



Communities and Equalities Scrutiny Committee

Date: Thursday, 8 November 2018

Time: 10.00 am

Venue: Council Ante Chamber, Level 2, Town Hall Extension

Everyone is welcome to attend this committee meeting.

There will be a private meeting for Members of the Committee at 9:30 am in Committee Room 6, Room 2006, Level 2 of the Town Hall Extension.

Access to the Council Ante Chamber

Public access to the Council Ante Chamber is on Level 2 of the Town Hall Extension, using the lift or stairs in the lobby of the Mount Street entrance to the Extension. That lobby can also be reached from the St. Peter's Square entrance and from Library Walk. **There is no public access from the Lloyd Street entrances of the Extension.**

Filming and broadcast of the meeting

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Membership of the Communities and Equalities Scrutiny Committee

Councillors - Andrews, Collins, Cooley, M Dar, Evans, Fletcher-Hackwood, Hacking (Chair), Kirkpatrick, Rawlins and Rawson

Agenda

1. Urgent Business

To consider any items which the Chair has agreed to have submitted as urgent.

2. Appeals

To consider any appeals from the public against refusal to allow inspection of background documents and/or the inclusion of items in the confidential part of the agenda.

3. Interests

To allow Members an opportunity to [a] declare any personal, prejudicial or disclosable pecuniary interests they might have in any items which appear on this agenda; and [b] record any items from which they are precluded from voting as a result of Council Tax/Council rent arrears; [c] the existence and nature of party whipping arrangements in respect of any item to be considered at this meeting. Members with a personal interest should declare that at the start of the item under consideration. If Members also have a prejudicial or disclosable pecuniary interest they must withdraw from the meeting during the consideration of the item.

4. Minutes

To approve as a correct record the minutes of the meeting held on 11 October 2018.
To receive the minutes of the Our Manchester Voluntary and Community Sector Fund Task and Finish Group meeting held on 27 September 2018.

Pages
5 - 18

5. [10:05 – 10:25] Community Safety Partnership Update

Report of the Chief Operating Officer (Neighbourhoods)

Pages
19 - 30

This report provides an update on the work of the Community Safety Partnership.

6. [10:25 – 10:30] Recording Misogyny as a Hate Crime

This is an item for discussion.

7. [10:30 – 10:50] Manchester Playing Pitch Strategy - to follow

8. [10:50 – 11:10] Sport and Leisure - to follow

9. [11:10 – 11:30] Strategic Plan for Events - to follow

10. [11:30 – 11:50] Equality Update

Report of the Deputy Chief Executive

Pages
31 - 56

This report provides an update on the Council's accreditation against the Equality Framework for Local Government (EFLG). It

also outlines the approach taken to its EFLG review and summarises some of the main points arising from it, with an indication of how these matters are being progressed. It also provides an update on the Equality Impact Assessment (EIA) activity linked to the 2018-19 budget and business planning process.

11. [11:50 – 12:00] Overview Report

Report of the Governance and Scrutiny Support Unit

Pages
57 - 68

This report provides members with details of key decisions that fall within the Committee's remit and an update on actions resulting from the Committee's recommendations. The report also includes the Committee's work programme, which the Committee is asked to amend as appropriate and agree.

Information about the Committee

Scrutiny Committees represent the interests of local people about important issues that affect them. They look at how the decisions, policies and services of the Council and other key public agencies impact on the city and its residents. Scrutiny Committees do not take decisions but can make recommendations to decision-makers about how they are delivering the Our Manchester Strategy, an agreed vision for a better Manchester that is shared by public agencies across the city.

The Communities and Equalities Scrutiny Committee examines the work of the Council and its partners relating to reducing levels of crime, community cohesion, older people and equality and inclusion.

The Council wants to consult people as fully as possible before making decisions that affect them. Members of the public do not have a right to speak at meetings but may do so if invited by the Chair. If you have a special interest in an item on the agenda and want to speak, tell the Committee Officer, who will pass on your request to the Chair. Groups of people will usually be asked to nominate a spokesperson. The Council wants its meetings to be as open as possible but occasionally there will be some confidential business. Brief reasons for confidentiality will be shown on the agenda sheet.

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Smoking is not allowed in Council buildings.

Joanne Roney OBE
Chief Executive
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Further Information

For help, advice and information about this meeting please contact the Committee Officer:

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This agenda was issued on **Wednesday, 31 October 2018** by the Governance and Scrutiny Support Unit, Manchester City Council, Level 3, Town Hall Extension (Mount Street Elevation), Manchester M60 2LA

Communities and Equalities Scrutiny Committee

Minutes of the meeting held on 11 October 2018

Present:

Councillor Hacking - In the Chair

Councillors Andrews, Cooley, M Dar, Evans, Fletcher-Hackwood, Kirkpatrick, Rawlins and Rawson

Councillor S Murphy, Deputy Leader

Councillor Rahman, Executive Member for Schools, Culture and Leisure

Councillor Richards, Executive Member for Housing and Regeneration

Councillor Taylor, Assistant Executive Member for Schools, Culture and Leisure

Councillor Holt, Lead Member for Intergenerational Issues

John Haines, Project Skate Park

Phil Murphy, Levenshulme Old Library

Steve Conway, Community Asset Transfer Specialist

Martin Preston, Macc

Sarah Whitelegg, Macc

Dave Moutrey, Director and Chief Executive of HOME and Director of Culture for Manchester City Council

John McGrath, Manchester International Festival

Jennifer Cleary, Manchester International Festival

Claire Tomkinson, Macc

CESC/18/37 Minutes

Decision

To approve the minutes of the meeting held on 6 September 2018 as a correct record.

CESC/18/38 Community Asset Transfer

The Committee received a report of the Strategic Director (Development), the Head of Corporate Estates and Facilities, the Strategic Lead (Parks, Leisure and Events), the Strategic Lead (Neighbourhoods - South) and the Community Asset Transfer Manager on Community Asset Transfers. It provided information on the Community Asset Transfer activity during 2017/18, a background to the scheme and the process for progressing a Community Asset Transfer, and the support that was provided to groups by the Council.

The Executive Member for Housing and Regeneration referred to the main points and themes within the report, which included:

- The programme of support available to groups;
- The process for Community Asset Transfers;
- Potential future improvements; and
- Case studies.

The Committee also received a report of Martin Preston and Sarah Whitelegg from Macc on Community Asset Transfers.

Sarah Whitelegg referred to the main points and themes within Macc's report, which included:

- Macc's observations of the process, as the organisation contracted to provide support to Voluntary and Community Sector (VCS) groups in Manchester;
- Macc's initial recommendations for improving and supporting Community Asset Transfers in Manchester; and
- Good practice in other parts of the country.

Some of the key points that arose from the Committee's discussions were:

- At what point Ward Councillors were involved in the process;
- What the savings were for the Council due to no longer being responsible for the maintenance costs of the buildings and to request a cost benefit analysis;
- How it was determined which groups paid a peppercorn rent and which paid a reduced commercial rent;
- To request further information on situations where groups did not proceed with a Community Asset Transfer as they felt they lacked the capacity to continue;
- Whether the Council had a list of its assets; and
- What information the Council had on the condition of its assets.

The Community Asset Transfer Manager outlined the process, advising that it typically took about 18 months and that his team recognised the importance of involving Ward Councillors at an early stage. He advised that the Council had created a formula to assess the average saving per building and that this had showed that the savings were approximately £28,000 per building but he reported that this varied greatly depending on the individual building. Martin Preston informed the Committee that Bradford City Council had developed a cost benefit analysis of Community Asset Transfers. The Executive Member for Housing and Regeneration advised that she and officers would look into the cost benefit analysis and come back with further information.

The Community Asset Transfer Manager advised that VCS organisations which were delivering commissioned services on behalf of the Council paid a reduced commercial rent (usually about 30% of the full commercial rate) and that groups which were not delivering commissioned services paid a peppercorn rent. He advised that some of the issues which influenced organisations not to proceed included the time it would take to administer the asset and the condition of the building, for example, if major work was required. He reported that the decision not to proceed was usually made by mutual consent between the VCS group and the Council as the challenges became clear while the business plan was being developed.

The Head of Corporate Estates and Facilities updated Members on the ongoing work to assess and record the condition of the Council's building assets, which, she advised, should be completed within two years. She informed Members that the Council held a list of all its assets electronically and that Members could be provided

with training to be able to use this database to see details of assets in their ward. The Executive Member for Housing and Regeneration reported that the Members Development service had emailed Members regarding training on the database.

Phil Murphy outlined the process for the Community Asset Transfer of Levenshulme Old Library, including the costs involved and the benefits to the community.

John Haines informed Members about his experience of the Community Asset Transfer of the skate park. He described the problems his organisation had previously encountered in obtaining funding because it did not have a lease on the land used for the skate park. He reported that, following the Community Asset Transfer, this was now a sustainable skate park, that usage had tripled and that having the lease had enabled them to obtain significant further funding to expand. He informed Members that, when undertaking a cost benefit analysis, it was important to consider other benefits such as community cohesion and additional spending in the city from people travelling from elsewhere to use the skate park.

Decision

To note the report.

[Councillor M Dar declared a disclosable pecuniary interest as an employee of Community on Solid Ground and withdrew from the room for this item.]

[Councillor Fletcher-Hackwood declared a personal interest as an unpaid Trustee of Fallowfield Library.]

CESC/18/39 Widening Access and Participation, Leisure, Libraries, Galleries and Culture – Update

The Committee received a report of the Chief Operating Officer (Neighbourhoods) which provided an update on work to understand resident engagement in services provided by Leisure, Libraries, Galleries and Culture and to explore routes to increase participation among groups or communities that might be less engaged. The report also provided information about leisure's approach to 'poverty proofing'.

The Executive Member for Schools, Culture and Leisure referred to the main points and themes within the report, which included:

- Data improvement;
- Wider access for under-represented groups;
- Examples of recent initiatives in the different service areas;
- Communication and resident engagement; and
- Next steps.

Some of the key points that arose from the Committee's discussions were:

- The work of Age Friendly Manchester (AFM) Culture Champions;
- The condition of playing fields in parks;

- Request for further information on the conversations which were due to take place with Manchester Health and Care Commissioning (MHCC) in relation to Arts and Leisure;
- Request for ward level data of the people obtaining MCR Active cards and using the leisure facilities;
- That poverty proofing services was not just about the cost of tickets for events or activities but also the cost of transport to venues; and
- Barriers affecting disabled people's access to leisure facilities and to request a further report focusing on protected characteristics.

The Executive Member for Schools, Culture and Leisure recognised the value of the work of AFM and its Culture Champions in ensuring older people were aware of what was going on in the city and felt welcome to participate. The Sport and Leisure Lead updated Members on work to improve playing pitches and the Manchester Playing Pitch Strategy, which the Committee was due to receive an update report on at its 8 November meeting. He reported that the MCR Active card had been successful in enabling the Council to gather data on the people using leisure facilities, including casual users. He advised Members that he could provide data on which wards the users of individual leisure facilities lived in. He informed Members that the data showed that some groups were under-represented, which included women and girls, disabled people and people over the age of 50, which reflected a national trend, but that Manchester was performing better than the national average on people from BAME (black and minority ethnic) groups accessing leisure facilities.

The Strategic Lead (Libraries, Galleries and Culture) informed Members that the Council had now started the conversation with MHCC on the contribution of Arts and Leisure to the Our Healthier Manchester Strategy and he offered to provide further information to the Committee at a future date. The Culture Lead (Libraries, Galleries and Culture) acknowledged that transport was a big issue and outlined some of the approaches being taken to address this such as basing activity in local places and cultural organisations negotiating with transport companies to put in place transport schemes to enable cheaper travel to their events. The Executive Member for Schools, Culture and Leisure advised that the Council needed to work with Transport for Greater Manchester (TfGM) to address this.

Decisions

1. To request a further report on Widening Access and Participation focusing specifically on protected characteristics.
2. To request that data on which wards the users of individual leisure facilities lived in be circulated to Members.
3. To note that further information on the conversations with MHCC on the contribution of Arts and Leisure to the Our Healthier Manchester Strategy will be provided in a future report.

