



## **Communities and Equalities Scrutiny Committee**

Date: Thursday, 7 March 2019

Time: 10.00 am

Venue: Council Antechamber, 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 Antechamber**

Public access to the Council Antechamber 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**

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

## Agenda

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**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 7 February 2019.

To receive the minutes of the Our Manchester VCS Fund Task and Finish Group meeting held on 31 January 2019.

Pages  
5 - 16

**5. Greater Manchester Police (GMP) priorities for additional resources - to follow**

**6. Equalities Performance Management**

Report of the City Solicitor

Pages  
17 - 54

This report provides an update on the Council's progress against its equality objectives for 2016-20. It also sets out a high level indication of the proposed process for developing a new set of objectives covering the period 2020-2024 to support the Council to continue to deliver equality outcomes as an essential component of Our Manchester. The report also provides an overview of the themes emerging from the Council's Equality Delivery Plans (EDP) 2019-20, produced as part of the annual business planning process.

**7. Final Report of the Our Manchester Voluntary and Community Sector (OMVCS) Fund Task and Finish Group**  
Report of the Our Manchester VCS Fund Task and Finish Group

Pages  
55 - 66

This report presents the findings and recommendations of the

OMVCS Fund Task and Finish Group. The Task and Finish Group carried out an investigation into the implementation of the new OMVCS Fund programme and the first funding round.

**8. Overview Report**

Report of the Governance and Scrutiny Support Unit

Pages  
67 - 80

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.

**9. Events (Part A) - to follow**

**10. Exclusion of the Public**

The officers consider that the following item or items contains exempt information as provided for in the Local Government Access to Information Act and that the public interest in maintaining the exemption outweighs the public interest in disclosing the information. The Committee is recommended to agree the necessary resolutions excluding the public from the meeting during consideration of these items. At the time this agenda is published no representations have been that this part of the meeting should be open to the public.

**11. Events (Part B) - to follow**

## 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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Agenda, reports and minutes of all Council Committees can be found on the Council's website [www.manchester.gov.uk](http://www.manchester.gov.uk).

Smoking is not allowed in Council buildings.

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## Further Information

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

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This agenda was issued on **Wednesday, 27 February 2019** by the Governance and Scrutiny Support Unit, Manchester City Council, Level 3, Town Hall Extension, Manchester M60 2LA

## **Communities and Equalities Scrutiny Committee**

### **Minutes of the meeting held on 7 February 2019**

#### **Present:**

Councillor Hacking - In the Chair [CESC/19/06, CESC/19/08 - CESC/19/11]  
Councillors Andrews, M Dar, Douglas, Evans, Fletcher-Hackwood, Rawlins and Rawson

Councillor N Murphy, Deputy Leader  
Councillor S Murphy, Statutory Deputy Leader  
Councillor Ollerhead, Executive Member for Finance and Human Resources  
Councillor Rahman, Executive Member for Schools, Culture and Leisure

Chief Inspector Cherie Buttle, Greater Manchester Police (GMP)  
PC David Fisher, GMP

#### **Apologies:**

Councillors Collins, Cooley and Kirkpatrick

#### **CESC/19/06            Minutes**

The Chair informed Members that the Committee would receive the information it had requested on the Council resources being invested in core events in a report to its meeting on 7 March 2019.

#### **Decisions**

1. To approve the minutes of the meeting held on 10 January 2019 as a correct record.
2. To receive the minutes of the meeting of the Our Manchester Voluntary and Community Sector (VCS) Fund Task and Finish Group held on 3 January 2019.

#### **CESC/19/07            Begging and people who beg in the city centre**

[Councillor Hacking declared a disclosable pecuniary interest in this item, due to his partner being employed by Manchester Action on Street Health (MASH), left the room, and took no part in discussions. Councillor Evans was nominated Chair in his absence and chaired the meeting for this item only.]

The Committee received a report of the Strategic Director (Strategic Development) and the Chief Operating Officer (Neighbourhoods) which provided information on the proactive partnership work that was being undertaken in relation to begging.

Officers referred to the main points and themes within the report, which included:

- The context;
- Begging in Manchester;

- The emerging intelligence picture; and
- Next steps.

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

- That the data on the age of people begging in the city centre focused on those between the ages of 26 and 45, whereas those outside that age range were likely to need more support, and to request further information on the younger and older age groups;
- What was being done to improve the way the Council and GMP supported and motivated individuals who were begging to seek support and change their lives;
- The difficulty of separating the issues of rough sleeping and begging and the importance of scrutinising these two issues together, even though they fell within the remit of different scrutiny committees;
- Whether there was evidence of organised begging run by gangmasters; and
- What was the impact of the Big Change initiative, which encouraged the public to donate to a fund which provided people facing homelessness with practical items to support a long-term change.

The City Centre Public Services Manager informed Members that approximately 10% of those begging were under the age of 26. She reported that numbers diminished after the age of 55 because of the range of support services available to older people. She informed the Committee that young people who were begging were asked what support they needed and signposted to services and that, where there were safeguarding concerns, appropriate referrals were made. She advised Members that most of the young people who were begging were already known to officers working in this area.

The City Centre Public Services Manager reported that the Council and GMP had already made significant progress in making their systems work more effectively and in an integrated way to address the issue of begging and how individuals could be supported to change their lives. She reported that the criminal justice system was used where individuals refused to accept offers of help to change their behaviour and that officers had been working with the Crown Prosecution Service and the Probation Service to encourage the use of sentencing options such as a requirement to attend drug rehabilitation services, which could positively change the individual's behaviour, rather than just issuing a fine. Chief Inspector Cherie Buttle from GMP reported that the police had four officers in the city centre dedicated to dealing with rough sleeping and begging and that all officers received training on this. She advised Members that the first approach was to signpost the individual to appropriate services. She reported that enforcement was also used where appropriate but that those brought into custody were also signposted to services and the focus was on breaking the cycle of begging.

The Community Safety Lead reported that there was not currently much evidence in relation to organised begging in Manchester but that work had recently started under Programme Challenger, Greater Manchester's partnership approach to tackling serious organised crime, to gather information on this.

PC David Fisher from GMP reported that over £250,000 have been distributed so far by the Big Change. He reported that the public was being encouraged to donate to the Big Change, rather than giving money to beggars on the street, and that the money was used to help keep people at risk of homelessness off the streets, for example, providing clothing and other items they needed to gain and maintain employment. The Deputy Leader advised that more needed to be done to communicate the positive impact of Big Change to the public and that he would take this forward, in conjunction with the Council's Communications Team.

### **Decision**

To request a further report on begging and rough sleeping, noting that this spans the remit of two scrutiny committees whose Members should have the opportunity to scrutinise it. To request that this report include further information in response to Members' comments, in particular further information on the work to gather evidence in relation to organised begging.

[Councillor S Murphy declared a personal interest as a trustee of MASH.]

### **CESC/19/08 Updated Financial Strategy and Directorate Business Plans 2019-20**

Further to item CESC/18/54, the Committee received a report of the Chief Executive and the City Treasurer which provided an update on the Council's financial position and set out the next steps in the budget process, including scrutiny of the draft budget proposals and Directorate Business Plan reports by the Committee.

The Committee also received a report of the Deputy Chief Executive which set out in broad terms the Neighbourhoods Directorate's key priorities, key activities and both the revenue and capital strategy for 2019-20. In the Business Plan for the period 2017-2020, directorates had set out their proposed savings in the context of their objectives. This report set out both the progress made to date in delivering these savings and the directorate's focus over the final year of the three-year plan. This report was a refresh of the directorate's Business Plan for 2018-20 in the context of changing resources, challenges and opportunities.

