of equality in relation to their core business. The EDPs articulate a clear understanding of which customer groups are being prioritised and what actions will be taken to ensure equitable outcomes.
- 7.2.2 *Specificity and proportionality*: Directorates have been very specific about the groups and activities that they are committing to in the EDPs, and have described measures and activities that are proportionate to meet the prevailing need and are inextricably linked to their core business. This is important, as previous EDPs have been broad in their aims and less connected to core business.
- 7.2.3 *Impact*: all Directorates have sought to make an early assessment of potential impact. This is effectively a high-level relevance assessment against each of the work areas at this stage and will be made more meaningful with fuller analysis, but the inclusion of early assessment here allows a reading across

the EDPs, which suggests that there is no substantial early indication of a disproportionately negative impact on any one group.

7.2.4 *Commitment:* all Directorates have made clear and descriptive commitments in relation to equality in the delivery of their core business. Moreover, they have all made clear commitments to producing EIAs where relevant.

7.2.5 *Governance:* several EDPs outline the governance arrangements for monitoring and measuring progress against the EDPs over the course of the financial year, including reporting mechanisms where relevant.

7.3 The Council is committed that the EDPs and their associated EIAs will be kept under review by the Corporate Equality Champions Group and the Directorate Equality Groups to ensure delivery over the course of the financial year.

8. Equality Framework for Local Government

8.1 The Council is extremely proud of its accreditation at the Excellent level of the Equality Framework for Local Government and remains committed to seeking re-accreditation at the same level. The emergence of the Our Manchester approach, the developments of the health and care integration and the continuing process of devolution since the initial award, along with a host of other significant developments in the city, give the Council much cause for optimism for maintaining the Excellent accreditation.

8.2 Preparatory work has begun to produce the organisational self-assessment, narrative and accompanying case studies in support of the submission.

8.3 Engagement with the Local Government Association (LGA) is ongoing to confirm a date for re-accreditation, likely to be June 2018.

8.4 The LGA have advised that the re-accreditation should target developments since the previous review (such as those listed at 8.1) rather than re-telling the organisation's story. This provides an opportunity for the Council to gather equality-focused evidence about Our Manchester in practice which will further inform the continuing roll out of the Our Manchester strategy, principles and behaviours in a progressive and equitable way.

9. Conclusions

9.1 The Council and its public and voluntary sector partners are clearly making progress against the Equality Objectives 2016-20. The shared work that the sectors are combining on (i.e. health and care integration and Our Manchester) have real potential to touch on all of the equality objectives and improve outcomes for all Manchester people in a joined-up way. In most instances, the progress that has been described here has been positive although some specific concerns remain prevalent about residents' mental and physical health, earnings and economic activity, with these at the core of much of the Council's priority focus for the year ahead and beyond.

- 9.2 The metric data used in section 4 of this report is helpful to highlight broad outcomes for Manchester residents generally, but it does not consistently break those outcomes down into protected characteristic groups in a way that shows differential outcomes based on identity. There are opportunities ahead to enhance this with emerging data (i.e. from the LCO and voluntary sector partners), and the Council will work over the coming year to identify and overlay other relevant data sources which will build a deeper understanding of differential outcomes against the delivery aims. Some of this will come through 'soft' data, and the Council's ongoing engagement with communities and voluntary sector partners will be key to this.
- 9.3 As noted in section 6, it is not proposed to alter the delivery aims at this stage as they all remain relevant, the work that they relate to all remains 'live' and there is work to do to close the gap in almost all cases.
- 9.4 The commitments and actions outlined in the EDPs (especially the completion and quality of the EIAs) will be closely monitored in the coming months and will provide assurance that equality outcomes are being delivered as part of the Council's core business.
- 9.5 All of this will contribute to the Council's re-accreditation against the EFLG, an undertaking that gives the Council the opportunity to put the equality objectives into action and show that it knows Manchester, that it is committed to improving life chances and that it is proud to celebrate the city's diversity and its residents' achievements.