CESC/18/40 Cultural Ambition

The Committee received a report of the Deputy Chief Executive which provided an overview of work undertaken to develop and deliver the Cultural Ambition.

Dave Moutrey, Director and Chief Executive of HOME and Director of Culture for Manchester City Council, referred to the main points and themes within the report, which included:

- The background to the Cultural Ambition strategy;
- The priorities within the strategy; and
- Working groups and joint strategic initiatives.

Some of the key points that arose from the Committee's discussions were:

- That Manchester had an excellent cultural offer but that local residents in some areas were not connected with this;
- That the focus needed to be not just on enabling access but also developing residents' interest in the cultural offer; and
- That this should include bringing cultural events to local venues.

The Executive Member for Schools, Culture and Leisure acknowledged that many people had limited experience of the cultural offer and reported that the Council and partner organisations were working to address this through the Cultural Ambition strategy and the work of the Manchester International Festival. He outlined some of the work taking place to bring culture closer to local people, including "Fun Palace" events taking place in local libraries, and advised that it was important to have a diverse offer to appeal to a wider audience.

Dave Moutrey informed Members that work was taking place to create a resident-facing website about what was available but that it was also important to get out in communities and build relationships with people. He informed Members about the work of the Cold-Spots Working Group which was identifying communities which the cultural organisations were not engaging with so that their limited resources could be better targeted at these communities.

Decision

To note the report.

CESC/18/41 Manchester International Festival

The Committee received a report of the Deputy Chief Executive which provided a picture of work carried out by Manchester International Festival (MIF) to widen participation since the last Festival in July 2017.

John McGrath from MIF referred to the main points and themes within the report, which included:

- Organisational development;

- Audience development;
- Creative engagement; and
- Skills and training.

Some of the key points that arose from the Committee's discussions were:

- How young people from Manchester, including those from schools specialising in the arts, could access high quality, well-paid jobs in the sector;
- To welcome the new initiatives and diverse activity; and
- To request further information on Festival in My House.

John McGrath informed Members that MIF had starting running jobs drives in their offices to help people to find out about the jobs available and was working to ensure that there were career pathways from entry level jobs to senior roles. He advised that most jobs in the sector were behind the scenes and, as there were other organisations in Manchester focusing on developing performers, MIF was focusing on these other roles. Jennifer Cleary from MIF reported that Festival in My House had first taken place at MIF 2017 and was about local people planning a micro-international festival for their neighbours in their home, with support from MIF.

Decision

To note the report.

CESC/18/42 Volunteering and Timebanking Update

The Committee received a report of the Chief Operating Officer (Neighbourhoods) on volunteering and timebanking which provided a brief update on progress and the ongoing work programme since the previous report presented to the Committee in December 2017. It also included an overview of the work that was underway on identifying and working with community-based assets (people, buildings, spaces).

The main points and themes within the report included:

- Progress on encouraging more volunteering activity within the city;
- Timebanking; and
- Community asset mapping.

Some of the key points that arose from the Committee's discussions were:

- To welcome the progress made; and
- To ask how timebanking could be introduced in other wards.

Claire Tomkinson from Macc advised that, where there was an interest in introducing timebanking to an area of the city, her organisation would bring together existing timebanks and organisations which had expressed an interest in timebanks to look at how they could be used to build the network across the city. She advised that timebanking attracted people who would not take part in traditional volunteering.

Decision

To note the report.

CESC/18/43 Improving Life Chances: Generations Together (Improving the Life Chances of Manchester Residents)

The Committee received a report of the Deputy Chief Executive which highlighted the Council's commitment to Improving Life Chances for all Manchester communities, one of its strategic equality objectives.

The Lead Member for Intergenerational Issues referred to the main points and themes within the report, which included:

- An update on the Council's equality objectives;
- Work to improve life chances; and
- Intergenerational work.

Some of the key points that arose from the Committee's discussions were:

- How much involvement the Age Friendly Manchester (AFM) Older People's Board had had in this work and whether an event could be held to jointly re-launch the Older People's Charter and the manifesto for young people;
- Whether this work included any work to address social isolation; and
- To suggest that the next Equality Lead Members' meeting look at how this work could be linked up with work on other protected characteristics.

The Lead Member for Intergenerational Issues confirmed that she had been in contact with representatives from AFM and advised that she would take forward the suggestion regarding the Older People's Charter and the manifesto for young people. She informed Members of intergenerational work which was taking place in some areas to tackle social isolation, which, she advised, brought benefits for both the young people and the older people involved. She advised that there was a lot of great work taking place on a piecemeal basis across the city and it was important to have a strategy to scale this up. The Deputy Leader advised that young people could also be socially isolated. She informed Members about a forthcoming report from the organisation Greater Manchester Talent Match called "Still Hidden" which focused on isolated young people who were not engaged in training, employment or with public services. She offered to circulate the link to Committee Members.

Decision

To note report.

CESC/18/44 Overview Report

A report of the Governance and Scrutiny Support Unit was submitted. The overview report contained a list of key decisions yet to be taken within the Committee's remit, responses to previous recommendations and the Committee's work programme, which the Committee was asked to approve.

The Chair commented that the report on the Strategic Plan for Events had been withdrawn from the agenda of today's meeting and would be considered at the next meeting on 8 November 2018.

Decision

To note the report and agree the work programme.

Communities and Equalities Scrutiny Committee – Our Manchester Voluntary and Community Sector Fund Task and Finish Group

Minutes of the meeting held on 27 September 2018

Present:

Councillor Rawlins – In the Chair
Councillors Andrews, Clay, M Dar and Kirkpatrick

Councillor S Murphy, Statutory Deputy Leader

Mike Wild, Macc
Sarah Whitelegg, Macc
Nigel Rose, Macc
Toni Good, Barlow Moor Community Association
Becky Elliott, Barlow Moor Community Association
Belay Kahsay, Manchester Refugee Support Network
Sam Turner, Back on Track
Graeme Urlwin, Harpurhey Neighbourhood Project

Apologies:

Councillor Russell

CESC/OMVCSF/18/03 Minutes

Decision

To approve as a correct record the minutes of the meeting held on 12 July 2018.

CESC/OMVCSF/18/04 Evidence From External Stakeholders

Macc

Members welcomed Mike Wild, Sarah Whitelegg and Nigel Rose from Macc.

Nigel Rose informed Members about his involvement in the co-design process and ensuring the assessment process was followed correctly. He reported that there had been a good co-design process, that communication had been good, that the governance arrangements were robust and that the Our Manchester principles were embedded in the process.

In response to a question on what could be improved, Mr Rose recommended clearer criteria for selecting participants for the co-design process, a more efficient decision process, a clearer discussion beforehand on how much organisations could bid for and better scenario planning for previously funded but unsuccessful organisations.

Sarah Whitelegg informed Members about the support which Macc had provided to Voluntary and Community Sector (VCS) organisations during the process, including

information sessions, one-to-one support and support in completing the online application process, all of which, she reported, had received positive feedback.

Mike Wild welcomed the co-design process and that a significant grant fund was being made available at a time of austerity; however, he recognised that there were always lessons to be learnt, including how VCS groups could be better supported through the process. Ms Whitelegg added that feedback on the process before the announcement of the decisions had been positive.

Some of the key points that arose from the Task and Finish Group's discussions were:

- To welcome that the new funding scheme had been developed through a co-design process;
- To ask whether Macc had supported successful and unsuccessful groups following the decision;
- Whether support for VCS groups could be delivered differently;
- What could be done to develop the VCS sector in parts of the city which did not currently have a strong VCS sector;
- What opportunities there were for different VCS organisations to work together;
- Concerns that grants went to organisations which were experienced at writing grant bids, while other groups which did good work but did not have this expertise could miss out; and
- Whether funding could be targeted at groups which were not receiving funding from other sources, as some large organisations were receiving money from several sources.

Ms Whitelegg confirmed that Macc had provided support to successful VCS groups and advised that she could provide Members with a list. She advised Members that Macc had offered up to three hours of support to unsuccessful groups but that only a small number had responded and some groups had then struggled to attend sessions with Macc due to other commitments; however, she informed Members that Macc was working with the previously funded groups which had been unsuccessful in the first round and had received 12 months of funding. She reported that Macc had delivered workshops in different localities and was looking at how it could do things differently, for example, offering support sessions on evenings or weekends.

The Programme Lead informed Members that his team would work with Macc to build capacity in north Manchester and also build the capacity of Black and Minority Ethnic (BME) VCS groups. Mr Wild reported that VCS groups in north Manchester tended to be less formal and outlined work Macc had been involved in to build the capacity of VCS groups in that part of the city. Ms Whitelegg advised that it could be challenging to get VCS groups to work together but that some groups were working together, sometimes as a result of funding requirements. The Programme Lead advised that there were plans to look at how organisations which had successfully obtained funding could support or partner with other organisations in future funding rounds. Mr Rose advised that, as part of the co-design process, the grant application form had been simplified to make it easier for groups which were doing good work but did not have expertise in writing grant applications.

Mr Wild advised Members that Macc published data on what funding VCS organisations were receiving. The Deputy Leader reported that the Council was encouraging groups to seek funding from a range of sources and not to rely solely on funding from the Council.

Decision

To thank the representatives from Macc for attending.

Groups which were awarded funding

Members welcomed Toni Good and Becky Elliott from Barlow Moor Community Association, Belay Kahsay from Manchester Refugee Support Network and Sam Turner from Back on Track, all organisations which had successfully bid for funding in the first round.

Toni Good informed Members that it had been a good, streamlined process, highlighting good communication, clear timescales which were adhered to, a good launch event and having the security of three years of funding. She advised that areas which could be improved were transparency on how members of the co-design team were chosen and for the follow-up event to be delivered by the Council rather than Macc. She reported that the follow-up event repeated some information from the launch event and some conflicting information was provided.

Belay Kahsay informed Members that information on the process was widely available and the application form was straightforward but that the number of words that could be entered under each section was limited. He advised that communication was better than in previous funding schemes and timescales were kept to. He praised the support provided by Macc. He also commented that organisations were required to provide evidence to back up their claims and that he felt the steps taken to validate the information provided was a strength of the process.

Sam Turner reported that it was generally a good process and better than most grant processes he had experienced. He praised the information received beforehand, the support from Macc and the robustness of the process, including the evidence which groups were required to provide. He reported that there were two different prospectus documents online and it would be simpler to have everything in one document.

Some of the key points that arose from the Task and Finish Group's discussions were:

- VCS organisations' capacity to support smaller VCS groups;
- Whether the groups felt the parameters of the scheme were clear; and
- Why Ms Good had commented that she would prefer the follow-up event to be delivered by the Council.

Ms Good informed Members that Barlow Moor Community Association already provided support to some smaller local groups. She reported that there had been uncertainty over whether VCS organisations could apply for more than they already received under the previous funds in order to plan for growth. The Chair requested that this be made clear in future. Ms Good commented that it would be better if the follow-up event had been delivered by the Council in order to ensure that all the information provided was clear and correct. The Programme Lead commented that his team had not been established at that time but, in future, would be able to ensure that consistent messages were communicated.

Decision

To thank the guests for attending.

Groups which were not awarded funding in the first round of applications

Members welcomed Graeme Urlwin from Harpurhey Neighbourhood Project (HNP), a previously funded VCS group which had been unsuccessful in the first funding round.

Mr Urlwin informed Members that HNP undertook asset-based work with local people, the nature of which was dependent on the individuals involved, so it was difficult to complete an application form asking what the group would do in future. He criticised the email sent to the group informing them that their bid was unsuccessful, which he stated was an impersonal, standard email. He advised that it would have been better to have received feedback on any problems with their bid and funding to address those issues, rather than to just be rejected. He reported that it was challenging for local people to understand how the funding process worked and expressed concern that the morale of the volunteers had been affected by the decision made. He informed Members that feedback on their bid had been received late and that he felt it was still unclear why the bid was unsuccessful. He also expressed concern that HNP had not been invited to take part in the co-design of the new process.