The Executive Member for Finance and Human Resources outlined the context of the reports, in particular the challenges presented by funding reductions from the national government. The Chief Operating Officer (Neighbourhoods) provided Members with an overview of the reports. The Executive Member for Schools, Culture and Leisure highlighted investments and improvements being made in areas within the Committee's remit.

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

- To welcome that the Council was investing in services which residents had stated were important to them, despite the current financial situation;
- Whether there were any plans for the returned £2.7 million from the unused central business rates levy surplus;

- How confident were officers that an additional £163,000 would be generated from parks in 2019-20;
- Request for further information on the Manchester Volunteer Inspired Programme (MCRVIP); and
- To thank officers and Executive Members for their hard work in developing the budget proposals and business plans.

The Executive Member for Finance and Human Resources reported that the £2.7 million was earmarked for addressing the budget pressures on the Children's Services budget. The Executive Member for Schools, Culture and Leisure informed Members that the Council had already managed to increase the income generated from cafes and other facilities in the city's larger parks and that responses to the consultation on the Parks Strategy had indicated that residents wanted more amenities, such as cafes, in parks. He reported that the first 15 park plans were being implemented, with support from partners including volunteers, and that he was confident that the income targets could be achieved. The Strategic Lead (Parks, Leisure and Events) reported that 25% of the running costs for Manchester parks were funded by income generated through trading or secondary income from the parks. He informed the Committee that, based on benchmarking with other cities, he was confident that, with the right investment and approach, there was a lot of scope to increase the income generated from the city's parks.

In response to the question on the MCRVIP, the Strategic Lead (Parks, Leisure and Events) informed Members that many local people had volunteered to support the Commonwealth Games held in Manchester in 2002 and had expressed an interest in continuing to volunteer at future events. He reported that in 2006 the Council had secured funding to establish a volunteering bureau which was primarily focused on sport and leisure events and that this model had been successful and had subsequently been adopted by other cities. He informed the Committee that the Council was now working to expand the MCRVIP to encompass other types of volunteering opportunities. The Chief Operating Officer (Neighbourhoods) reported that officers were working with colleagues in HROD (Human Resources and Organisational Development) on how this platform could be used to link Council staff to volunteering opportunities, as Council employees were now eligible for three days of volunteering leave per year.

## **Decisions**

The Committee:-

1. Supports the way the Council is working to continue to provide services in the face of challenging financial circumstances.
2. Requests that the report on Events, which is scheduled for the 7 March meeting, include further information on the Manchester Volunteer Inspired Programme and how it links into the events programme.



## **CESC/19/09 Refreshed Business Plans - Equality Impact Assessments (EIAs)**

The Committee received a report of the Deputy Chief Executive which provided an overview of the role of Equality Impact Assessments (EIAs) in the Council's business planning process for 2019/2020. It outlined the context of why the Council undertook EIAs and how this process was managed to support good quality analysis which informed decision making. It also described how the Council used Equality Delivery Plans as part of this process to highlight achievements on equality in the preceding year, as well as stating its commitments to equality activity and analysis over the remaining year of this budget cycle (2019-20).

Officers referred to the main points and themes within the report, which included:

- Equality analysis and business planning; and
- The schedule of EIAs.

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

- To note that some of the data in the EIA schedule table within the report was listed as 'to be confirmed' and to ask when this information would be available, particularly in relation to timescales;
- To request further information on the use of EIAs outside of the budget process;
- To welcome the inclusion of EIAs for the Strategic Development Directorate; and
- To note that the item in the EIA schedule table which referred to "all major residential and commercial developments" was very broad.

The Head of Workforce Strategy informed Members that some of the information which was listed as 'to be confirmed' had become available since the report was published. He advised that it was anticipated that, by the Committee's meeting on 7 March 2019, this information would be available for all the EIAs, or if there were any gaps, there would be a clear reason for this. He outlined the process for completing EIAs, reporting that the completion of EIAs was service-led with support and quality assurance from the Equalities Team. He informed Members that over the next 12 months' work would be taking place to strengthen the governance and quality assurance of EIAs, train staff and ensure that EIAs were easily accessible to the public. He acknowledged that the item on the EIA schedule relating to "all major residential and commercial developments" was very broad and advised Members that he would provide further information on this in the report to the Committee's next meeting on 7 March 2019.

### **Decision**

To note that the Committee will want to look at some of the EIAs at a future meeting and that this will include the Affordable Housing Policy and others to be identified at a later point.

## **CESC/19/10 Voluntary and Community Sector Infrastructure Service – Co-design Recommendations**

The Committee received a report of the Deputy Chief Executive which provided information on the Voluntary and Community Sector (VCS) Infrastructure Service, specifically on the co-design process and recommendations for a new VCS infrastructure service contract.

The Statutory Deputy Leader referred to the main points and themes within the report, which included:

- The co-design process;
- The co-design recommendations; and
- Next steps.

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

- That the findings from the work of the Our Manchester VCS Fund Task and Finish Group were also relevant to this work, for example, in relation to communication with Members and clarity for VCS groups on what support and advice they could expect from the infrastructure provider and from the Council;
- How it would be ensured that organisations which were bidding for the contract did not have an advantage over others through having been involved in the co-design process;
- The need for clarity on what support the infrastructure provider could and could not provide so that Members knew when it was appropriate to signpost VCS groups to them and so that the groups were clear on what the offer was;
- Whether it was expected that the same amount of money would be invested in the infrastructure contract or whether the service would be reduced due to budget pressures;
- How the infrastructure provider was expected to facilitate the engagement of other suitable groups, such as disability-focused organisations, in fora where it was more appropriate for them to attend;
- How greater clarity could be provided on the support that the Council and the infrastructure provider each provided in relation to Community Asset Transfers and how support for Community Asset Transfers would be done differently in future; and
- The proposal that the contract could be awarded to more than one provider and how this would work.

The Statutory Deputy Leader advised Members that it was valuable to have the existing infrastructure provider involved in the co-design process so that they could share their experience but that it was important that they and other organisations which were interested in bidding for the contract were not involved in the later stages of making decisions about the content of the contract.

The Principal Resources and Programmes Officer advised Members that she would feed back to the Programme Lead the point about ensuring clarity on what the infrastructure provider could and could not provide. She informed Members that, as part of future funding rounds for the Our Manchester VCS Fund, a representative of

the Council's Programme Team would be present at meetings with the VCS groups to ensure consistency and clarity of information for the groups. She reported that, at the present time, officers were working on the basis that the amount of money invested in the infrastructure contract was expected to be similar to that under the previous contract.

The Statutory Deputy Leader informed Members that the Council had an ambition to increase the number of Community Asset Transfers but wanted to ensure that the groups involved were able to manage the properties they were taking over and that the details of the support to be provided through this process was still being developed. She reported that there would need to be greater clarity in the final contract of the role of the infrastructure provider in facilitating the engagement of other suitable organisations in fora, where appropriate.

The Programme Development Officer reported that, if more than one provider was awarded the contract, it would be expected that the providers would work in partnership and that the work could be divided based on their expertise. The Statutory Deputy Leader clarified that the Council would consider bids from individual organisations and joint bids from more than one provider.

### **Decision**

To note the report.

### **CESC/19/11          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.

### **Decision**

To note the report and agree the work programme.

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

### **Minutes of the meeting held on 31 January 2019**

#### **Present:**

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

Councillor S Murphy, Deputy Leader

#### **CESC/OMVCSF/19/07 Minutes**

#### **Decision**

To approve as a correct record the minutes of the meeting held on 31 January 2019.