Appendix 1: Manchester City Council Equality Objectives 2016 - 2020 and Delivery Aims

Objective 1 – Knowing Manchester Better

We will work together 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 and the value that we gain from this. This will allow us to work with each other 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 work with our partners to 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 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; we've achieved a lot for our different communities. We will maintain and build on with what we've achieved so far, going even further to 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.

Appendix 2: Equality Delivery Plans 2018-19

Delivery Plan 3 – Equality Overview and Action Plan

Adults Services Including Homelessness

How has the Directorate's activity and priorities over 2017-18 supported the promotion of equality and diversity in the city in support of the Council's equality objectives and supporting aims?

The directorate's priorities support the EFLG and its activities will continue to reduce inequalities through effective partnership working in particular those with health, independent providers, other local authorities and the voluntary and community sector. Adults Services deliver their core business in line with the Council's strategic equality objectives in particular Improving Life Chances.

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 SCF and LCO to implement the Locality Plan ; 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 developing new models of care with Health and tackling the wider determinants of health through effective partnership working arrangements, in particular those with health, schools, independent providers, other local authorities and the voluntary and

community sector - Neighbourhood teams being put in place as the LCO becomes operational will ensure integrated services, better understanding and responding to the needs of people in those areas (including a consideration of protection characteristics), resulting in improved outcomes.

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, Mental Health and Older People's Strategy working with key local organisations and individuals to reform services, remove barriers and end discrimination.

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

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

- The integration with health delivered through the LCO and SCF will benefit the whole population through improved joint working, a seamless experience and reduction in duplication.
- Co-production with local groups, patients, staff and service users is planned and further engagement with groups across the City as the SCF and LCO are rolled out. 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 unplanned admissions to hospital and residential and nursing homes and to speed up safe transfer of people from these settings home.
- Development of new models of care for specific client groups (e.g. those with mental health issues, complex needs, the elderly).
- EIAs have already been completed for those 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 deliver the Locality Plan are well aware of the need to undertake EIAs on service changes resulting from transformation. Directorate is committed to delivering EIAs for other new care models which will be developed over this business plan period.

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?

Proposal	Proposed EIA completion date	Decision date	Senior management lead	Comments on initial potential impacts
<i>New delivery models for integrated health and social care within neighbourhoods</i>	<i>Autumn 2017</i>	<i>Winter 2017</i>	<i>Nicky Parker</i>	<i>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</i>
<i>Development of Homelessness Strategy with Partners and new delivery models both at a citywide and local level</i>	<i>April 2018</i>	<i>Summer 2018</i>	<i>Hazel Summers</i>	<i>As the strategy develops it will be necessary to ensure that there is no detrimental effect on protected characteristics</i>

Delivery Plan 3 – Equality Overview and Action Plan

Children's Services

How has the Directorate's activity and priorities over 2017-18 supported the promotion of equality and diversity in the city in support of the Council's equality objectives and supporting aims?

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 and Education Services deliver their core business in line with the Council's strategic equality objectives in particular Improving Life Chances.

1. Knowing Manchester Better

- That we build upon and embed strength and asset based approaches that have taken place across the Directorate such as strength based approaches to family intervention, Education, Health and Care Plans, Parent Champions for Special Educational Needs and Disability, the Signs of Safety Social Work model, and Solution Focussed Restorative Leadership and Supervision for staff, whilst monitoring the protected characteristics that people identify with.
- A key objective for the joint directorate is to continue to embed and expand our existing Our Manchester led initiatives across services and be a systems leader in promoting these new ways of working across the Council and partners.
- 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, including developing a curriculum for Life and Employment.

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.
- Supporting diversity within the education system in relation to embedding British Values and meeting the Prevent Duty.

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

There will be positive activities taking place over this business plan period that have an impact on equalities: where there are specific needs identified these are informed by an individual assessment that gives due regard to equality.