Some of the key points that arose from the Task and Finish Group's discussions were:

- Whether HNP had approached Macc for support and what support Macc should provide;
- Whether their experience would deter HNP from applying for funding in future; and
- Whether HNP had subsequently been awarded 12 months of funding and, if so, how this was being used.

Mr Urlwin informed Members that Macc had only been able to offer HNP a "health check", which would have been time-consuming, whereas what they wanted was help to diversify their funding. The Programme Lead reported that there were limits to the amount of support Macc could provide, due to limited resources. The Deputy Leader advised that the infrastructure contract (currently awarded to Macc) was coming to an end soon and that the Communities and Equalities Scrutiny Committee would receive a report on the co-design of the new infrastructure contract. A

Member asked whether basic information on other sources of funding could be made available to VCS groups, to which the Programme Lead agreed.

Mr Urlwin advised that this experience would not deter HNP from applying for funding again in future but that they wanted greater clarity on the process and more consideration of what would happen to unsuccessful groups. He confirmed that HNP had subsequently been awarded 12 months of further funding and that this was being used to employ him as a part-time project director, to provide training to the management committee and to cover some running costs. He advised Members that he was employed on a temporary basis and that the skills of the volunteers were being developed so that they could run the organisation themselves in future. The Programme Lead reported that HNP had taken ownership of the situation and had developed an action plan to address this.

The Chair noted that representatives from two other unsuccessful groups had been invited to attend, one of whom had sent their apologies and one of whom had not arrived. She asked the Programme Lead to contact these organisations to ask why they had decided not to attend and whether they would be willing to provide written responses to the Task and Finish Group's questions. The Programme Lead advised that he would send the questions to the previously funded unsuccessful groups. The Chair requested that their responses be circulated to Members.

The Chair commented that the Programme Team had not been in place until towards the end of the process and that it would have been better if the team had been established earlier. The Deputy Leader advised that most VCS groups had found the process to be quite good but that there were lessons to be learnt on how to deal with previously funded organisations which were unsuccessful. The Programme Lead reported that the 16 unsuccessful organisations which had been granted 12 months funding all had an action plan in place (14 of which were developed with support from Macc). He advised that plans were being developed in relation not just to the organisations but also the service users which the organisations supported.

Decisions

1. To thank Mr Urlwin for attending.
2. To request that the Programme Lead send the Task and Finish Group's questions to the previously funded unsuccessful groups and that their responses be circulated to Members.

CESC/OMVCSF/18/05 Terms of Reference and Work Programme

The Task and Finish Group reviewed its terms of reference and work programme and discussed the issues Members wished to consider at future meetings.

Some of the key points that arose from the Task and Finish Group's discussions were:

- That, when the Task and Finish Group considered Members' input in the process at its next meeting, it was important to ensure that any revised

process was fair and transparent, utilising Members' knowledge of good work going on in their ward without allowing unfair influence in favour of any "pet projects";

- Concern about how the membership of the co-design group was decided;
- The importance of considering how funding particular VCS groups could positively impact on Council budgets by reducing demand for Council services; and
- How VCS groups could be encouraged to work together.

The Programme Lead recommended that at the next meeting Members consider what communication should take place with all Members of the Council as part of the funding process, what the role of the Communities and Equalities Scrutiny Committee should be, the governance arrangements and the extent of Member involvement prior to the decision-making process. He advised Members that some VCS groups were already working together and that funding criteria could be used to encourage this. The Deputy Leader reported that a newsletter would shortly be sent to all Members of the Council informing them about the work the funded VCS groups were doing.

The Chair advised Members that she would meet with the Programme Lead and the Deputy Leader to discuss how to take some of the issues raised further and to discuss the issues to be covered at the next meeting, which would be held on Thursday 3 January 2019 at 10.00 am.

Decisions

1. To agree the work programme, subject to the above comments.
2. To note that the next meeting of the Task and Finish Group will take place on Thursday 3 January 2019 at 10.00 am.

**Manchester City Council
Report for Information**

Report to: Communities and Equalities Scrutiny Committee – 8 November 2018

Subject: Community Safety Partnership Update

Report of: Chief Operating Officer - Neighbourhoods

Summary

This report was requested by the Communities and Equalities Scrutiny Committee in order to provide an update on the work of the Community Safety Partnership.

Recommendation

The Committee is asked to note the contents of the report.

Ward 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	
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	
A liveable and low carbon city: a destination of choice to live, visit, work	This report will highlight how the Community Safety Partnership contributes towards this outcome by ensuring neighbourhoods are clean, safe, attractive and cohesive and therefore a destination of choice for people to live, visit and 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.

Manchester Community Safety Strategy 2018/21

1.0 Introduction

- 1.1 The Community Safety Strategy 2018/21 was launched in March 2018 following consultation with people who live, visited, and worked in Manchester.
- 1.2 This report will provide details of how the Community Safety Partnership (CSP) is working towards meeting the objectives of the Strategy. It will focus on the progress made in tackling crime and antisocial behaviour, protecting people from serious harm, and changing and preventing adult offending.
- 1.3 The report will also provide an update on how the CSP has distributed Standing Together Funding from the Greater Manchester Combined Authority (GMCA) and some of the activity which has taken place.

2.0 Community Safety Strategy 2018/21 – Key Priorities

- 2.1 A key theme for the vision in the 'Our Manchester' Strategy is for a liveable and low carbon city. Within this theme is a pledge that the Council and partners will ensure that neighbourhoods are clean, safe, attractive and cohesive. Through the Community Safety Strategy, the CSP contributes towards the delivery of this pledge.
- 2.2 The Community Safety Strategy contains the following five priorities which were developed following consultation and analysis of local crime and disorder data.
 - 1. Tackling crime and antisocial behaviour
 - 2. Keeping children, young people, and adults with vulnerabilities safe
 - 3. Protecting people from serious harm
 - 4. Reducing the crime impact caused by alcohol and drugs
 - 5. Changing and preventing adult offender behaviour
- 2.3 These five priorities have a number of underlying themes to ensure that the CSP embeds the Our Manchester approach to delivery of the Strategy. These themes include building community resilience, early intervention, and changing behaviour. Tackling serious and organised criminality also runs through all five priorities and the CSP continues to develop their response to this. Activity to address this was reported to Scrutiny in June 2018.
- 2.4 Each priority is overseen by a theme lead who is responsible for developing the Partnership's response in relation to their priority. This includes identifying community safety funding, commissioning activity and analysis based upon their delivery plan, monitoring activity and performance, and working with other theme leads on cross cutting areas of work.

3.0 CSP Activity

3.1 Tackling crime and antisocial behaviour

- 3.1.1 A dedicated city centre team was established mid-September 2017 within the Council's Anti-Social Behaviour Action Team (ASBAT). This team are embedded within the wider city centre Integrated Neighbourhood Management which has established relationships and effective partnership working across teams including Licensing, Compliance and Out of Hours, Rough Sleeper's Team, Neighbourhood Policing Team, Biffa, CityCo, Change Grow Live and NCP car parks.
- 3.1.2 In May 2018 the Community Safety Partnership hired and customised a vehicle to engage with rough sleepers and beggars in the City Centre, providing a visible presence and tackling the concerns associated with rough sleeping and begging. The Community Safety Partnership (CSP) vehicle has become an invaluable resource to support on street engagement with people who sleep rough and / or beg in the city centre and officers attendance at Our Manchester community events and action days across Manchester. The vehicle is a van which provides a meeting space for up to four people. The vehicle has Community Safety Partnership signage, in addition to the Our Manchester, Council and Greater Manchester Police (GMP) logos.



One of the uses of the vehicle has involved the Rough Sleepers Team working together with health colleagues to identify people vulnerable to infection and administer on street health vaccinations. The benefit of having the vehicle is

the creation of a safe space off the street where health colleagues can undertake medical interventions and conduct confidential health assessments. The Rough Sleepers Team regularly uses the vehicle to engage with clients and occasionally transports people to attend initial appointments when they are unlikely to attend on their own accord.

The vehicle provides a base for officers to work from when used as part of enforcement operations and community events. Officers have increased their attendance at neighbourhood community engagement events since having access to the van. As part of police led multi agency operations officers have worked from the vehicle to engage members of the public and reassure them about the partnership work taking place to address public community safety concerns.

During recent on street operations such as a 'Begging Enforcement and Support Action Day' the vehicle was utilised to provide a support hub. Officers were able to encourage individuals to attend at the vehicle for immediate confidential support and advice in relation to substance misuse and accommodation. Officers found that the presence of the vehicle and accessibility to services meant that people who are reluctant to engage did engage and participated in assessments of their needs.

- 3.1.3 The Council and GMP have worked together to review and develop new, proactive approaches, to engage with people who beg to offer support and tackle aggressive begging. The review has involved researching best practice, engagement with the Crown Prosecution Service, coaching and training for staff engaged in this area or work and the establishment of a community safety commissioned project led by the voluntary and community sector (Riverside, Manchester Action on Street Health and On the Out) to engage with people who are accommodated and beg in Manchester.

The overall aim of the project is for people who are accommodated and persistently beg to reduce the time they spend begging through appropriate intervention. The people who beg persistently are identified through an evidence based approach with Council officers having been trained to undertake informed begging observations. This information is shared with the police and individuals are prioritised. This project commenced on 1st October 2018 and although in the initial stages there is evidence that the work is beginning to have a positive impact and people who were identified as the most prolific have reduced the time they spend on the street begging or have stopped begging all together. For more details about this initiative, please see section 4.4

- 3.1.4 Unfortunately some people who beg do so in an aggressive and/or threatening manner causing alarm and distress for people who live, work or visit in the city. In these circumstances GMP and the ASBAT work together applying an integrated approach to investigate, gather the appropriate evidence and provide support to the victims and witnesses. Use of civil powers including Anti-Social Behaviour Injunctions and Criminal Behaviour Orders prohibit the individuals acting anti socially in the future and provide protection to the

community. Robust action is taken when the orders are breached and individuals have served prison sentences for breaching the Council's ASB Injunctions. The offer of support to the perpetrator of the anti-social behaviour is always available before legal action is taken, during proceedings and post action. When individuals decline to work with services on a voluntary basis officers are responsible for identifying positive requirements that can be included in orders to promote attendance at assessments with our homelessness services or substance misuse services for example.

- 3.1.5 A case study is provided in appendix 1 highlighting some of the work the CSP has been involved in in North Manchester tackling anti-social behaviour.

3.2 Protecting people from serious harm

- 3.2.1 This is a multi-layered priority which encompasses domestic violence and abuse, Female Genital Mutilation (FGM), sexual exploitation, criminal exploitation, modern slavery/trafficking, missing from home or care, and preventing violent extremism. This report will provide an update on the work taking place by the CSP and partners to address some of these issues, together with an update on the Complex Safeguarding Hub which has been established to safeguard children, young people, and adults with vulnerabilities from criminal activity, often organised, where there is exploitation, a risk of exploitation, and/or a safeguarding concern.

- 3.2.2 The Complex Safeguarding Hub, based at Greenheys Police Station, went live on 1 October 2018. Partners involved include the police, Children's Services, Early Help, Health, National Probation Service, Barnados, and the Independent Child Trafficking Advocate service (ICTA). The Hub will initially concentrate on the following three strands of exploitation:

- Sexual exploitation
- Modern slavery and human trafficking
- Organised crime groups / serious youth violence / child criminal exploitation

The Hub brings together skills and expertise from partners to undertake assessments, deliver interventions, and signpost to other relevant services.

- 3.2.3 Activity to address sexual exploitation has broadened to ensure that staff have a good understanding of sexual exploitation, including the exploitation of adults. Learning from across the country, has been shared to inform this approach.
- 3.2.4 A strategic overview panel has been established in relation to Child Criminal Exploitation and a local Criminal Exploitation Policy Statement developed. Manchester is moving away from the County Lines label which focuses on exploitation in drugs markets to widen the definition to include other forms of criminal exploitation and exploitation of adults. An action plan has been developed with leads for each of the four areas (Protect, Prevent, Pursue, and Prepare) identified.