#### **CESC/OMVCSF/19/08 Final Report and Recommendations**

The Task and Finish Group considered the Group's draft final report and recommendations, which they were invited to comment on and agree. The report set out the background to the establishment of the Task and Finish Group, its objectives and the draft final recommendations, which related to communication, co-design, decision making and programme management and strategic development.

A Member advised that it was important that the co-design process was not dominated by larger organisations and that grassroots, local community groups were able to contribute. The Programme Lead agreed that this was important, stating that this was already built into the programme but that this could be made more explicit in the report.

Members discussed the recommendation that consideration be given to holding back some funds for allocation to underfunded and underrepresented areas and communities. A Member suggested that this could be more accurately described as money which was ring-fenced or reserved, rather than held back. Another Member suggested that this should be a percentage of the available funding. The Programme Lead agreed that the recommendation should be amended to state that a percentage of the funding would be ring-fenced. The Deputy Leader advised that, where the funding was from another organisation, this would have to be done with that organisation's agreement.

A Member reported that it was important that the Assessment Panel came from a wide range of backgrounds and requested that Members be informed of who was on the Assessment Panel before this was made public. He also stated that it was important that small grassroots groups did not unfairly miss out where larger organisations were providing services across multiple wards. The Programme Lead advised Members that this was built into the process as decisions were made based on the evidence provided and on groups having a Manchester-based connection, rather than larger organisations being favoured. The Deputy Leader informed

Members that organisations had to state on the application form which wards they would be working in.

Members discussed situations where the plans of a VCS group conflicted with other Council priorities, for example regeneration plans, and how collaborative working between different Council services and VCS groups should be used to identify a solution. The Deputy Leader advised Members of cases where creative solutions had been identified to such issues and reported that the Council would try to find solutions wherever possible. In response to a Member's question, the Programme Lead informed Members about discussions taking place with housing providers and the Council's Corporate Property service about how different partners could align their strategies and work together better on asset development and Community Asset Transfers. A Member advised that this work should also include parks. The Chair commented that the rent charged to community groups needed to be more transparent and consistent.

A Member asked how Members' knowledge of VCS groups in their wards could be captured. The Deputy Leader reported that Ward Councillors usually informed her if they had any concerns about VCS groups in their ward. A Member expressed concern that new Members were not aware of who they should contact about this, to which the Deputy Leader suggested that this be included in the induction process for new Members.

A Member commented that, while he did not think that Members should be able to take part in the decision making process, they should be made aware if VCS groups in their ward were applying for funding. The Group discussed the most appropriate timing and method for communicating this information. The Chair suggested that the application form could encourage applicants to inform their Ward Councillors that they had applied; however, a Members advised that this could create a barrier for groups who did not have a good relationship with their Ward Councillors. The Programme Lead advised that it was only practical to provide this information after the closing date, rather than on an individual basis as and when applications or enquiries were received.

The Deputy Leader recommended that all Members be informed that funding was being made available so that they could share this information with VCS groups in their ward. She further recommended that, after the closing date and once the first sift of applications had been completed, Members could be informed of the groups being considered for funding. She advised that, if Members had serious, evidence-based concerns about any of these groups, they could raise it at this point. The Programme Lead recommended that the timing of communication with Members be subject to further reflection due to the issues which could arise, for example, if VCS groups that Members felt deserved funding had not applied, had missed the deadline or had been removed from the list on the first sift. A Member reported that sometimes VCS groups in a ward could request funding for the same thing but that a Ward Councillor could help to reduce this duplication and encourage groups to work together.

The Chair thanked Members for their contribution to the work of the Task and Finish Group and a Member thanked the Chair for her work.

**Decision**

To agree the final report and recommendations, subject to the above amendments.

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**Manchester City Council  
Report for Information**

**Report to:** Communities and Equalities Scrutiny Committee - 7 March 2019

**Subject:** Equalities Performance Management

**Report of:** City Solicitor

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**Summary**

This report provides the committee with an update on the Council's progress against its equality objectives for 2016-20. As the objectives enter their final year, the report also sets out a high level indication of the proposed process for developing a new set of objectives covering the period 2020-2024 to support the Council to continue to deliver equality outcomes as an essential component of Our Manchester.

The report also provides an overview of the themes emerging from the Council's Equality Delivery Plans (EDP) 2019-20, produced as part of the annual business planning process. In doing so, the report addresses the comments made by the Committee at its February 2019 meeting.

**Recommendations**

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

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**Wards Affected:** All

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

<b>Manchester Strategy outcomes</b>	<b>Summary of how this report aligns to the OMS</b>
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	The report describes some of the city's economic outcomes in the context of the corporate objective of Improving Life Chances.
A highly skilled city: world class and home grown talent sustaining the city's economic success	
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	The report outlines numerous data sets that demonstrate the extent to which communities are connected to the progressive and equitable aim, in the context of Improving Life Chances.

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

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

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

- 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*
- Volunteering / Timebanking Update - Our Manchester in action, *Communities and Equalities Scrutiny Committee, 11 October 2018*
- *Our Story*, Manchester City Council Equality Framework for Local Government Report 2018
- Manchester Local Care Organisation, *Health Scrutiny Committee – 5 February 2019*
- Children and Education Services Business Planning: 2019-2020, *Children and Young People Scrutiny Committee – 5 February 2019, Executive - 13 February 2019*
- Refreshed Budget and Business Plans - Equality Impact Assessments (EIAs), *Communities and Equalities Scrutiny Committee, 7 February 2019*

## 1. Introduction

1.1 Public sector organisations are required by the Equality Act 2010 (*specific duties of section 149: the Public Sector Equality Duty*) to set ambitious equality objectives which meet a defined set of stipulations. In accordance, the Council must:

- Prepare and publish equality objectives by 6 April 2012, and at least every four years after that
- Ensure that the objectives are specific and measurable, and set out how progress towards the objectives will be measured
- Publish details of their engagement in developing the equality objectives also at least every four years, and in line with their publication of objectives
- Consider its published equality information before preparing and publishing these objectives
- Publish the objectives in a reasonably accessible format either as an individual document or as part of another report

1.2 The purpose of setting objectives is not only to strengthen an authority's performance in line with equality legislation, but also to encourage an outcome-focused approach to setting challenging but measurable targets to improve inclusive service provision and employment practice.

1.3 Established for the period 2016-20, the Council currently has three high level equality objectives which echo the ethos of the Our Manchester strategy. These are:

1. Knowing Manchester Better
2. Improving Life Chances
3. Celebrating Our Diversity

1.4 These objectives are each underpinned by a set of delivery aims, designed to make the objectives more specific and measurable. The objectives along with their respective delivery aims are presented at *Appendix 1*. Section 2 of the report summarises some of the work undertaken to date to support progress against these objectives.

1.5 In addition to setting four-yearly equality objectives, equality, diversity and inclusion (EDI) performance management within the Council is a central part of the annual business planning process in the form of Equality Delivery Plans (EDPs). These describe Directorates' EDI priorities for the coming financial year which will underpin delivery of the Council Equality Objectives, and provide a list of the budget equality impact assessments (EIAs) to support the delivery of these priorities. A summary of the 2019-20 EDPs is at section 8 of this report.