- 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.
- To address the recommendations identified by Ofsted and support the continual improvement of services a post-inspection action plan has been prepared with the stated aim of 'Delivering Excellence and Getting to Good.'
- These plans 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.

- Development of an integrated social care, education and health assessment, planning and commissioning service for children and young people with complex special educational needs or disability.
- 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 multiagency approach" subject to a single commissioning function. Activity for this year includes Joint Commissioning of Complex Needs with Health Services.
- 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.
- Developing Manchester's Early Help offer to be aligned to an Early Years offer that supports a locality and schools based leadership model.
- Reform of Services to Care Leavers.
- Re-Negotiation and procurement of external foster care and residential providers

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?

				and young people)
Reform of Services to Care Leavers	Apr 18	Jun 18	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
Re-Negotiation and procurement of external foster care and residential providers	Aug 18	Dec 18	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	Aug 18	Dec 18	Paul Marshall	These plans will have a disproportionate impact on the protected characteristic of age (children

Delivery Plan 3 – Equality Overview and Action Plan

Corporate Core

How has the Directorate's activity and priorities over 2017-18 supported the promotion of equality and diversity in the city in support of the Council's equality objectives and supporting aims?

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.

Activity in the Core has been instrumental in progressing more equitable outcomes for residents and employees alike, in line with the equality objective of improving life chances. The Council's Equality Team is situated in the HROD service within the Core, and the delivery of its work programme is critical to the advancement of equality for the Council. In addition to its business as usual of supporting the organisation to deliver equality outcomes, some of the team's activities specific to 2017-18 include: signed up to the Disability Confident Employer scheme at level 1 (level 2 accreditation will be achieved by end of March 2018); commissioned an independent workplace equality review (outcomes report and action planning will be completed by end of March 2018); membership of the Employers' Network for Equality and Inclusion (enei) for best practice and insight; supported the securing of Centenary Cities funding from the Government Equalities Office; supported the establishment of Directorate equality working groups which link into the Corporate Equality Champions Group; developed and launched an intranet-based EIA toolkit; supported the analysis and reporting of the Council's gender pay gap data; continued to provide strategic input on the equality-related aspects of the health and social care integration programme.

Also in HROD, the Employer Supported Volunteer Policy was developed and launched in 2017. The revised policy seeks to align the Council's approach as a positive measure to support Our Manchester and the People Strategy through providing employees with an opportunity to engage with the life of the City outside of their day-jobs and identifying opportunities which align their skills to areas of support identified by our communities. It will also support the Council's Social Value objectives which include promoting participation and citizen engagement and building the capacity and sustainability of the voluntary and community sector. Five target groups have been identified as the focus for the social value activity and specific opportunities will be identified and encouraged in support of these groups:

- Children and young people and specifically;
 - Looked after Children and Care Leavers,
 - Young people who are NEET, or are at risk of becoming NEET
 - Children involved in, or at risk of becoming involved in, the criminal justice system
 - Young people who have to overcome additional barriers to secure and sustain a place in the labour market
- Long-termed unemployed with an underlying health condition and/or complex needs; People with a disability; Older people, specifically adults over 50 who are economically inactive and/or in poor health; Vulnerable adults overcoming a crisis e.g. domestic violence and abuse survivors, dependency on drugs or alcohol; rough sleepers.

The revised policy provides an opportunity for the Council to take a positive step to strengthen its approach to volunteering. In doing so, it is important to recognise that many employees already volunteer and contribute to the City through a range of activities both inside and outside of work.