- 3.2.5 The Modern Slavery and Human Trafficking Strategy 2018/20 has been adopted by the CSP and Safeguarding Boards. In order to meet the challenge of workforce development, the Council and a number of partner staff were trained to be champions and raise awareness amongst their colleagues. Africans Unite Against Child Abuse (AFRUCA) have recently been commissioned to raise awareness in communities of modern slavery and how to report it. AFRUCA is a national charity with a base in Manchester, established in 2001.

This project is going well with a community development worker in post and regular project meetings taking place to track progress and problem solve. Recruitment of community champions is underway and a number of information events have been held. Training for the champions is planned for November 2018.

- 3.2.6 The Missing from Home and Care Strategy was refreshed in 2017. There is link between going missing and risk and vulnerability to criminal exploitation. A multi-agency delivery group has been established and locality partnership arrangements are in place to identify early MFH&C, coordinate a more effective response, and prevent persistent missing, through four Missing from Home and Care Panels. A challenge has been around effective responses to prevent persistent missing. One solution has been engaging with Unity Radio to undertake an initiative. Earlier this year a number of Manchester children who were frequently missing took part in a project with Unity Radio. This produced positive results for the young people, stabilising their education, improving their well-being and reducing missing. It is hoped to replicate this initiative over the next few months.

3.3 Changing and preventing adult offender behaviour

- 3.3.1 Accommodation for offenders, particularly those leaving prison, continues to be a challenge to the CSP and we are exploring ways of addressing this. National Probation Service (NPS) have engaged Justlife to support offenders in temporary accommodation. This includes supporting people to maintain tenancies and move into more settled accommodation. NPS select suitable referrals taking into account risk levels and offender needs. Justlife then provide assistance to offenders accepted onto the Targeted Referrals Project by:

- Helping them to find meaningful use of time, budget, and build resilience
- Supporting them to attend appointments, i.e. medical and benefits
- Providing advice around housing and landlord issues including tenancies, housing providers, Manchester Live, and disclosure

This initiative is in its infancy and an update will be available in the next Community Safety Partnership update.

- 3.3.2 The CSP, CRC and NPS continue to jointly commission Community Led Initiatives (CLI) to provide a peer mentoring service to offenders to build upon existing motivations and identify new things to do with their time to develop a

healthier lifestyle away from offending. Activities include job searches, training, driving lessons and sport.

4.0 Standing Together Funding

4.1 The Greater Manchester Combined Authority (GMCA) allocated the CSP £200,000 additional funding this year to be used to enable Voluntary and Community Sector (VCS) organisations to support the delivery of the Greater Manchester Police and Crime Plan objectives which are:

- Keeping people safe
- Reducing harm and offending
- Strengthening communities and places

4.2 This funding has been allocated to address the following:

- Keeping children and young people safe
- City Centre – keeping people safe, reduce harm and offending
- Neighbourhoods – improving safety, building upon cohesion and resilience and creating stronger, connected communities

4.3 Keeping children and young people safe

4.3.1 The CSP together with Young Manchester and One Manchester have established the Positive Engagement Programme (PEP), a two year programme which aims to develop positive and sustained approaches to improving opportunities for children and young people and reduce anti-social behaviour. VCS organisations were invited to submit applications to undertake detached youth work and engage young people in positive activities in identified wards with the successful bid being awarded to Manchester Young Lives (MYL). MYL will be supported by Odd Arts, N-Gage and Families Against Violence and will be responsible for meeting the programme's objectives:

- To increase numbers of young people engaging in universal activities, including education, employment, training and volunteering
- To increase numbers of young people involved in positive social action as a way of giving back to their communities and benefiting themselves
- To contribute to the reduction of youth anti-social behaviour in identified areas by working directly with young people through detached youth work
- Attend regular multi-agency meetings with partners and provide feedback (including number of young people engaged with who are attending school and how many are not, number of referrals to early Help and other related services, and any emerging issues).

4.3.2 The programme commenced in July with the partners allocating areas and engaging with local young people and agencies to build up a picture of the challenges and opportunities in each area. Since then, MYL and partners have begun to look at existing services, identifying the various needs in each area, undertaking risk assessments, ascertaining where detached youth work

should take place, identifying who the young people are, and disseminating details of the new programme to people in the community. This includes Councillors, ward coordination, Housing Providers, residents, and community groups. Partnership meetings have been established for each area which highlight specific locations, young people, and needs. Sessions have been planned based on a six month plan, following feedback from the CSP and residents. Feedback from MYL has reported engagement with 390 young people up to the end of September.

- 4.3.3 The Council and GMP are testing out a Youth Contact Card scheme in the certain areas of Manchester for instances when young people come to the attention of the Police at a pre criminal level. Its aim is to intervene early and steer the young people away from a path that would inevitably lead to enforcement sanctions. There are opportunities within this scheme to make referrals to appropriate agencies including early help.

4.4 City Centre

A workshop was held on 12 July by the Community Safety Team and the Homelessness Commissioning Team to engage Voluntary and Community Sector (VCS) organisations in the city. The workshop discussed gaps in service and possible solutions for preventing crime and anti-social behaviour in the city centre. Following the workshop, a panel discussed the applications and funding was awarded to Riverside in partnership with Manchester Action on Street Health (MASH) and On the Out.

The focus of their bid is to work with those who have accommodation but continue to beg, supporting people to reduce begging and developing an understanding of why people who are accommodated still beg. The initiative brings together three organisations who work with those on the street:

- Riverside – work with rough sleepers and those with a history of eviction or not managing tenancies
- MASH – provide support to female sex workers and, more recently, women who are rough sleeping and/or begging
- On the Out – provide peer support to those with a history of criminal activity and/or who have come out of prison

These groups also have well established links with other providers such as the Rough Sleepers Team and will seek to address the underlying causes for begging which may include addiction, benefit issues, and exploitation.

- 4.5 Following the workshop, bids of up to £5,000 were invited with organisations encouraged to work together and submit joint applications. 34 applications were received, and a panel, which included VCS representation, identified 11 projects which will:

- recruit and train volunteers for a befriending service for isolated and lonely older people

- provide peer to peer training aimed at increasing confidence in people with disabilities to use public transport
- increase skills in young offenders around furniture refurbishment and joinery to increase their employment prospects

MACC supported the CSP in this process which ensured that a wider range of groups were reached across Manchester.

5.0 Next Steps

- 5.1 Community Safety Strategy leads continue to progress their plans on the priorities. Performance is reported quarterly to the Community Safety Partnership Board The strategy will be reviewed on an annual basis to ensure that it remains current and is reflective of the concerns of local people and emerging threats.
- 5.2 Utilising the vehicle, the CSP will continue to work with voluntary and community sector organisations in the city centre. A date has recently been confirmed when Council Officers will work together with a charity to provide a presence and opportunities for engagement at the Homeless Arts Summit.
- 5.3 The CSP will monitor the impact of the new initiatives currently being supported through the Standing Together funding to help identify what works and to inform future funding programmes.

Appendix 1

Case Study – North Manchester

Between January and March 2018, there were daily reports of ASB involving large numbers of youths who were causing ASB for businesses and members of the public, at a large shopping centre in North Manchester.

As a result, officers within the Community Safety Partnership co-ordinated a multi-agency response to address the problem, focussing on the presenting issues but also looking at some of the underlying issues. A meeting was arranged with the Council for the area, including ASB and Community Safety officers, the shopping centre manager, and representatives from GMP, Housing Provider, and the Local Youth Provider. Information was shared in order to identify those responsible. An action plan was devised and it was agreed that The Anti-social Behaviour Action Team (ASBAT) would co-ordinate the gathering of information working with the shopping centre and main business affected. Through viewing CCTV footage, reviewing incident reports and taking statements, it was established what each individual had done, when it had happened and what the impact was.

In order to support business to be able to take the appropriate action. Officers worked with the shopping centre to offer training to the security teams employed by the centre and main stakeholders on how to compile statements and report anti-social behaviour directly to ASBAT.

A multi-agency response was coordinated that involved GMP visiting each young person at their home address, to make them aware of the ongoing investigation and speaking to parents/carers about their child. GMP also looked to gain consent for the family to work with the Early Help Hub. Once consent was obtained, the Early Help Assessment Team officers were able to respond quickly and undertake Early Help Assessments with the families. In some instances, due to safeguarding concerns, cases were escalated to Children's Services.

ASBAT also linked in with Youth Justice and if the young person was already working with their service, Youth Justice Officers were asked to raise concerns directly with the young person. If the young person was not known, Youth Justice agreed to contact the young person and their parent/guardian to make an offer of voluntary engagement with their service. In instances where young person resided in a registered provider property, the provider was able to work with their tenants to provide support, and where appropriate undertake enforcement action.

ASBAT lead on the appropriate enforcement action in the private sector. This included an injunction, injunction warnings, but this took place alongside engagement with the schools and Children's Services.

These partnerships were crucial not just to tackle the anti-social behaviour but to ensure a longer term approach was in place that recognised the vulnerability of many of the young people on the periphery of the group active in the shopping centre. As a result of the link with Early Help thirteen referrals were made of which only one family

declined the offer, two were already open to Children's Services and ten new families accepted the offer of support.

As a result of this multi-agency response, the shopping centre has seen a significant decrease in anti-social behaviour incidents. The contribution of the businesses and shopping centre was really important in supporting the partners to be able to undertake the engagement, support and where necessary, enforcement to address the anti-social behaviour. This approach demonstrated many of the Our Manchester values, listening to those people experiencing the ASB, working together with the local community and partners to find a solution.

Manchester City Council Report for Information

Report to: Communities and Equalities Scrutiny Committee - 8 November 2018

Subject: Equality Update

Report of: Deputy Chief Executive

Summary

This report provides an update on the Council's accreditation against the Equality Framework for Local Government (EFLG). The Council achieved the highest level of the three-year award in 2015 and sought to retain this in 2018. The report outlines the approach taken to its EFLG review and summarises some of the main points arising from it, with an indication of how these matters are being progressed. It also provides an update on the Equality Impact Assessment (EIA) activity linked to the 2018-19 budget and business planning process.

Recommendations

Members are recommended 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 EFLG review is a holistic framework for equalities performance measurement across a broad range of indicators. Equality delivery across the range of Our Manchester strategy outcomes was considered within the review and informed the awarding decision.
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	
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.

- Refreshed Budget and Business Plans - Equality Impact Assessments (EIAs), *Communities and Equalities Scrutiny Committee, 1 February 2018*
- Equality Objectives 2016-2020, *Communities and Equalities Scrutiny Committee, 1 March 2018*
- Our Story: Manchester City Council Equality Framework for Local Government Report 2018

1. Introduction

1.1 The Equality Framework for Local Government (EFLG) is an equalities performance measurement framework, devised and operated by the Local Government Association (LGA). The EFLG assesses local authorities' equality outcomes across five performance areas:

- Knowing Your Communities
- Leadership, Partnership and Organisational Commitment
- Involving Your Communities
- Responsive Services and Customer Care
- A Skilled and Committed Workforce

1.2 In addition, it has three levels of achievement, namely:

- Developing - understanding the importance of equality
- Achieving - delivering better outcomes
- Excellent - making a difference

The indicators at the excellent level of each performance area are outlined in *Appendix 1* of this report.

1.3 EFLG Excellence is the Local Authority 'gold standard' in equality and diversity. Manchester City Council was originally accredited at the excellent level of the EFLG from 2015 - 2018, following a comprehensive peer review. Continued performance at this level is a Political Priority in support of the organisation's equality objectives and the 'Progressive and Equitable' strand of the Our Manchester Strategy. In support of this, a re-accreditation assessment was arranged for earlier this year with oversight provided by the Council's Equalities Team.

2. 2018 EFLG Peer Review

2.1 The re-accreditation process involved both the submission of a narrative report and supporting evidence and a visit by a peer review team comprising an LGA coordinator and peers from other EFLG Excellent authorities. This visit took place in June and involved a range of deep-dive interviews with Officers, Members and partners.

2.2 Following the peer-review, the Council has been successful in achieving its Excellent level re-accreditation, and is one of a very select number of authorities to have not only achieved the Excellent accreditation but to have retained the award in consecutive terms.