## Achievements in Support of the Council's Equality Objectives

### 2. 2018 EFLG Excellent Accreditation

- 2.1 In June 2018, the Council was re-accredited at the Excellent level of the Equality Framework for Local Government (EFLG) for a second consecutive period, making it one of only 6 local authorities to achieve this. This alone is a hugely significant achievement for the Council, as EFLG Excellent accreditation denotes a strong and consistent delivery of equality outcomes across a wide-ranging and challenging set of indicators. The peer review team, led by the Local Government Association, was duly complimentary in its evaluation report, noting several particular areas of strength which align well with the Council's equality objectives:

#### **Equality Objective 1: Knowing Manchester Better**

The peer review noted: *"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. There is good analysis of data as seen in the Communities of Interest Report and the review into cohesion in the city. 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. 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."*

#### **Equality Objective 2: Improving Life Chances**

The peer review noted: *"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. 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 Our Manchester 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."*

### **Equality Objective 3: Celebrating Our Diversity**

The peer review noted: *“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 Our Manchester 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.”*

### **3. Progress Against Our Delivery Aims**

- 3.1 As noted previously, the Council’s three equality objectives each have a set of more specific delivery aims. This section provides a summary of some of the work undertaken to progress those aims throughout 2018-19, in many cases building on work that was in train and being measured against performance metrics when the objectives were set in 2016.
- 3.2 In some instances, the metrics used in 2016 to define several of the delivery aims have subsequently either significantly changed or have ceased to be used. However, in these instances the updates here are based on alternative or updated metrics that have been used to measure progress against the same priorities.

### **4. Equality Objective 1: Knowing Manchester Better**

**Knowing Manchester Better, Aim 1:** *Improve the way we get to know our communities and the people who are using our services and engaging with us. We want to understand how our work affects people’s satisfaction with life in Manchester, and whether people from different backgrounds get on well together. We will get better equality information to help us understand how what we do affects equality in Manchester, and to develop approaches that improve everybody’s outcomes.*

- 4.1 The Our Manchester Residents Survey (OMRS) replaced the annual telephone survey in 2017 with the aim of knowing Manchester’s residents better. Approximately 1,700 resident responses provided the Council with useful indicators of life in the city across the areas of health and wellbeing, home life, work life, social / community life, volunteering, sense of belonging and how people from different backgrounds get on with each other.
- 4.2 The survey one of several resident engagement tools currently available to the Council and, in order to investigate and test the effectiveness of the current range of options available to demonstrate community experience, the Council has engaged independent, external expertise. The outcomes of this independent assessment are currently being considered and will inform not

only changes to the OMRS, but also other methods of better understanding Manchester communities and their needs over the course of 2019-20.

**Knowing Manchester Better, Aim 2:** *Involve a wide range of people and organisations in developing and reviewing our work on equalities, strengthening our relationships with our partners and benefitting from the strong links that our voluntary sector partners have with Manchester’s communities.*

### **VCS Fund Liaison Officers**

- 4.3 The Council’s 2017 review and refresh of how VCS funding could be more closely aligned to the aim of the Our Manchester strategy was a codesigned process. It involved a wide range of stakeholders including representatives of VCS organisations that provide services to minority communities in the city, thereby ensuring equality and inclusion were embedded in the process. Coming out of the codesign stage was a clear view that VCS groups wanted to be better connected to the Council and have a central point of contact.
- 4.4 In response, the programme has pulled together a virtual team of 20 Liaison Officers from across the Council, comprising officers with relevant experience such as equalities, neighbourhoods and commissioning. The programme management team and Liaison Officers have actively engaged with the funded groups, helping to improve relationships but also helping the Council to understand the nature and impact of a diverse range of services being delivered to numerous Manchester communities of identity. Funded groups report that:

*“It was very useful to have an update meeting with our Liaison Officer to have the opportunity to reflect on how we were working towards achieving our outcomes”*

*“The Liaison Officer has been accessible and allowed honest and open conversation regarding the monitoring of funding. We have felt confident being able to discuss service development opportunities and feedback has been well received.”*

### **Infrastructure Contract Redesign**

- 4.5 The Programme Team – Our Manchester Funds manage the current VCS infrastructure contract (currently held by Macc), as part of its wider portfolio of work. A healthy and effective local VCS infrastructure helps the Council to realise its equality objectives, as it provides support and advice and promotes the work of a diverse range of local charities, community groups and social enterprises who make a positive difference to Manchester’s various communities of identity.
- 4.6 As part of their respective commissioning arrangements with Macc, the Council and Manchester Health & Care Commissioning (MHCC) undertook a review of VCS infrastructure contracts. The joint review considered feedback

from a variety of stakeholders who were able to give their views on both the current service and the future of infrastructure support, with a view to the next steps, codesign and procurement of the new contract.

- 4.7 A codesign group was established to help develop a new service model and contract, which included representatives of several equality-focused providers in the city. This process also took the learning from previous codesign processes, in particular the OMVCS grants programme, which identified that there was a gap with BAME representation. The codesign group developed several recommendations for the infrastructure contract, and these have now gone out to consultation with the sector before any final decisions are made. Learning from the grant codesign equality, equitability and fairness are being firmly embedded in the revised arrangements so that the infrastructure service is able to understand and respond to different identities and needs. An equality impact assessment (EIA) of the redesign will also be completed.

### **Developing the BAME VCSE Sector**

- 4.8 A number of previously funded BAME groups were unsuccessful in securing funding under the new OMVCS funding programme. The Programme Board wanted to understand the reasons for this, identify the issues and consider ways to address these. A working group has therefore been established to take this work forward involving the VCS Programme Management Team, Macc, MHCC, Big Lottery and the Manchester BME Network. The intention is to plan an event during 2019-20 which will involve BAME voluntary sector groups to discuss identified themes / barriers and how these can be addressed where possible. Themes are likely to include:

- Work with ‘Anchor’ or ‘Lead’ organisations
- Leadership from within the sector – young people, social entrepreneurs, faith leaders
- Shadowing/Mentoring/Coaching – empowering groups
- Connectivity – within the sector and other funders
- Communication from within the sector
- Building on other existing approaches and models to enhance local assets

**Knowing Manchester Better, Aim 3:** *Influence government policy and the decisions made nationally about equality monitoring, research, information that is gathered about people and how it's used. We'll share information with our partners in the public and voluntary sectors and use their knowledge to better understand our communities.*

### **ONS and Census Influence**

- 4.9 The Council is a member of the Census Advisory Group and the North West Research Outputs Group, both of which are Office for National Statistics (ONS) forums to consult with local authorities by invite, to provide insight into the conduct of either type of survey. The Council's contribution has been instrumental in influencing the way that ONS designs, analyses and reports on Census data. Based on the dialogue with ONS, they will be revising the

approach to producing migration data from April, due to the Council's long-held belief that ONS data underestimate Manchester's international immigration and overestimate its emigration.

- 4.10 The ONS is expected, before April, to ask the Council to identify an Assistant Census Liaison Manager; a role to act as an intermediary between ONS Liaison Team and Manchester, to manage communication about the Census, jobs relating to the Census, and reaching all Manchester communities to ensure they are included in the survey. This is in addition to the more established role that the Council has of responding to Census-related consultations, such as recent ones regarding gender identity and ethnicity breakdown (whether the question should include Kashmiri and Jewish as subgroups). The Council's own population data, modelled on Census outcomes, is published and promoted via the Council website.

### **MHCC Data Warehouse**

- 4.11 Management and sharing of data locally has been improved recently with Manchester Health and Care Commissioning (MHCC) creating a data warehouse. This brings together health and social care datasets that can be linked up at a person level to support direct patient care via the Manchester Care Record, intelligence for the commissioning of health and care services, and the development of Clinical Dashboards to support case findings and the management of patients with long term conditions. The data warehouse contains the following datasets:

- Master Patient Index
- Primary Care
- Community Services
- Social Care
- Secondary Care
- Mental Health

- 4.12 The development of the data warehouse is a huge and crucial step forward in how data is gathered, shared and used across the system, bringing together for the first time related but previously separate datasets, to be shared to more effectively inform Manchester's health and social care commissioning intentions.