Following the establishment of an Ethical Procurement Task and Finish group comprising of officers, members and invited bodies e.g. Chamber of Commerce, Crown Commercial Service, AGMA procurement hub, in February 2017 Corporate Procurement held an event to launch its Ethical Procurement Policy. It sets out what the Council expects of its supply chain with regard to ethical behaviours with their workforce and own supply

chain. Areas covered within the policy include Equality, Human Rights, taxation, and living wage. The launch event was held to promote the policy to its supply chain, elected members, other local authorities and central government. At the same event, the Power of Procurement II publication was launched celebrating 10 years of progressive procurement in the areas of Sustainability and latterly Social Value, a track record which is which is unprecedented in Local Government. The Council has recently undertaken a piece of work to understand how suppliers based in areas of deprivation are impacting the areas within which they operate. This included how they might provide training opportunities, employment, apprenticeships and work with ex-offenders and other groups. Case studies were collected with the aim of sharing best practice with members and other suppliers. In order to promote Social Value and to help suppliers understand how they can provide better outcomes for the citizens of Manchester, the procurement team have produced a Social Value Toolkit for suppliers. This has been well received and we are now working on a Social Value Toolkit for commissioners which will contain equality related outcomes.

In January 2017 the Revenues and Benefits Unit contributed to a Government consultation on 'Eligibility for free school meals and the early years pupil premium under Universal Credit' and how it affects residents of Manchester with a view to maximising their entitlement and extending transitional arrangements. This included giving consideration to a specific question on impact on groups with protected characteristics and the government's equality impact assessment. The Food Poverty Scheme is in place. This approach is intended to provide direct financial support to those smaller charities and third sector organisations operating within communities. Lots of these groups provide support to vulnerable residents and those with the protected characteristics. Bespoke communication to different groups / 3rd sector and those with protected characteristics. A review of the 2017/18 scheme has been carried out. A homeworking review and extension to flexible working arrangements has also been carried out for the Unit. This directly supports workers with caring responsibilities, those who are covered by the Equality Act in terms of reasonable adjustments and work/life balance. The Unit also introduced a care-leavers local discount 2017/18 and worked with colleagues on take-up of the discount, as well as establishing a staff working group to look at

working practices in Alexandra House with a view to more equitable outcomes.

The review of the Council Tax Support scheme was undertaken in early 2017 with a consultation exercise carried out, attracting 1,996 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 Manchester City Council Directorate Delivery Plans of Council Tax Support. The consultation supported the EIA in that the option to reduce the maximum amount of support from 85% to 80% (Councillors agreed to reduce this to 82.5% in the end) was the preferred option with 49% of respondents who answered this question choosing this as the preferred option.

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

In addition to continuing its business as usual, the Equality Team will be submitting for reaccreditation against the EFLG in 2018 with the aim of maintaining our 'Excellent' status. This will not only provide accreditation for a further 3 years, but alongside the results of the independent workforce equality review, will provide an opportunity to identify the areas where the Council is making the greatest impact and those areas where it is able to improve further. The team will also be leading a review and refresh of the strategic equality objectives' delivery aims, giving a clear sense of what has been achieved against these and where to focus delivery going forward, be that continuing to progress the same aims or identifying new ones. The team will lead to equality policy activity of the Council, updating the biannual Communities of Interest report and undertaking a review and refresh of the Council's equality and diversity policy. The Council's aim of reaching level 3 of the Disability Confident Employer scheme will be delivered by the end of 2018-19, led by the Equality Team, and an equivalent piece of work to improve BAME workplace outcomes will be initiated in the same period.

A key priority of early 2018 for the HROD Policy Team is to publish a revised Recruitment and Selection (R&S) policy. Publication of the policy is planned for March 2018 alongside a guidance document to help managers

make decision and choices about the design, delivery and evaluation of recruitment activity. During development of the policy and guidance an EIA has been carried out and any impact has been considered in the final draft. Working in collaboration with the Equality Team the development of the policy and guidance material has taken into consideration our ambition to reach Level 2 accreditation of the Disability Confident Employer scheme. The inclusion of a detailed guidance document for managers (which will be scrutinised at the same level as a policy) aims to provide additional support for managers to confidently make decisions in relation to recruitment. In 2018-19 the HROD Policy Team will also be reviewing what are commonly known as Family Friendly policies, such as Maternity Leave, Maternity Support Leave and Shared Parental Leave the overall aim is to make these clearer and ultimately more accessible. In terms of Shared Parental Leave there is a proposal to match this to Maternity pay and by doing so reduce potential barriers for taking this up for those who are entitled to it. Work is also planned to review our flexible working policy and practices and to increase the visible support available to carers across the organisation. As with any review we undertake proposals will be in consultation with relevant stakeholders such as Trade Unions, SMT and Elected Members.