2.3 The peer review found that the Council was comfortably above the threshold for EFLG Excellence. As noted in the peer team's final report:

"The peer team were unanimous in concluding that Manchester City Council could be re-accredited at the "Excellent" level of the framework. The peer team was very pleased to see that the Council has addressed the recommendations

of the peer challenge team in 2015 and that it has maintained and even increased its strong focus on equalities within the community since it first gained the Excellent level award in 2015.”

- 2.4 Overall, the review confirmed the Council’s own understanding of its equalities performance and provides independent assurance of our areas of strength and an impetus to focus our attentions on those areas for further development.
- 2.5 The review team produced a comprehensive and very complimentary report of its findings which Members are invited to review and consider (*Appendix 2* of this report). The report includes a number of areas for consideration identified through the peers’ interrogation of our submission, analysis of further information whilst on-site and the schedule of interviews. The areas for consideration have been extracted from the body of the report and have been used to form the basis of a formal action plan to take forwards this work (developing action plan at *Appendix 3*). Overall, the main points arising from the review can be summarised as:
- The Council has clearly demonstrated that it has progressed the recommendation from its 2015 review and has increased its strong focus on equality
 - The importance of the Our Manchester strategy as a driver for inclusion and equitability was recognised by many contributors to the review, both internally and externally, and by the peer team
 - The Our Manchester approach can be enhanced with more stretching in/equality indicators which will support the equitable delivery of the Our Manchester ambition
 - The Council’s work on social value and inclusive growth is welcomed, but must be extended to make the city’s increasing prosperity an equitable and achievable outcome for all
 - The Council knows, works with and involves its communities well, despite there being a lack of confidence in some areas to talk about equality issues explicitly; some learning and capacity building will help to build confidence and competence
 - The Council’s approach to partnership is very strong with the health and social care integration cited as an excellent example; this can be built on with better sharing and use of data
 - Leadership and governance at Member and officer level are strong and this is recognised by all stakeholders; leaders are encouraged to continue to push the envelope on equalities
 - There are good examples of equality in the workplace for Council employees, with many initiatives impressing, but the workforce profile remains unbalanced regarding BAME and disabled employees in particular, requiring some targeted work
 - Organisational learning and capacity around equality issues is progressing but can be accelerated to provide more balanced outcomes for the workforce.

- 2.6 The Corporate Equality Champions Group, chaired by the Deputy Chief Executive, will provide assurance around the delivery of the developing EFLG action plan, working closely with Lead Equality Members.
- 2.7 It is worth noting that both at a City and GM level discussions are ongoing about how to better align local authority and NHS equality measurement frameworks and work collaboratively on joint areas of challenge. The prominent area of shared challenge at present is to continue to improve workforce equality, in particular to increase representation within organisations' leadership levels. There is clear potential for work across partners to progress this, and in doing so, support the Council's response to its EFLG review. However, in doing so it will be important that focus continues to be placed across the EFLG performance areas and that the distinctive local authority elements of this approach are not diluted.

3. Equality Impact Assessments

- 3.1 At its meeting of 1 February 2018 the Committee considered a report outlining the budget and business planning process. This highlighted the Equality Impact Assessments (EIAs) that Directorates had identified for completion during the financial year.
- 3.2 An update on the current status of the EIAs identified for 2018-19 is at Appendix 4. The next cycle of the budget and business planning process begins imminently. This will give an understanding of likely overall equality impacts by December 2018, with a full list of provisional EIAs required to support Directorates' 2019-20 activity being identified early in 2019.
- 3.3 The developing EFLG action plan includes activity to refresh the Council's EIA framework, including measures to strengthen the governance and quality assurance processes.

4. Conclusion

- 4.1 The Council's re-accreditation at the Excellent level of the EFLG is cause for justifiable optimism and should be celebrated. As noted in the narrative submission to the peer team though, we are realistic that the accreditation is not an end in itself, and simply denotes that we are heading in the right direction with our equality, diversity and inclusion approaches.
- 4.2 The outcomes of the review provide us with refreshed impetus to continue to drive the equality agenda in Manchester. The Our Manchester strategy clearly provides a strong framework to operate within and the alignment between the Our Manchester approach and our equality objectives is keenly noted by the peer review team.
- 4.3 Officers will progress the identified areas of activity throughout the accredited period, with monitoring and measurement of progress being regularly reviewed to ensure that the Council's equalities excellence is sustained.

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Appendix 1: Equality Framework for Local Government Performance Areas

‘Knowing Your Communities’ measures performance in the following areas:

- Collecting information
- Analysing and using information
- Sharing information between partners

‘Leadership, Partnership and Organisational Commitment’ measures performance in the following areas:

- Leadership
- Local vision and priorities
- Equality objectives
- Monitoring and Scrutiny
- Effective communication
- Commissioning and procuring services
- Fostering good relations

‘Involving Your Communities’ measures performance in the following areas:

- Engagement structures
- Effective engagement
- Working in partnership
- Participation in Public Life

‘Responsive Services and Customer Care’ measures performance in the following areas:

- Equality analysis/ impact assessment
- Integration into business planning and delivery
- Accessible services
- Human Rights

‘A Skilled and Committed Workforce’ measures performance in the following areas:

- Workforce Diversity
- Workforce strategy
- Workforce monitoring
- Employment and training policies and procedures
- Staff engagement
- Promoting an inclusive working environment
- Equal pay
- Harassment and bullying
- Appraisals
- Learning and development

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Joanne Roney
Chief Executive
Manchester City Council
Town Hall
Manchester M60 2LA

26 July 2018

Dear Joanne

Manchester City Council – Local Government Equality Framework Re-accreditation Peer Challenge June 27/28 2018

Thank you again for inviting the Local Government Association to undertake a peer challenge to re-assess your organisation against the “Excellent” level of the Local Government Equality Framework. I am pleased to confirm that the peer team were unanimous in concluding that Manchester City Council could be re-accredited at the “Excellent” level of the framework. Your new award will be valid for a further three years.

The team undertook a desk top analysis of your self-assessment and supporting documents. This was followed up by a two day site visit during which we met with managers, staff and other stakeholders. We really appreciated the welcome and hospitality provided by the Council and we would like to thank everybody that we met during the process for their time and contributions.

The peers were:

- Councillor Ross Willmott – Leicester City Council
- Paul Peng – Head of Equality and Cohesion, Knowsley Borough Council
- Shammi Jalota – Head of Profession, Equalities & Partnerships Essex County Council –
- Sonia Khan – Head of Policy and Partnerships, London Borough of Hackney
- Gill Elliott – Review Manager LGA

The basis for the peer challenge is an assessment against the five areas of the Equality Framework for Local Government. They are:

- Knowing your customers
- Leadership, partnership and organisational commitment
- Involving your customers
- Responsive services, access and customer care
- A skilled and committed workforce

The peer team was very pleased to see that the Council has addressed the recommendations of the peer challenge team in 2015 and that it has maintained and even increased its strong focus on equalities within the community since it first gained the Excellent level award in 2015. This is in part a result of its new city strategy “Our Manchester 2015-2025” which has driven a significant culture change in the organisation. The strategy’s four principle themes of People, Listening, Strength in the Community and Working Together were evident throughout the peer challenge in the conversations with staff, members and partners and other stakeholders. “Our Manchester” was also evident in the Council’s approach to neighbourhood based services, its work with health and voluntary sector partners and in its response to the Manchester Arena terrorist attack in 2017.

This letter sets out what we think are some of the many strengths that the Council has with regard to equality and diversity, along with some areas you might wish to consider taking forward. Our comments are grouped under the Framework’s five main areas.

Knowing Your Communities

The Council has a good understanding of its communities. It recognises that there are changing dynamics in the city as new communities emerge, and existing communities grow and change. However it also acknowledges that it could be better at understanding the changing profiles and needs of these newer communities. Some interviewees talked about needing to better understand newer communities such as the West African community.

The Joint Strategic Needs Analysis (JSNA) is mature and a JSNA around the social model of disability is also being developed. Whilst a data hub exists, the Council could gain even more and richer information about emerging communities by carrying out some “deep dive” data and intelligence gathering exercises which will help to discover what the up and coming challenges are e.g. gang violence and mental health.

There is good analysis of data as seen in the Communities of Interest Report and the review into cohesion in the city which was one of the responses to the terrorist attack at the Manchester Arena in 2017. Good use is made of Insight to enrich data. The Manchester Active Card and the Living Library are good examples of how the Council is finding new ways to gather information about customers who use Council facilities.

The Council’s collaboration with partners is enriching its knowledge and enabling it to gain a deeper understanding of residents. An example of this is its work with higher education institutions to generate an ethnographic study of Manchester and an external study of the Health and Wellbeing system. Another example is the work being done by the new Local Care Organisation (LCO). Data is being provided by a range of partners including police, fire, the ambulance service and housing providers. Mental Health Trusts are also involved. Sharing data sets is still an issue

but all the partners seem determined to find ways to overcome problems with sharing data.

Member Champions were strongly committed to driving change for each of the protected characteristics. It is also a good way of giving responsibility to non-executive as well as executive members which in itself is an inclusive way of working. The Member Equality Leads actually have good knowledge about emerging communities which may be very small, such as the growing Nigerian community.

The Senior Leadership team does receive equality and diversity data but peers felt that it could look at some data in more depth when determining priorities, such as around work and skills. There is also a case for greater integration of equalities into performance management. Focusing on addressing the barriers that people face from those groups of people who disproportionately experience inequalities (such as in health or education) is more likely to drive up performance.

Leadership, Partnership and Organisational Commitment

The Council's commitment to its equality agenda is clearly driven by its elected Members. Equality is key to the Council's Labour Group's manifesto. Members themselves are a very diverse group and very active as leaders in their own wards and communities. The Member Equality leads are a real strength. They have their own plans and work is underway to strengthen links between these plans and corporate objectives. Whilst closer alignment to the corporate objectives is admirable, having some tension between them rather than complete alignment can also help "push the envelope" on equality. Peers did think that all Members might benefit from an annual refresher training course on equalities and making this mandatory should be considered. The training could be thematic, addressing newer issues like mental health and transgender rights.

The Chief Executive is very clear about the equality priorities of the Council. She is keen to ensure that council services make an impact on poverty in the city. Her own style is very inclusive and open as demonstrated by her meetings with front line staff at outlying depots and offices and the Listening in Action sessions which she attends with other senior managers as well as the Leader. Staff clearly appreciate this approach.

The Commitment to equality is evident from the fact that the Council has retained its equality team in the face of considerable budget cuts and restructuring in the organisation since 2010. There is now an opportunity to integrate the work of the equality team more into service development and public sector transformation by involving it in service design and strategy earlier.

"Our Manchester" is well understood by staff and it is driving a change of culture to one that is about listening and empowering staff. Partners have also recognised this. All the voluntary and community sector (VCS) organisations that peers spoke to

were complementary about the co-design of the new grant system which they feel allowed them to have greater input and to really influence the system that was introduced. The Council now has an opportunity to build on this success by reviewing the ways VCS organisations can continue to be involved in working with the council in the design and development of services. They would like to see opportunities for their involvement with the council streamlined in some way. They acknowledge the fast pace of change and recognise that they can't always keep up with all the meetings they are asked to attend.

Budget and business planning is well integrated and there are service based equality delivery plans. Going forward the Council needs to consider how it can better align its equality objectives to its corporate objectives and make the connection more explicit. There needs to be a dual focus with "Our Manchester" mainstreaming the way inequalities are tackled, alongside a focus on specific inequalities with key equality performance indicators (KPIs) that are really stretching. The Equality Delivery Plans are a good start but they largely "playback" the generic high level ambitions of "Our Manchester" rather than focussing on the key inequalities and ways of delivering on these specific KPIs.

The City Council has adopted Inclusive Growth as a very explicit goal to help ensure that all residents can benefit from the considerable economic growth of the last twenty years. Whilst inclusive growth as a concept is positive, strategies are needed to ensure that the prosperity is shared by everyone, including disadvantaged groups and communities. Going forward the Council also needs to ensure that the strategy has a strong connection to both the corporate and the equality objectives.