### **Joint Strategic Needs Assessment**

- 4.13 The Health and Social Care Act 2012 places a responsibility on each local authority and Clinical Commissioning Group (CCG) to prepare and publish a Joint Strategic Needs Assessment (JSNA) for its area through the Health and Wellbeing Board (HWBB). The Act also states that both sets of organisations should have due regard to the JSNA when exercising their functions as commissioners of health and care services for their populations.
- 4.14 To date, over 40 JSNA topic papers on a variety of subjects have been produced as part of the Manchester JSNA, with a few more in production.



These can be found on the Manchester JSNA website at:  
[www.manchester.gov.uk/jsna](http://www.manchester.gov.uk/jsna)

- 4.15 The JSNA is a key source of information for use in the production of Equality Impact Assessments (EIAs) and other inclusion and social value related plans and activities. Relevant topic papers include:
- Care leavers
  - Looked after children (LAC)
  - Adults with complex lives
  - Black and minority ethnic (BAME) communities
  - Carers
  - People experiencing homelessness
  - Lesbian, gay, bisexual and trans (LGBT) people
  - New refugees and migrant groups
- 4.16 The JSNA is being formally built into the revised MHCC Commissioning Policy as well as the new Inequalities Impact Assessment process. A formal evaluation of the JSNA is currently underway.

**Knowing Manchester Better, Aim 4:** *Use our growing and shared knowledge of Manchester communities with our partners, to make sure we have a joined up way of analysing how all the big changes in the city affect different communities.*

- 4.17 In addition to the data gathering and sharing initiatives outlined above, the Council's Senior Management Team (SMT) routinely receives EDI performance-related data to inform and steer its priorities, although it is acknowledged that this is an area that can be strengthened. As noted by the EFLG peer review team:

*"The Senior Management 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."*

- 4.18 Following the peer review, the peer team's areas for further consideration have been drawn together into an action plan. This plan, which includes the recommendation extracted above, will be progressed throughout the accredited period with oversight by the Corporate Equality Champions Group.

## 5. Equality Objective 2: Improving Life Chances

**Improving Life Chances, Aim 1:** *Improve the health and wellbeing of all our residents and increase the life expectancy of Manchester people, by making sure they get better health and social care. We'll do this by working with our partners to join up and improve health and social care services, and make sure all people get the support and information that they need in the right way for them. We will increase the proportion of adults participating in sport and leisure activities to improve their own health and wellbeing.*

- 5.1 Manchester data from the ONS for healthy life expectancy at 65 shows a slight improvement for men, but is less favourable for women in the city. The data, measured and reported biannually, shows that over the last three reporting periods, life expectancy for Manchester men at 65 has risen slightly from 15.8 years in 2013-15, to 16.1 years in 2015-17. However, Manchester women's life expectancy at 65 has slightly reduced from 18.8 years in 2013-15 to 18.7 years in 2015-17.
- 5.2 The limited improvement and indeed, slight decline in women's outcomes here is despite an increase in the proportion of Manchester residents reporting that they have an active lifestyle (active for 150+ per week) (source: Sport England Active Lives Survey). This has risen from 60.6% of respondents in 2015-16 to 62.2% in 2016-17. Perhaps more telling is the rising proportion of Manchester respondent to the same survey reporting an inactive lifestyle (less than 30 minutes exercise per week), rising here from 26.3% of respondents in 2015-16 to 27.7% in 2016-17. Although the latest figures show that Manchester has a higher rate of inactivity versus the national average (27.7% inactive locally versus 25.7% inactive nationally), this is offset to some degree by it also reporting a marginally higher rate of activity (62.2% active locally versus 21.8% nationally).
- 5.3 The prevalence of inactive lifestyles in Manchester and the absence of a dramatic and sustained improvement in life expectancy make the current work of the Manchester Local Care Organisation (MLCO) to improve health and social care provision in the city all the more pertinent. Established in April 2018 to integrate out-of-hospital care, a single hospital service for integrating in-hospital care, and a single commissioning function for health and social care, the MLCO plays a pivotal role in the delivery of the Locality Plan, "Our Healthier Manchester". This in turn is a critical priority of the Our Manchester Strategy. The work to date to develop and define the MLCO and its activities, and its current status and priorities, is a complex narrative and Members of the committee are encouraged to review the update report, 'Manchester Local Care Organisation', submitted to the 5 February meeting of the Health Scrutiny Committee for more information.

**Improving Life Chances, Aim 2:** *Improve the life chances and increase the aspirations and achievements of all Manchester children and adults in education, making sure that the right support is in place to make access to a good education and pathways into employment attainable for everyone. We will reduce the percentage of children living in workless or low income households by supporting more troubled families into work.*

### **Children and Education Service Directorate Developments**

- 5.4 In 2018 a number of critical changes have taken place in Children and Education Services to significantly move forwards on delivery aim 2. As summarise in the Children and Education Services Business Plan 2019-20:

*Significant progress and success has been achieved since 2014, characterised by the Ofsted judgement in December 2017 that our services to*

*children and young people looked after and those in need of help and protection are no longer inadequate. This progress cannot be understated. The Children and Education Services Directorate has been 're-shaped and defined' in 2018 to maximise leadership and management capacity to strengthen practice, partnership working and promote a strengths based approach so that together we reduce unnecessary demand and improve the lives of Manchester's citizens. The Children and Education Services Directorate Plan, "Delivering Excellence, Getting to Good" has been developed and sets out the following 7 key priorities:*

1. *Increase the voice and influence of Manchester's children and young people.*
2. *Support and develop children's readiness for school and adulthood embedded in an approach to early intervention.*
3. *Everyone a leader - an empowered, capable and stable workforce; effective in the management of risk, Performance and planning for children.*
4. *Continually improve outcomes for all children, including looked after children (LAC)/children and young people with special educational needs or disabilities (SEND) and 'reduce the gap' against National.*
5. *Safely reduce the number of children looked after and/or in need of a statutory service.*
6. *Sufficient range and choice of high quality early years, school, college, youth play and care provision which provides value for money.*
7. *Lead the development of future arrangements for safeguarding partnership in response to legislative change.*

- 5.5 Members of the committee are invited to review the full Children and Education Services Directorate business plan for further detail on the delivery of these priorities.

### **Troubled Families**

- 5.6 A large proportion of the families supported through the Troubled Families programme presented as unemployed and / or had debt issues. Through their engagement with the programme, some significant improvements have been recorded:

- Of the 61% of families with at least one adult out of work and claiming benefit, 16% were no longer in this position 12 months after intervention
- Beyond 12 months, 20% of those who's outcomes had improved started to claim these benefits again. The analysis is currently based on the number of people whose out of work benefit has ended for more than 12-months, but it should be noted that this does not currently contain complete information regarding the number of people who actually entered employment.
- Based on previous analysis of the programme, it is estimated that two-thirds of people who came off out of work benefits entered a confirmed job; this means that confirmed job outcomes would be around 11% of the overall cohort.

- 5.7 It is difficult to measure employment outcomes for Troubled Families at the moment due to families transitioning onto Universal Credit (UC). Previously, employment outcomes were identified when an individual ceased to appear on the monthly DWP benefit return. However, due to UC it has become difficult to determine if an individual has stopped appearing due to an employment outcome or because they are now claiming UC.

### **Family Poverty Strategy**

- 5.8 The Family Poverty Strategy was launched on 4 October 2017 and has since gone on to establish a delivery structure consisting of a core group which has overarching responsibility for coordination and delivery across three thematic working groups; Basics, Resilience and Sustainable Routes out of Poverty. Each of these working groups has now established a high level 12 month delivery plan, with progress being measured against the strategy's overarching aims .
- 5.9 The strategy is wide-ranging and ambitious in its scope, and detailed reports on the performance measurement of the various working groups are scheduled throughout the year, with the next report going to Economy Scrutiny Committee on 6 March 2019. Members are encouraged to review the report for a more detailed assessment of progress.