Corporate Procurement will continue the promotion of the Council's Ethical Procurement Policy and a follow up of the February 2017 event is planned for March 2018. In late 2013 the Council reviewed its sustainability policy which resulted in us working with GMCA to develop a new GM Social Value Policy. This was led from Manchester and once signed off by GMCA, adopted into MCC's policies and procedures in 2014. The policy outcomes were developed to positively impact on equality outcomes. The Council will be working with GMCA to review this policy in 2018. In order to promote Social Value and to help suppliers understand how they can provide better outcomes for the citizens of Manchester, the procurement team have produced a Social Value Toolkit for suppliers. The Council is now working on a Social Value Toolkit for commissioners which will contain equality related outcomes and be issued this year.

The Revenues and Benefits Unit will be developing the Council Tax support scheme for 2019-20 as well as reviewing the Severe Mental Impairment exemption for Council Tax in 2018/19. To compliment this, the

Unit will be providing training for adults' frontline services to maximise entitlement.

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?

The areas of the Equality Team's work which are likely to have an impact on specific groups are its work on the Disability Confident Employers Scheme; its BAME employment initiative and the Centenary Cities project. In all cases, consultation with and input from relevant stakeholders has been / will be built into the project methodology and this will enable the project managers to identify and mitigate potential issues. Each project will be underpinned with equality analyses.

The review of Family Friendly policies is likely to impact primarily on employees with caring responsibilities and women, although the parental leave review will be particularly relevant to men. These reviews will include equality analysis to identify and mitigate potential impacts on all employee groups.

Learning from previous Council Tax support scheme shows that changes are likely to have a particular relevance to race, although reviews have been managed in such a way as to mitigate any impact.

Proposal	Proposed EIA completion date	Decision Date	Senior Management Lead	Comments
Disability Confident Employer - Level 3	Iterative first draft -June 18	31 March 19	Sam McVaigh	No negative impacts anticipated
BAME Employment Initiative	Iterative first draft -June 18	31 March 19	Sam McVaigh	No negative impacts anticipated

Council Tax Support Scheme for 19-20	Dec 18	11 March 19	Julie Price	Not able to say at this stage: Universal Credit will be a key driver
Family Friendly and Flexible Working Policy reviews	Aug 18	September 18	Sam McVaigh	No negative impacts anticipated

Delivery Plan 3 – Equality Overview and Action Plan

Growth and Neighbourhoods

How has the Directorate's activity and priorities over 2017-18 supported the promotion of equality and diversity in the city in support of the Council's equality objectives and supporting aims?

The Growth & Neighbourhoods Directorate serves 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; 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 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 of our services. The behaviours and principles of Our Manchester are embedded throughout our approach to service delivery and meeting the needs of our customers. We are proud and passionate about Manchester and will endeavour to deliver the best possible services.

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

A significant proportion of savings are associated with the waste and recycling service through the successful deployment of 140 litre household grey bins in 2017; supporting behaviour change and ownership by

increasing recycling rates; and, 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.

Working with our partners, we will implement further efficiencies in the leisure contracts, facilities and management arrangements. This contract is now out to tender and is expected to be live by July 2018. Equalities impacts will be embedded in the contract to ensure programming remains diverse and to widen access.

Throughout 2017 the operating models for two retail markets have been revised to provide a more efficient service. There has been no changes to frontline service and an EIA was not required. Increase income in bereavement services will continue to be achieved by increasing the numbers of burials and cremation that are undertaken and will therefore not have an equalities impact.

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. 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. Working with the service users a preferred option has been agreed to reduce the number of greens at each site and reduce the winter provision. An EIA will now be completed to ensure there is no disproportionate impact of this service change.