The Council could make better use of the Public Sector Equality Duties (PSEDs) to be more confident about tackling specific inequalities. Disability is one issue that needs to be a more specific priority for the Council. Staff seem rather shy of stating which groups are actually affected by inequality and the use of equalities language is rather old fashioned with references in documents to "equal opportunities" as opposed to "Equality and Diversity". Several people we met gave the impression that equality considerations only covered minority groups or groups more likely to be oppressed by society, whereas the Equality Duty encourages a forensic examination of specific groups that are disadvantaged, because of a characteristic, and so protects the whole population. The Council has a good evidence base of data to identify gaps and trends to support its actions and adopting a more evidence based approach to talking about equalities should give people the confidence to be specific about the equalities in specific groups. To avoid generalising or stereotyping they can talk about "risks," "disproportionately worse outcomes" etc. The Council might want to look at cultural competency tools as a way to build confidence about talking about equality issues.

Involving Your Communities

The resident and stakeholder engagement that took place for the development of “Our Manchester” was impressive. However, the move to online survey methods is not securing a balanced perspective and therefore the credibility of any resident views collected could be undermined. Certain groups such as women and white British appear to be over represented. Some alternative statistically sampled surveys by telephone or face to face might be needed to allow those who are less digitally able to have their say. The Council might consider setting up some sort of sampled representative citizen panel although we appreciate that these do take time and resources to set up and maintain. Supplementing this with qualitative research through focus groups would help to capture the voices of people from some under-represented groups.

There are some really good examples of engagement with communities:

- The Older Peoples Board and Forum has strong and diverse representation. It influenced the Employers Network’s introduction of a good practice guide for employing older people.
- The All Age Disability Plan is well understood by the VCS and the Council’s Work and Skills Team. It has led to good positive action to prepare disabled people for work via work tasters sessions and visits to the council.
- The Council has very strong relationships with the local LGBT community. A strong strategic partnership and engagement framework exists between the council and the LGBT Foundation.
- Work done to encourage a local small business private sector provider to recruit new employees from the area where they operate their business.

The Ward Improvement Partnerships seem to be a good way to intervene early to tackle cohesion issues, focusing on the problem (such as fly tipping) rather than different communities blaming each other. However, the funding process for neighbourhood investment needs to be more open. There is a risk that the money is only going to those who understand the system and who may come back in successive years. A way needs to be found to widen the participation of community groups. This will increase the diversity of access to these funds and so widen its impact. There is also no evaluation of how the £20k fund is spent and the potential for savings by avoiding duplication with council services. It is important for the council to be engaging with the people in diverse communities themselves rather than community leaders who may not represent their views.

Responsive Services and Customer Care

There were many good examples of responsive service delivery to diverse communities. Including:

- Extra care for Lesbian, Gay, Bi-Sexual and Transgender (LGBT) elder residents

which is part of an effort to improve residential care delivery for this protected characteristic group. The provision was designed with input from an LGBT elder reference group.

- The All Age Disability Plan which is an example of co-design with disabled people. It enables people to self-assess and order their own disability aids. The service will also be tested with people with a learning disability.
- The neighbourhood based approach to service delivery which allows the council to look at specific issues at ground level and to focus on where specific inequalities persist. Ward meetings in local areas direct activities such as rubbish clearing and street cleaning.

The Local Care Organisation (LCO) is an example of a strength based approach that has the potential to really make a difference to health outcomes in the city. It brings together hospital community services and primary GP care services with adult social care and other voluntary and community services at a local level. It will establish 12 neighbourhood teams which will each determine its own health priorities. The LCO is still in its infancy. It aims to focus on prevention and early intervention but this needs to be done in a way that understands the key drivers of inequality and maintains focus on dealing with borough wide cross cutting issues.

Since 2015 the Council has worked hard to increase the use of the Social Value Act to drive conversations with suppliers. It has increased the weighting given to social value considerations in the tendering process from 10% to 20%. Outcomes from this approach include suppliers creating 423 employment opportunities for hard to reach individuals, 705 apprenticeships and 1,160 jobs and nearly 69,000 hours of support to the VCS. Although spend with small and medium enterprises has increased from 46.6% to 59.4% since 2014/15, some representatives from the VCS still felt that the procurement process hampered opportunities for small companies. They felt that lessons could be learned from the co-design of grant funding process to reconsider procurement.

As prosperity in the City is increasing there needs to be some new thinking to address the lack of housing in the city. This includes exploring the issue of equal access to private sector housing. The private rented market is no longer meeting housing needs and the Council will need to be bold in the ways they intervene in the market. The issue may be a lack of housing or a lack of housing that the population on lower wages can afford. We heard concerns about the destitution and homelessness in the city, despite growing prosperity, and welcome the focus the Council is giving this by having a senior post with leadership responsibility for homelessness. The Council could consider adopting a private sector landlord charter wherein a key factor is that landlords sign up to providing fit for purpose and affordable rented accommodation. A number of local authorities across the northwest and wider regions have established similar private sector landlord charters. The benefits have been far reaching not just for the potential tenants but also the private sector landlords who can advertise the fact that they are signatories.

Skilled and Committed Workforce

There are many strengths within the Council under this theme of the framework. The Council's focus on culture change is impressive and seemed to be understood by all levels of the organisation, partners and the voluntary sector. The values and behaviours they are describing are also closely aligned with Inclusive Leadership. "Our Manchester" has led to the adoption of new values such as more listening to and empowering of staff. The Council may want to explore this further and make the link between organisational culture and equalities and inclusion more explicit.

Staff said that they now feel more encouraged to be innovative and change how things are done, knowing they will be supported by their manager and will be able to learn from any mistakes that are. The Council has a new People Strategy with a new approach. It pays the national Living Wage to all its staff including care staff. There are opportunities for staff to get involved in services in other parts of the Council. They can have up to three days paid leave to volunteer. Flexible working is promoted across the organisation and the Timewise Accreditation is being worked towards. A new "strengths based" appraisal process has been adopted called "About You" which includes 1:1 conversations between staff and managers. The response from staff has been positive.

The Council is well represented by women at senior management level with 75% of the senior management team being female. The appointment of the new Chief Executive is clearly having a positive impact on the workforce. Staff appreciate her background and personal style.

There are now more ways for front line staff to engage with senior leaders of the organisation. These include Listening in Action sessions at outlying offices and depots as well as staff conferences. Staff feel that the Council is now more open to challenge and criticism and receptive to change.

The Council appears to have a much more open approach to mental health. Although our observation was limited and mainly anecdotal, it is a positive story. People feel safe discussing their mental health.

The Council recognises that it has to do more to increase the representation of BAME people at a senior level in the organisation. There are more BAME people in the workforce overall than in 2015 but the percentage at a senior level has not increased. BAME people make up less than 10% of grades 10 and above. The peer team feel that the Council could take a bolder approach to this issue. It is introducing a coaching and mentoring scheme and has reserved some places for BME staff. The response from BAME staff was they would either want to have senior BAME role models in the organisation, and be mentored by senior BAME staff, or have some form of external support to address this issue. A suggestion from peers is the North West Employers Inclusive Cultures Programme, which could possibly provide this for the Council. There was little other evidence of positive action to increase the numbers of BAME staff who

could progress to senior posts. The organisation needs to consider urgently what type of positive action it could put in place to address this issue and maybe even consider having targets. We heard that apprentices are very diverse and that in time some should progress into more senior roles. Clearly this is a long term strategy. A quicker strategy could be effected by ring-fencing some of the graduate trainee roles for BAME trainees and using positive action to recruit to them.

The Council needs to consider how it can support staff equality networks to develop in terms of their structure, function and role within the organisation. Previously there were three networks – Disability; LGBT and BAME. The corporate BAME group no longer meets, although a directorate based network has started in Adults which may be replicated in Children's. Members of the corporate group suggest that a lack of capacity and support for attendees was a problem.

Reasonable adjustments are not consistently understood by managers. The organisation could consider developing a disability passport which staff could take with them when changing roles to help their new manager understand their condition and their needs for reasonable adjustments.

The Council needs to consider how it can refresh its equality training offer. "Our Manchester" should be linked to training especially for new starters. Although equality e-learning is mandatory for staff, more needs to be done to enforce this more robustly. It can also be several years since some staff received any training. We feel that some refresher training for all staff should be provided. Unconscious Bias training is being introduced for staff who are involved in recruitment and selection. We welcome this and would suggest that it is extended to anyone who manages staff.

The Trade Unions overall were very positive about relationships with managers in the Council. They are concerned about a lack of consistency around issues like reasonable adjustments and flexible working. They also want to be involved in developing new proposals for staff much earlier.

Signposting

Cultural Competency Tools as a way of building staff confidence in talking about equality issues.

A useful recent review by former Director of Childrens Services Meera Spillet

http://thestaffcollege.uk/wp-content/uploads/2018/01/Think-Piece-2-Dec-2017_2.1.pdf

Inclusive Leadership: the link between organisational culture and equalities and inclusion.

Business in the Community's Opportunity Now research, Inclusive leadership from pioneer to mainstream is based on a literature review, in depth interviews and surveys with 600 employees from a range of organisations.

<https://www.pearlkandola.com/diversity-consulting/inclusive-leadership>

<https://social.hays.com/2017/04/19/are-you-an-inclusive-leader/>

Increasing Workforce Diversity

https://www.cipd.co.uk/Images/addressing-the-barriers-to-BAME-employee-career-progression-to-the-top_tcm18-33336.pdf

Finally, once again, we would like to thank Manchester City Council for commissioning this peer challenge and to everyone involved for their participation. The team are particularly grateful for the support provided both in the preparation for the Peer Challenge and during the on-site phase and for the way people we met engaged with the process.

All of us connected with the Peer Challenge would like to wish Manchester City Council every success in the future.

Yours sincerely

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Appendix 3: Manchester City Council EFLG Action Plan 2018 - 2021

EFLG outcome	Activities	Lead officer/s	Timescale
Knowing your communities			
Gain even more and richer information about emerging communities by carrying out some “deep dive” data and intelligence gathering exercises which will help to discover what the up and coming challenges are e.g. gang violence and mental health.	Assess where specific areas of focus should be and identify the data / resources to carry out ‘deep dive’ analysis Start by assessing data and resources around the peer team’s suggested areas	Head of PRI	Forward plan by April 2019
Improve data to understand the changing profiles and needs of the city’s newer communities.	Ongoing activity, annually refined and reported in State of the City report	Head of PRI	Sept 2019 review
Improve systems and arrangements for sharing and using data sets with partners.	Ongoing activity - PRI working in collaboration with partners in NHS, GMP and schools to refine data collection and sharing processes	Head of PRI	Sept 2019 review
Support the senior leadership team look at some equality data in more depth when determining priorities, such as around work and skills.	Delivered through the activities above and reported through the State of the City report Communities of Identity completed and reported to SMT to inform considerations	Head of PRI / Head of Workforce Strategy	Sept 2019 review April 2019
Ensure greater integration of equalities into performance management; focusing on addressing the barriers that people face from those groups of people who disproportionately experience inequalities (such as in health or education) is more likely to drive up performance.	Maintain Equality Action Plan as part of budget and business planning process; Corporate Equality Champions Group to monitor quarterly and review annually Strengthen organisational governance around EIAs, including refreshed framework to enhance quality assurance and approval processes Review performance reporting to SMT and strengthen how equality measures are factored in	Head of PRI / Head of Workforce Strategy	Monitored from Sept 2018; reviewed from Jan 2019 April 2019 April 2019
Leadership, partnership and organisational commitment			
Make annual refresher training courses on equalities available for Elected Members and consider making this mandatory. The training could be thematic, addressing newer issues like mental health and transgender rights.	Recommendation subject for consideration at the January meeting of the Member Development Steering Group with further updates to follow	Head of Governance	Jan 2019
Seek to integrate the work of the Equality Team more into service development and public sector transformation by involving it in service design and strategy earlier.	Review and revise operating models of current equalities governance forums (Corporate Equality Champions Group, Directorate Equality Forums etc.) to strengthen Equality Team input in corporate and Directorate-level equality considerations.	Head of Workforce Strategy	April 2019