**Improving Life Chances, Aim 3:** *Provide volunteering, apprenticeship and training opportunities in the city, working with our public and voluntary sector partners to do this and influence other organisations to do the same. We will increase the number of volunteer hours worked in the city, and raise the median average annual earnings of Manchester's working people. Manchester residents will be paid at least the real living wage.*

- 5.10 Manchester has, throughout the lifespan of the equality objectives, continued to provide a broad spectrum of volunteering opportunities with some very encouraging results. An update report on volunteering was provided to this Committee in October 2018, which Members are encouraged to revisit in relation to this aim.
- 5.11 Since the equality objectives were introduced in 2016 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%. At the Council's annual Ethical Procurement event held on the 5th March 2018, called 'The Power of Procurement', supply chain statistics were released which included:
- Suppliers to Manchester City Council created an estimated 705 apprenticeships and circa 1,160 jobs
  - Procurement spend with Manchester based organisations was £319.5 million, 71.6% of total spend with the top 300 suppliers
  - Proportion of procurement spend with SMEs has increased from 46.6% in 2014/15 to 59.4%

- Suppliers to Manchester City Council created and estimated 423 employment opportunities for “hard to reach” individuals and provided an estimated 68,862 hours of support to the voluntary and community sector
- It is estimated that suppliers spent nearly £134 million back in the Manchester economy on local suppliers and suppliers of their own

- 5.12 However, these positive trends do not, unfortunately, reflect the full picture when considering apprenticeships. A national decline in apprenticeship starts continues, but at a higher rate following the introduction of the Apprenticeship Levy in April 2017. The overall decline is particularly sharply felt in Manchester; between 2015-16 and 2016-17 (stats for 2017-18 are not currently available), apprenticeship starts reduced by 3% nationally, by 6% across GM and by 8% in Manchester. In 2017-18 Manchester recorded 14% fewer starts than 2016-17, although this drop was smaller than England’s reduction of 24% or the fall of 22% across GM.
- 5.13 The 2016-17 data show that starts reduced most amongst those aged 25+; the 2,000 starts in Manchester for this cohort was a drop of 410 or 17%, although again lower than the national decrease of 32% or GM’s fall of 27%. Notwithstanding the decrease in apprenticeship starts for ages 25+ in Manchester, the city retains a more favourable record for this cohort than its comparators; 54% of starts locally compared to 41% nationally. However, Manchester’s main decline over the same period has been in the 19-24 and under 19 age ranges, with 620 or 39% fewer and 420 or 36% fewer starts respectively. Manchester’s proportion of under 19 starts for 2016-17 is 20%, compared to 28% nationally. Work continues in the Council to maximise the opportunities and aims to reverse the downturn in apprenticeship starts locally, despite the prevailing nation trend.
- 5.14 The ONS Annual Survey of Hours and Earnings (ASHE) shows a year in year increase in the employee median average annual earnings both for those who work in Manchester and for Manchester residents. The increase for those working in Manchester has increased from a median average of £26,324 in 2017 to £26,814 (provisional) in 2018. Whilst the median average for Manchester residents is lower in each year, it has risen more sharply than the workforce figure, from £20,555 in 2017 to £21,896 (provisional) in 2018. An increase in the Manchester Minimum Wage in April 2018 demonstrates the Council’s commitment to assuring a more beneficial and economically advantageous employment opportunity for Manchester residents, and aims to support the Our Manchester Strategy priority of ensuring that everybody is paid at least a real living wage.

**Improving Life Chances, Aim 4:** *Take a joined up approach with our public and voluntary sector partners to raise awareness of hate crime and help people feel more confident to report it. We will increase the number of places where people can report hate crimes and make sure organisations know how to give the right support. Across our partnership, we will make sure appropriate action is taken swiftly to address hate crime using both criminal and civil powers available to us.*

5.15 Hate Crime Awareness Week (from 4 - 11 February 2019), is now in its seventh year and has gone from strength to strength during this time. The event includes all ten local authorities across Greater Manchester and has full partnership support, from Greater Manchester Police and the Mayor's office to all public transport and the voluntary and community sector. The campaign is now recognised regionally and reaches Lancashire, Cheshire and Merseyside areas. There are over 100 events taking place across the region to raise awareness, celebrate diversity and promote cohesion in Manchester and Greater Manchester's communities.

5.16 Activity throughout 2018 has culminated once again with residents across GM being encouraged to sign up to the Let's End Hate Crime – the Greater Manchester Promise campaign, and to pledge their support by agreeing the following:

*"I'm proud that Greater Manchester is a place where everyone is free to be themselves: where no one should face violence, abuse or hatred just because of who they are, who they love, where they're from, what they look like or what they believe. If I see someone abused like this I won't stand by. I'll take a stand and:*

1. *support them*
2. *challenge their abuser, if it's safe; and*
3. *report it.*

*I make this promise to stand up for a Greater Manchester where we all look out for each other, we all stick up for each other, and we all stand together."*

5.17 Chief amongst the developments of the last few months is the agreement of all 10 GM local authorities to be part of a Greater Manchester Hate Crime strategy. Over the next few months a number of workshops will take place across GM to give an opportunity to consult on the strategy with partners, stakeholders, members and the voluntary and community sector. Following these workshops, a public consultation document will give residents an opportunity to have their say with the aim to launch a GM hate crime strategy autumn 2019.

## **6. Celebrating Our Diversity**

6.1 Manchester has a long tradition of proudly and publicly championing equality and diversity and celebrating the differences that make us collectively unique. 2018-19 has been no different and amidst the city's usual busy calendar of events that promote diversity and raise cultural awareness, a few moments specific to 2018 rightly stand out.

6.2 In June Manchester, along with the rest of the UK, marked 70 years since the Empire Windrush first landed at Tilbury Docks. As well as being a wonderful opportunity to celebrate the contribution and achievements of Manchester's African Caribbean residents, Manchester took the opportunity to promote good

race relations more widely with community events throughout the city aimed at bringing people together, to learn about the Windrush generation story and connect with their neighbours based on a better understanding of their roots.

- 6.3 September kicked off with the inaugural Festival of Manchester. The day-long celebration of Manchester's diversity across identities, cuisines, arts and cultures was held at Platt Fields Park, and was both well attended and hugely popular. With a distinctly Mancunian air, the event successfully drew individuals and communities together to appreciate and engage in the things that make us different, but with an overriding sense that one thing connected everyone on the day; a love of Manchester.
- 6.4 Throughout the year, Manchester marked the centenary of the Representation of the People Act 1918 which importantly gave some women the right to vote. Spearheaded by Manchester's own Emmeline Pankhurst, the Suffragette Movement was born and cultivated in the city and the year ended with the erection of the Emmeline Pankhurst statue in St Peter's Square in December. As Manchester's first statue of a female figurehead, and with her significance to women's equality recognised not just in Manchester but internationally, it is fitting that she stands within the town hall complex as a permanent reminder of the city's commitment to equality and fairness.
- 6.5 These few examples do not by any means fully represent the scale and breadth of Manchester's ongoing commitment to celebrate the city's diversity, and Members are encouraged to consider the report elsewhere on this agenda, 'Community Events', as further examples of this commitment.