Other service changes are focused on increasing commerciality and income generation. These are under development and equalities will be embedded in the planning stages to identify any risks.

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 plan is also reported to the Communities & Equalities Scrutiny Committee. Growth & Neighbourhoods Directorate has an equalities working group which has been meeting for over a year with

membership from each service area. The group manages the delivery plan, embeds equalities within ongoing service planning /delivery and also manages delivery against the corporate priorities. Progress to date includes:

Knowing Manchester Better: Take the time to listen and understand; Data mapping workshops and agreement to create a central repository signposting to data, policies, and guidelines to support services understand and meet equalities commitments.

Improving Life Chances: We own it and are not afraid to try new things; Sharing best practice through case studies and debating approaches to equalities planning and monitoring to inspire new practice across services.

Celebrating Diversity: Proud and Passionate about Manchester's communities; Work is beginning on a joint events and activities calendar to celebrate diversity and identify opportunities for better promotion, gaps in provision and/or areas of duplication.

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?

Proposal	Proposed EIA completion date	Decision Date Senior	Management Lead	Comments
Increasing recycling in apartment blocks	March 2018	June 2018	Heather Coates, Head of Waste, Recycling and Street Cleansing	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, Head of Parks, leisure and Events	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.

Delivery Plan 3 – Equality Overview and Action Plan

Strategic Development

How has the Directorate's activity and priorities over 2017-18 supported the promotion of equality and diversity in the city in support of the Council's equality objectives and supporting aims?

The 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 physical and economic growth of the City. This includes the delivery of residential growth; increasing housing provision including a significant proportion being affordable for Manchester residents; enabling transport connectivity internationally (airport) nationally (HS2) and locally (second city crossing); and, developing attractive commercial spaces to support both business and employment growth in the city. Cultural and sporting excellence is also at the heart of the growth agenda and will continue to be a major regeneration catalyst with major developments including the new Factory Arts Centre and expand the Etihad Campus in east Manchester.

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

Services delivered by Strategic Development are largely delivered with partners before users access the homes or facilities however the Directorate remains committed to ensure that communities are engaged in decisions that affect them. The Directorate also seeks out opportunities to support specific communities to ensure they have access to quality provision that meets their needs; such as, the older people's housing specifically for Manchester's LGBT community announced in 2017. The directorate also ensures that it clearly demonstrated how equalities impacts are considered during the planning and delivery of any new developments ensuring compliance with national guideline and legislation. The behaviours and principles of Our Manchester are embedded

throughout our approach to service delivery and meeting the needs of our customers. We are proud and passionate about Manchester and will endeavour to deliver the best possible services.

The Strategic Development Directorate intends to increase income through improved use of the operational estate and review of rents, leases and occupancy within the investment estate. Planned improvements to the security and repairs and maintenance contracts have been delayed however this will have no equalities impact as existing provision is still in place until the new contract is agreed.

New and emerging projects will be planned with due consideration and compliance to national guidelines and legislation. At present no Equality Impact Assessments have been identified for the directorate however this will be reviewed by each service on an ongoing basis.

The Directorates Equality Champion, Paul Beardmore, 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 Strategic Development Directorates has also established an equalities working group with membership from each service area to embed equalities within the ongoing service planning and delivery. The group manages the delivery plan, embeds equalities within ongoing service planning /delivery and also manages delivery against the corporate priorities. Progress against the Corporate Priorities to date includes:

Knowing Manchester Better: Take the time to listen and understand; Data mapping workshops and agreement to create a central repository signposting to data, policies, and guidelines to support services understand and meet equalities commitments.

Improving Life Chances: We own it and are not afraid to try new things; Sharing best practice through case studies and debating approaches to equalities planning and monitoring to inspire new practice across services.

Celebrating Diversity: Proud and Passionate about Manchester's communities

Work is beginning on a joint events and activities calendar to celebrate diversity and identify opportunities for better promotion, gaps in provision and/or areas of duplication