	Ensure key reform programmes are considered through this lens		
Review the ways VCS organisations can continue to work with the Council in the design and development of services; VCS partners would like to see opportunities for their involvement with the council streamlined in some way, as they acknowledge the fast pace of change and recognise that they can't always keep up with all the meetings they are asked to attend.	Our Manchester VCS Programme Team to strengthen its approaches to VCS engagement, using a range of interventions including co-production models where applicable Our Manchester VCS Programme Team to involve VCS groups in the co-design of the refreshed infrastructure contract	Head of Policy, Partnerships & Research	Sept 18 onwards - Sept 19 review Nov 18
Draw a better alignment between the Council's equality objectives and its corporate objectives and make the connection more explicit. There needs to be a dual focus with "Our Manchester" mainstreaming the way inequalities are tackled alongside a focus on specific inequalities with key equality performance indicators (KPIs) that are really stretching.	Collaboration between PRI and Equality Team to: Refresh the Corporate Plan to include a greater focus on equality and inclusion Review equality objective indicators with consideration of corporate priorities and existing equality performance indicators; amend as applicable Ensure equality objective review is aligned with strategic aims of Our Manchester Assess how existing data sets can be interrogated to provide enhanced equality-related analysis; identify where current data does not allow this and consider opportunities to strengthen the data Adapt the Equality Action Plan guidance to support closer alignment between Directorates' equality plans and broader budget and business plans	Head of PRI & Strategic Lead (Business Change) /Head of Workforce Strategy	Nov 2018 April 2019 April 2019 Sept 2019 Nov 18
In order to ensure that the city's prosperity is shared by everyone, including disadvantaged groups and communities, draw closer alignment between the Inclusive Growth agenda and both the corporate and the equality objectives.	Review the Manchester Industrial Strategy and strengthen the focus on equality and equitability - align with equality objectives	Head of Workforce Strategy / Head of Policy, Partnerships and Research	April 2019
The Council could make better use of the Public Sector Equality Duties (PSEDs) to be more confident about tackling specific inequalities.	Develop officer confidence and competence around specific equality issues through revised and updated equality and inclusion learning and development offer; consideration given to how PSED and cultural competency tools can be used to support this	Head of Workforce Strategy	April 2019
Build organisational confidence / competence around stating which groups are actually affected by inequality and advocate a more contemporary equalities dialogue;			

review cultural competency tools as a way to build confidence about talking about equality issues.			
Involving your communities			
Online survey methods alone are not securing a balanced perspective and some alternative statistically sampled surveys by telephone or face to face might be needed to allow those who are less digitally able to have their say.	Undertake independent review of existing survey methodology and consider recommendations from this to adapt a revised approach to resident surveys	Head of PRI	April 2019
The Council might consider setting up some sort of sampled representative citizen panel although we appreciate that these do take time and resources to set up and maintain. Supplementing this with qualitative research through focus groups would help to capture the voices of people from some under-represented groups.	Deliver the Bringing Services Together (BST) initiative and align BST approach with Manchester Resident Engagement programme to avoid duplication and ensure resident voice informs the approach	Chief Operating Officer - Neighbourhoods	Sept 2019
Evaluate community funding to ensure return on investment and avoid duplication with council services; do so by engaging with the people in diverse communities themselves rather than community leaders who may not represent their views.	Map grant funding across MCC and MHCC to streamline processes and avoid duplication OM VCS Programme Team to co-design targeted funding round and the refreshed infrastructure contract	Head of Policy, Partnerships & Research	April 2019 review Nov 2018
Responsive services and customer care			
For the success of the LCO, it needs to be based on an understanding of the key drivers of inequality and maintain focus on dealing with borough wide cross cutting issues.	The LCO priorities are based on an extensive range of data regarding health inequalities in Manchester and the drivers for these. Partners will continue to enhance and strengthen this data and its analysis (for example, through extending the range of Joint Strategic Needs Assessments) to further inform the LCO priorities.	Director of Adult Services	Sept 2019 review
Ensure that the procurement process does not hamper opportunities for small companies; apply the lessons learned from the co-design of grant funding processes more consistently to the procurement process.	The Ethical Procurement Policy seeks to prevent disadvantage for small companies; implementation of this policy and its effects on procurement outcomes continues to be monitored and engaged on with providers	Head of Corporate Procurement	Sept 2019 review
Explore the issue of equal access to private sector housing; the Council could consider adopting a private sector landlord charter wherein a key factor is that landlords sign up to providing fit for purpose and affordable rented accommodation.	The Manchester Renting Pledge encourages landlords and tenants to sign up to a set of standards which is aimed at improving the private rented sector. Promotion of the Rental Pledge will help landlords and tenants understand their responsibilities and standards in the private rental market. Strategic Housing are looking to develop the pledge further over	Head of Housing	April 2020

	the next 18 months to include greater levels of landlord engagement and accreditation.		
Skilled and committed workforce			
Continue to embed the behaviours and values of the Our Manchester and Our People approaches, making the link between organisational culture and equalities and inclusion more explicit.	Collaboration between HROD Our Manchester Team and Equality Team to strengthen equality and inclusion messaging through existing initiatives (i.e. the Our Manchester Experience, the Our Manchester behaviours toolkit)	Head of Workforce Strategy	Sept 2018 - April 2019 review
Initiate measures to increase the representation of BAME people at a senior level in the organisation; consider what type of positive action could be put in place to address this issue and maybe even consider having targets.	Development of BAME progression strategy, which builds on refreshed learning and development offer to potentially include targeted / specific interventions; subject to consultation with stakeholders including TUs	Head of Workforce Strategy	Sept 2019
Consider how to support staff equality networks to develop in terms of their structure, function and role within the organisation.	In consultation with existing staff networks and through a broader reach-out to employees, devise refreshed approach to employee engagement on equality; options appraisal in first instance with employee-led approach developed for launch in new financial year	Head of Workforce Strategy	April 2019
Increase capacity and confidence around reasonable adjustments, by considering developing a disability passport which staff could take with them when changing roles to help their new manager understand their condition and their needs for reasonable adjustments.	Achieve Disability Confident Level 3 (Disability Confident Leader) accreditation based on existing good practice Develop Council-wide Disability Confident approach with range of activities in the areas of recruitment, learning and development, support and; progression - support activities to specifically include refreshed offer around reasonable adjustment and employee movement	Head of Workforce Strategy & Head of Audit and Risk Management	April 2019 Sept 2019
Refresh the organisational equality training offer; "Our Manchester" should be linked into this training especially for new starters.	Develop refreshed equality and inclusion training offer, with Our Manchester at its core, to incorporate: General equality and inclusion training which differentiates for role-type Strand-specific equality training Targeted development initiatives Embedding equality and inclusion across the broader training offer	Head of Workforce Strategy	April 2019
Ensure early involvement of the Trade Unions when developing new proposals for staff.	Establish calendar of regular equality catch-ups with TU reps and relevant HROD officers	Head of Employee Relations	Quarterly from Sept 2018 onwards

Appendix 4: EIA Update November 2018

Proposal	Proposed completion date	Decision date	Senior management lead	November 2018 update
Core				
Council Tax Support scheme for 2019/20	December 2018	March 2019	Julie Price	EIA in draft pending consultation outcomes - due for completion early 2019
Employment Policies, Procedures & Working Arrangements	December 2018	March 2019	Pat Fetherstone	<ul style="list-style-type: none"> • Revised Pay Award – EIA completed • Parking Permits - EIA completed • Annual Leave Purchase Scheme refresh - Relevance Assessment completed (full EIA previously carried out when policy first implemented; no change to range of characteristics and impact) • Recruitment and Selection Policy - EIA completed • Family Friendly Policy (maternity / maternity support leave / paternity / shared parental leave review) - EIA in progress due for completion and sign off in December • Flexible working framework - EIA in progress due for completion January • Essential Car Usage - EIA in progress
Growth and Neighbourhoods				

Increasing recycling in apartment blocks	March 2018	June 2018	Heather Coates	EIA completed
New Leisure Contract	July 2018	October 2018	Neil Fairlamb	EIA completed September 18. New contract will have initial focus on enhancing access and gathering more detail on disabled customers
Grounds Maintenance, fine turf team	June 2018	September 2018	Matt Bennett	EIA not required due to change of proposal
Strategic Development				
There are no budget EIAs identified at this time.				
Children and Education				
Re-Negotiation and procurement of external foster care and residential providers	August 2018	December 2018	Sean McKendrick	EIA not relevant: negotiations are related to the framework used for procurement but not the service that is provided, so no impact on residents
Joint Commissioning of Complex Needs with Health Services	August 2018	December 2018	Paul Marshall	Being led by MHCC (including EIAs) across various workstreams. Officers to work across MCC and MHCC to get update on all EIA activity across workstreams for future meeting of the Committee
Reform of Services to Care Leavers	April 2018	June 2018	Paul Marshall	EIA to be done by the end of the financial year. As per report to Children and Young People Scrutiny Committee on 6 October, circumstances around this proposal have changed since the initial options to reform the service were set out

				as part of the last business planning process. As such, the focus has been to ensure the safe transfer of the service in-house, which will create the platform for the future reform of the service. EIA will be completed in the new year, alongside the development of further plans for the service
Commissioning and Adult Social Care				
<p>EIAs are completed or in production across the range of Business Recovery Action Plans, consisting of:</p> <ul style="list-style-type: none"> • Manchester Community Alarm Service (MCAS) & North West Ambulance Service (NWAS) - EIA drafted • Reducing urinary tract infections (UTIs) at home (community and residential care) - EIA being drafted • Recruitment to vacant roles within the Adults Directorate and reduction in agency spend - EIA complete • Investment to the Manchester Shared Lives Service - EIA drafted • Our Manchester into Action: Strengths Based Model of Social Care - EIA drafted • Disability Supported Accommodation (DASA) Recruitment - EIA complete 				

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**Manchester City Council
Report for Information**

Report to: Communities and Equalities Scrutiny Committee – 8 November 2018

Subject: Overview Report

Report of: Governance and Scrutiny Support Unit

Summary

This report provides the following information:

- Recommendations Monitor
- Key Decisions
- Items for Information
- Work Programme

Recommendation

The Committee is invited to discuss the information provided and agree any changes to the work programme that are necessary.

Contact Officer:

Name: Rachel McKeon
Position: Scrutiny Support Officer
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Email: rachel.mckeon@manchester.gov.uk

Background documents (available for public inspection):

None

1. Monitoring Previous Recommendations

This section of the report lists recommendations made by the Committee and responses to them indicating whether the recommendation will be implemented and, if it will be, how this will be done.

Date	Item	Recommendation	Action	Contact Officer
7 September 2016	CESC/16/19 Equality Action Plans 2016/17: Update	To request that the Head of Legal Services provide the action plan for providing support to residents to access revenues and benefits to members of the Committee.	A response to this recommendation has been requested and will be reported back to the Committee via the Overview report.	Jacqui Dennis, Deputy City Solicitor
20 July 2017	CESC/17/25 Community Safety Overview	To request that the Community Safety Lead advise Members when a full evaluation of Nottinghamshire's experience of recording misogyny as a hate crime would be available and for the Committee to then consider how it can take this issue forward.	The evaluation was circulated to Members by email on 28 August 2018 and this will be an item for discussion at the Committee's 8 November meeting.	Sam Stabler, Community Safety Lead
7 December 2017	CESC/17/48 Volunteering – Timebanks	To ask Equality Lead Members to consider what role they could play in enabling timebanking to reach different communities, including consideration of specific timebanks around protected characteristics.	A response to this recommendation has been requested and will be reported back to the Committee via the Overview Report.	Keiran Barnes, Equality Team Leader
1 March 2018	CESC/18/17 Equality Objectives 2016 – 2020	To request that the Executive Member for Schools, Culture and Leisure and the Statutory Deputy Leader provide a briefing note on the UNESCO City of Literature group, including any opportunities for Member involvement, and that this be circulated to all Members of the	A response to this recommendation has been requested.	Rachel McKeon, Scrutiny Support Officer

		Council.		
11 October 2018	CESC/18/39 Widening Access and Participation, Leisure, Libraries, Galleries and Culture – Update	To request that data on which wards the users of individual leisure facilities lived in be circulated to Members.	A response to this recommendation will be circulated to Members.	Lee Preston, Sport and Leisure Lead

2. Key Decisions

The Council is required to publish details of key decisions that will be taken at least 28 days before the decision is due to be taken. Details of key decisions that are due to be taken are published on a monthly basis in the Register of Key Decisions.