## **7. Developing Our Equality Objectives 2020 - 24**

- 7.1 The Council's current equality objectives are scheduled to expire at the end of March 2020. In the spirit of Our Manchester, consideration is already being given as to the best approach to co-designing a new set of objectives for the 2020-2024 period with residents and partners across the City. Whilst the Council is legally required to develop objectives as an organisation, thought will be given at the earliest stage as to how these objectives can support the city-wide Our Manchester aspiration.
- 7.2 The work proper on this will be undertaken in the 2019-20 financial year and is subject to a robust planning process to ensure that the statutory requirements set out at section 1 of the report are met, and that all key stakeholders are identified and involved as appropriate. Below is an indicative timeline of activity for the year.
- 7.3 It is important to note that the Council is not starting from a position of no evidence when devising its revised objectives. A broad spectrum of intelligence and evidence will be taken into account including, but not limited to, equality-focused evidence such as the outcomes of the EFLG review, the Communities of Identity report, programme-specific evidence (i.e. Age Friendly Manchester, Our Manchester Disability Plan) and the Council's annual workforce equality report.

- 7.4 In addition, a horizon scanning exercise will be undertaken across other relevant organisations (i.e. NHS providers, Greater Manchester Police, other EFLG excellent local authorities) to identify good practice and look for synergies to inform the approach to the objectives refresh.

### Equality Objectives Review - Indicative Timescale

<ul style="list-style-type: none"> <li>Stakeholder mapping and identification of codesign opportunities (i.e. tie in with community engagement strategy)</li> </ul>	April 19
<ul style="list-style-type: none"> <li>Horizon scan of best practice and synergies (engagement with relevant parties for background)</li> <li>Review of existing local evidence-base</li> <li>Design review process and begin to engage stakeholders</li> </ul>	April - June 19
<ul style="list-style-type: none"> <li>Codesign process across various strands of activity (each with individual timescales)</li> </ul>	Start of July - end of October 19
<ul style="list-style-type: none"> <li>Assessment of feedback and design of refreshed objectives</li> </ul>	November - December 19
<ul style="list-style-type: none"> <li>Consultation on draft objectives with key stakeholders (officers, TUs, members, VCSE and public partners) (Jan - Feb 20)</li> </ul>	January - February 20
<ul style="list-style-type: none"> <li>Agreement and sign-off - March 2020</li> </ul>	March 20
<ul style="list-style-type: none"> <li>Revised objectives published and promoted</li> </ul>	March 20

## 8. Assessment of the Directorate Equality Delivery Plans 2019-20

- 8.1 The Council's business planning approach describes its core business priorities for each financial year and uses a series of delivery plans in support of the main narrative to more specifically capture the deliverables across a range of performance areas. One of these is the Equality Delivery Plan (EDP), where Directorates are able to clearly outline:
- Achievements in preceding 12 months in support of the Council's overarching equality objectives
  - A clear plan for equality activity in the next 12 months, and;
  - An early stage assessment of what the potential equality impacts of their overarching business and budget plans will be and, specifically, where and when EIAs will be undertaken to fully understand this.
- 8.2 The EDPs for 2019-20 are available for consideration at *Appendix 2* of this report. Whilst the EDPs are varied in their content, there are a number of thematic threads that run through them, as highlighted below.



8.3 Across the EDPs, specific protected groups are consistently identified for targeted work; in some cases these are references to services / changes being fair and accessible for all but on the whole, Directorates have been clear and specific about how individual programmes of work affect specific groups in Manchester. There is a great deal of focus on disabled people across the Council's spectrum of activity with most EDPs making some reference to targeted work to meet disabled residents needs. Similarly, there are numerous targeted initiatives for older people, BAME residents and LGBT+ residents. Examples include:

- Work in Adults to scale up activities on the Our Manchester Disability Plan, Mental Health and Older People's Strategy work
- Homelessness' work to develop new data capture measures for homelessness accommodation and support services that reflect best practice guidelines around LGBT+ individuals
- The delivery of both training on LGBT+ awareness for staff and carers, and a Children with Disability Conference in Children and Education Services
- The joint work underway across Strategic Development and Adult Social Care to deliver Manchester's Extra Care development programme, including the introduction of an LGBT Extra Care Scheme
- Activity led by the Core to increase the proportion of BAME and disabled employees in the Council's workforce at all levels

8.4 The EDPs shine a light on the importance of strengths / asset based approaches to the Council. Many of the system or service improvements that are cited in the EDPs focus on strengths-based conversations as a pivotal mechanism to reduce dependency and increase resilience. Linked to this, there is also a notable focus on the importance of engagement and codesign, with some of the user groups identified above becoming very much involved in the design and feedback on the services that affect them most.

8.5 There is a strong sense across the EDPs that the success of Manchester's priorities lies in the establishment and cohesion of effective partnerships. Many of the Council's priorities hinge on co-delivery with partners and there is clearly a strong commitment to continuing to strengthen the ways that these partnerships operate. Indeed, another common theme across the EDPs is one of strengthening the collation and sharing arrangements of data. As noted earlier in this report, Manchester has some excellent examples of this being embedded across partner relationships, with independent recognition of the city's successes. It is encouraging to see such widespread commitment to continuing this type of approach.

8.6 Whilst the EDPs present a strong sense of equality and inclusion being embedded in the organisation's strategic thinking, there are invariably areas that would benefit from more clarity being provided. At its meeting of 7 February 2019, Members of the Communities and Equalities Scrutiny Committee requested more information on two areas identified with the schedules of EIAs presented to the committee. Specifically, Members requested:

1. For all gaps in the EIA schedule to be filled;
2. Clarity on the proposed equality analyses related to 'all major residential and commercial developments' (i.e. whether this is a stand-alone analysis or a collection of analyses, associated timescales and responsibilities, and updates on analysis findings)

8.7 Taking each of these requests in turn, Members are advised that:

#### 8.7.1 **Gaps in the EIA schedule**

Clarity has been provided to fill gaps in the EIA schedule, including specific proposed EIA completion dates, where available. Further detail is provided below for one item which currently does not have a specific EIA date proposed:

##### *Neighbourhoods - New Cycle and Walking Routes EIAs*

The ongoing programme of work to deliver cycle and walking route schemes continues with further schemes being planned for 2019-20. The individual schemes within the programme will be subject to separate EIAs, rather than one programme-wide analysis. A timeline for individual schemes is currently being established with specific dates for EIA completion to follow; this is expected to be agreed by the end of quarter 1 of 2019-20.

#### 8.7.2 **More detail on the proposed equality analyses related to 'all major residential and commercial developments'**

It is proposed that the Development Team take a leading role in ensuring that all future developments (residential, commercial and other) are subject to an appropriate Equality Impact Assessment. To complete this work an assessment of existing processes and systems will be completed and a change to existing processes will be implemented. It is anticipated that this work should be complete by the end of the financial year and the final process will result in an Equalities 'gateway' whereby all new developments will need to demonstrate how they meet the Equalities Standards before they can be progressed.

For example, once the affordable housing strategy has been subject to the Equalities Impact Assessment all schemes under this strategy would pass through the gateway. Whereas other schemes would need to demonstrate compliance with an EIA policy framework or would be subject to individual EIAs. Individual EIAs for such schemes would be the responsibility of the scheme owner.

8.8 Directorate Equality Champions have been invited to the Committee's meeting on 7 March to respond to any specific queries on the EDPs and EIA schedules further to these items.

8.9 Progress against the current EDPs and the schedules of EIAs will be regularly reviewed by the Equality Champions Group, with champions providing a status update of each area of activity and taking a responsibility to work with Directorate leads to maintain progress throughout the coming year.

## **9. Conclusions**

9.1 It is gratifying to see from the data presented here that in the main, Manchester continues to make steady progress against its equality objectives and moreover, against the progressive and equitable strand of the Our Manchester strategy. In both cases, the measures of success are far-reaching and whilst many of the desired outcomes have not been fully realised yet, there is clearly progress being made.