A key decision, as defined in the Council's Constitution is an executive decision, which is likely:

- To result in the Council incurring expenditure which is, or the making of savings which are, significant having regard to the Council's budget for the service or function to which the decision relates, or
- To be significant in terms of its effects on communities living or working in an area comprising two or more wards in the area of the city.

The Council Constitution defines 'significant' as being expenditure or savings (including the loss of income or capital receipts) in excess of £500k, providing that is not more than 10% of the gross operating expenditure for any budget heading in the in the Council's Revenue Budget Book, and subject to other defined exceptions.

An extract of the most recent Register of Key Decisions, published on **26 October 2018** containing details of the decisions under the Committee's remit is included below. This is to keep members informed of what decisions are being taken and, where appropriate, include in the work programme of the Committee.

Register of Key Decisions:

Decision title	What is the decision?	Decision maker	Planned date of decision	Documents to be considered	Contact officer details
Factory Project Ref: 15/012	The approval of capital expenditure in relation to the creation of the Factory.	City Treasurer	March 2018 or later	Checkpoint 4 Business Case	Dave Carty 0161 219 6501 d.carty@manchester.gov.uk
Leisure Services – External Ref: 2016/02/01C	The approval of capital expenditure.	City Treasurer	March 2018 or later	Checkpoint 4 Business Case procurement document	Lee Preston 07852957286 l.preston2@manchester.gov.uk
Factory/St. John's Ref: 2017/12/12	Approval of the approach to delivery of Factory/St John's including all commercial and property transactions, contractual, delivery and operational arrangements together with capital funding arrangements and all ancillary agreements	Chief Executive	March 2018	Will include legal agreements relating to the delivery of both Factory and St. John's developments including property transactions, delivery and operational arrangements, the Management	Dave Carty

				and Works contracts and all associated ancillary agreements	
West Gorton Park 2018/09/28B	The approval of capital spend on the design and creation of a new community park.	City Treasurer	October 2018 or later	Business Case	Eddie Smith 0161 234 4821 e.smith@manchester.gov.uk
Peterloo Memorial 2018/10/04D	The approval of capital expenditure in relation to the creation of the Peterloo Memorial.	City Treasurer	December 2018 or later	Checkpoint 4 Business Case	Dave Carty d.carty@manchester.gov.uk 0161 234 5908
House and Institute of Sport 2018/10/17A	To undertake feasibility works around the National Squash Centre and Athletics Arena in advance of development of MMU – Institute of Sport and Council's House of Sport. Feasibility works £1.5m (Council contribution £450k, MMU £1.05m).	The City Treasurer	October 2018	Report to Executive: Eastlands Regeneration Framework - 13.12.17 & 25.07.18 (update).	Name: Richard Cohen Position: Senior Development Surveyor Tel no: 234 3019 Email address: r.cohen@manchester.gov.uk
University of Manchester – Armitage Sports	To approve the investment proposal and business case.	The Executive	March 2018 or later	Report and recommendation	Lee Preston 07852957286 l.preston2@manchester.gov.uk

Pitches Development Ref: 15/072					
The Great Run and Great City Games 2017 – 2020 Ref: 2017/02/01D	To approve a proposed 4 year contract 2017 – 2020, at a cost of £300,000 annually.	The Executive	March 2018 or later	Report and Recommendation	Mike Parrot 07786365016 m.parrot@manchester.gov.uk
Indoor Leisure Contracting Arrangements Ref: 2017/10/24B	To agree the appointment of a new Leisure Centre operator	Executive	May 2018	Report and recommendations	Lee Preston Sport and Leisure Lead 0161 219 2545 l.preston2@manchester.gov.uk
Sport and Leisure Governance Arrangements – Manchester Active Ref: 2017/10/24C	To agree the design and implementation of the new Sport and Leisure Governance Vehicle-Manchester Active	Executive	May 2018	Report and recommendations	Lee Preston Sport and Leisure Lead 0161 219 2545 l.preston2@manchester.gov.uk
National Taekwondo Centre 2018/10/19A	Enter into a 39 year lease with Sport Taekwondo UK Ltd for areas within the building.	Strategic Director Development	November 2018		Name: Richard Cohen Position: Senior Development Surveyor Tel no: 234 3019 Email address: r.cohen@manchester.gov.uk
Our Manchester VCS Funding Programme Ref: 2018/03/1E	To award £2.4m a year(in total), for 3 years to 63 voluntary and community sector organisations via medium and large grants	Deputy Chief Executive Growth and Neighbourhoods, Strategic Director Commissionin	28th March 2018	Report of the independent chair of the assessment panel Report on the conclusion of	Name: Michael Salmon Position: Programme Lead Tel no:0161 234 4557 Email address: m.salmon@manchester.gov.uk

		g		the due diligence process	
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**Communities and Equalities Scrutiny Committee
Work Programme – November 2018**

Thursday 8 November 2018, 10.00 am (Report deadline Tuesday 30 October 2018)				
Item	Purpose	Executive Member	Strategic Director/ Lead Officer	Comments
Community Safety Overview	To receive an update report on the work of the Community Safety Partnership (CSP).	Councillor N Murphy	Fiona Worrall/ Sam Stabler/ Samiya Butt	
Discussion Item - Recording Misogyny as a Hate Crime	Following the publication of the report into Nottinghamshire's experience of recording misogyny as a hate crime, to discuss how the Committee wants to take this forward.	Councillor N Murphy Councillor S Murphy		See July 2017 minutes
Manchester Playing Pitch Strategy	To receive an update report on the action plan in approximately 6 months' time.	Councillor Rahman	Fiona Worrall/Neil Fairlamb/Lee Preston	See December 2017 minutes
Sport and Leisure	To receive a further report on sport and leisure to include: <ul style="list-style-type: none"> • further information on the activity levels of Manchester residents and the numbers involved in schemes to encourage greater physical activity. • the role and development of MCRactive, including an update on the membership of the Manchester Active Board and the roll-out of the MCRactive card. • Further information on the role of sports activators and how they are linking into sports clubs. 	Councillor Rahman	Sara Todd/Fiona Worrall/ Neil Fairlamb	See October 2017 and January, May and June 2018 minutes
Strategic Plan for	To receive a report on the Strategic Plan for	Councillor	Sara Todd/Fiona	

Events	Events for the next three years.	Rahman	Worrall/Neil Fairlamb	
Equality Update	To include <ul style="list-style-type: none"> an update on the Equality Framework for Local Government. consideration of the Equality Impact Assessments produced as part of the Budget Process. 	Councillor S Murphy	Sara Todd/Sam McVaigh/Keiran Barnes	See February 2018 minutes
Overview Report	The monthly report includes the recommendations monitor, relevant key decisions, the Committee's work programme and any items for information.	-	Rachel McKeon	

Thursday 6 December 2018, 10.00 am (Report deadline Tuesday 27 November 2018)

Item	Purpose	Executive Member	Strategic Director/ Lead Officer	Comments
Budget-setting – Business Plans	To receive the proposed Business Plans for those areas within the Committee's remit.	Councillor Ollerhead Councillor S Murphy Councillor N Murphy Councillor Rahman	Carol Culley/ Fiona Worrall	
Voluntary and Community Sector (VCS) Infrastructure Contract	To receive a report on the VCS infrastructure contract to include information on the review of services and on the co-design process.	Councillor S Murphy Councillor Ollerhead	Sara Todd/Michael Salmon	
Overview Report		-	Rachel McKeon	

Thursday 10 January 2019, 10.00 am (Report deadline Monday 31 December 2018)				
Item	Purpose	Executive Member	Strategic Director/ Lead Officer	Comments
Delivering the Our Manchester Strategy	This report provides an overview of work undertaken and progress towards the delivery of the Council's priorities as set out in the Our Manchester Strategy for those areas within the portfolio of the Deputy Leaders and the Executive Member for Culture and Leisure.		Councillor S Murphy/ Councillor N Murphy/ Councillor Rahman	
Overview Report		-	Rachel McKeon	

Items To be Scheduled				
Item	Purpose	Executive Member	Strategic Director/ Lead Officer	Comments
Community Safety Overview	To receive a regular update report on the work of the Community Safety Partnership (CSP).	Councillor N Murphy	Fiona Worrall/ Sam Stabler/ Samiya Butt	
Sport and Leisure	To ask officers to undertake a piece of work to map the providers' Community Development Plans against the Our Manchester Strategy and all the Equality Strands, including engagement with Age Friendly Manchester and the Our Manchester Disability Plan. To receive a report on this at a future meeting, to include case studies.	Councillor Rahman Councillor S Murphy	Sara Todd/Fiona Worrall/Neil Fairlamb	See December 2016 minutes
Our Manchester Disability Plan	To receive a further report at an appropriate time, to include updates on the OMDP website, the Disability Confident Scheme and two or three of the key workstreams referred to in the report, such as transport, work and skills and accessibility.	Councillor Craig Councillor S Murphy Councillor	Zoe Robertson/ Julie McMurray/ Sam McVaigh/ Fiona Worrall/ Keiran Barnes	See November 2017 minutes Invite Chair of Health Scrutiny Committee

	<p>To invite disabled people to this meeting to discuss their lived experience.</p> <p>To request that this report also include what partners, such as builders and developers, have done to improve accessibility, beyond the minimum standards set out in law, and to consider inviting representatives from these groups to the meeting.</p>	Rahman		
Trans Report	To continue to monitor actions arising from the Trans Report.	Councillor S Murphy	Sara Todd/Sam McVaigh/Keiran Barnes	See November 2017 minutes December 2018 - TBC
Universal Credit	<p>To receive a report on:</p> <ul style="list-style-type: none"> the Welfare Reform Board's work on the impact of Universal Credit in Manchester, focusing on to its impact on people with protected characteristics. how advice services are supporting residents moving to Universal Credit. 	Councillor S Murphy	Angela Harrington	TBC See November 2017 minutes Invite Chair of Economy Scrutiny Committee
Festival of Ageing	To receive a report on the impact of the first annual Festival of Ageing, after it has taken place in July 2018, including its impact in promoting positive perceptions of older people.	Councillor S Murphy Councillor Rahman Councillor Craig	Dr Carolyn Kus/ Paul McGarry/ Philip Bradley/ Dave Thorley	See February 2018 minutes Invite Lead Member for Age Friendly Manchester
Extra Care Housing Options	To receive a report on extra care housing options.	Councillor Richards Councillor S Murphy Councillor Craig	Dr Carolyn Kus/Jon Sawyer Paul McGarry/ Philip Bradley/ Dave Thorley	See February 2018 minutes Invite Chairs of Health Scrutiny Committee and Neighbourhoods and Environment Scrutiny

				Committee and Lead Member for Age Friendly Manchester
Languages	To receive a report on languages, including how the city celebrates the range of languages spoken in Manchester and the work of Manchester University's Multilingual Manchester.	Councillor S Murphy Councillor Rahman	Fiona Worrall	See March 2018 minutes
Parks Strategy	To receive a further report on the Parks Strategy, to include: <ul style="list-style-type: none"> • further information on the management plans for parks. • how smaller parks fit into the strategy and how they can be improved. 	Councillor Rahman	Fiona Worrall/Neil Fairlamb/Kylie Ward	
Widening Access and Participation	To receive a further report on Widening Access and Participation focusing specifically on protected characteristics.	Councillor Rahman Councillor S Murphy	Sara Todd/Fiona Worrall/Neil MacInnes/Neil Fairlamb/Keiran Barnes	See October 2018 minutes