9.2 The Equality Delivery Plans appended demonstrate both the organisation's continued commitment to promoting equality and to ensuring any potential adverse impacts in terms of diversity which may arise are identified and mitigated. These plans will be monitored both within Directorates and by the Corporate Equality Champions Group on a regular basis.

9.3 The year ahead will provide an opportunity for the organisation to take-stock on its achievements in relation to equality over recent years and to work with residents and partners in co-designing a new set of equality objectives for the 2020-2024 period. At the heart of this process will be the organisation's commitment to creating a truly progressive and equitable City as outlined in the Our Manchester Strategy.

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*Appendix 1: Manchester City Council Equality Objectives 2016 - 2020*

**Objective 1 – Knowing Manchester Better**

We will work together with Manchester’s citizens and our partners in the public and voluntary sectors to increase the quality of the information, knowledge and understanding we have about Manchester’s diverse communities and the value that we gain from this. This will allow us to work with each other to support ‘community cohesion’ – people from different backgrounds getting on well together in the local area and treating each other with respect and consideration – and make sure we develop policies, and provide and commission services that meet everyone’s needs.

We have four aims to support this:

**Aim 1:** Improve the way we get to know our communities and the people who are using our services and engaging with us. We want to understand how our work affects people’s satisfaction with life in Manchester, and whether people from different backgrounds get on well together. We will get better equality information to help us understand how what we do affects equality in Manchester, and to develop approaches that improve everybody’s outcomes.

**Aim 2:** Involve a wide range of people and organisations in developing and reviewing our work on equalities, strengthening our relationships with our partners and benefitting from the strong links that our voluntary sector partners have with Manchester’s communities.

**Aim 3:** Influence government policy and the decisions made nationally about equality monitoring, research, information that is gathered about people and how it’s used. We’ll share information with our partners in the public and voluntary sectors and use their knowledge to better understand our communities.

**Aim 4:** Use our growing and shared knowledge of Manchester communities with our partners, to make sure we have a joined up way of analysing how all the big changes in the city affect different communities.

**Objective 2 – Improving Life Chances**

We want everyone living in Manchester to have a good quality of life and equal chances. We know that for some groups in Manchester this is not the case. We will work with our partners to take a positive approach to removing inequalities.

We have four aims to support this:

**Aim 1:** Improve the health and wellbeing of all our residents and increase the life expectancy of Manchester people, by making sure they get better health and social care. We’ll do this by working with our partners to join up and improve health and social care services, and make sure all people get the support and information that they need in the right way for them. We will increase the proportion of adults participating in sport and leisure activities to improve their own health and wellbeing.

**Aim 2:** Improve the life chances and increase the aspirations and achievements of all Manchester children and adults in education, making sure that the right support is in

place to make access to a good education and pathways into employment attainable for everyone. We will reduce the percentage of children living in workless or low income households by supporting more troubled families into work.

**Aim 3:** Provide volunteering, apprenticeship and training opportunities in the city, working with our public and voluntary sector partners to do this and influence other organisations to do the same. We will increase the number of volunteer hours worked in the city, and raise the median average annual earnings of Manchester's working people. Manchester residents will be paid at least the real living wage.

**Aim 4:** Take a joined up approach with our public and voluntary sector partners to raise awareness of hate crime and help people feel more confident to report it. We will increase the number of places where people can report hate crimes and make sure organisations know how to give the right support. Across our partnership, we will make sure appropriate action is taken swiftly to address hate crime using both criminal and civil powers available to us.

### **Objective 3 – Celebrating Our Diversity**

Manchester's great strength is its diversity; we've achieved a lot for our different communities. We will maintain and build on with what we've achieved so far, going even further to celebrate Manchester's diversity, telling people how this makes the city better for everyone.

We have three aims to support this:

**Aim 1:** Collaborate across sectors to organise and promote events and targeted communication campaigns that celebrate our different groups and give a greater awareness and understanding of them. We'll make sure people are involved and informed.

**Aim 2:** Grow Manchester's national and international profile as a diverse, inclusive city that cares about equality. Promote the work we do on equalities across all sectors and communities, from big city centre events to small self-forming groups, to make Manchester an exemplar of equality activity.

**Aim 3:** Make good use of the communication channels we and our partners have available – like websites, social media and community involvement – to celebrate our diverse city and tell people how we're achieving these objectives. We will make sure the information is accessible for all and tells people what they need to know and how they can get involved.

*Appendix 2: Manchester City Council Equality Delivery Plans by Directorate 2019 - 20*

**Appendix 2.1: Adult Social Care Equality Delivery Plan 2019-20**

**How does Adult Social Care activity and priorities for the year ahead support the promotion of equality and diversity in the City in alignment to the 3 equality objectives?**

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

**1. Knowing Manchester Better**

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

**2. Improving Life Chances**

- Work in partnership with MHCC and MLCO to implement the Locality Plan ; ensure that the commissioning approach is informed by the equality data available from sources such as the JSNA
- Continue to reduce inequalities in Manchester residents' outcomes through developing new models of care with Health and tackling the wider determinants of health through effective partnership working arrangements, in particular those with health, schools, independent providers, other local authorities and the voluntary and community sector
- Neighbourhood teams being put in place as MLCO becomes operational will ensure integrated services, better understanding and responding to the needs of people in those areas (including a consideration of protection characteristics), resulting in improved outcomes.

**3. Celebrating our Diversity**

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

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

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

- The integration with health delivered through the MLCO and MHCC will benefit the whole population through improved joint working, a seamless experience and reduction in duplication.
- Co-production with local groups, patients, staff and service users is planned and further engagement with groups across the City as MHCC and MLCO are rolled out. This includes the new shift, incorporating Public Health priorities, towards self help/self care as communities – including those with protected characteristics – are supported to avoid unnecessary unplanned admissions to hospital and residential and nursing homes and to speed up safe transfer of people from these settings home.
- Development of new models of care for specific client groups (e.g those with mental health issues, complex needs, the elderly).
- EIAs have already been completed for those new models of care that will be implemented over the coming months, with the documents forming a key element of the business cases. All partners involved in deliver the Locality Plan are well aware of the need to undertake EIAs on service changes resulting from transformation. The service is committed to delivering EIAs for other new care models which will be developed over this business plan period.

<b>Commissioning and Adult Social Care</b>				
<b>Proposal</b>	<b>Proposed EIA Completion Date</b>	<b>Decision Date</b>	<b>Senior Management Lead</b>	<b>Comments on initial potential impacts</b>
<i>Development of an integrated Health &amp; Social Care Command Centre (Front Door)</i>	<i>Sept 19</i>	<i>Oct 19</i>	<i>Assistant Director - Adult Social Care</i>	<i>No negative equality impacts anticipated at this stage</i>
<i>Commissioning services to sit in Connect 2 Support</i>	<i>Apr 19</i>	<i>May 19</i>	<i>Assistant Director - Adult Social Care</i>	<i>No negative equality impacts anticipated at this stage</i>
<i>Redesign Comms Alarms &amp; Manchester Supported Independent Living Service</i>	<i>May 19</i>	<i>Jun 19</i>	<i>Programme Lead, Health and Social Care Integration</i>	<i>No negative equality impacts anticipated at this stage</i>



<i>Enhance the Assistive Technology offer</i>	<i>Jul 19</i>	<i>Aug 19</i>	<i>Director, Adult Social Care Transformation</i>	<i>No negative equality impacts anticipated at this stage</i>
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## **Appendix 2.2: Homelessness Equality Delivery Plan 2019-20**

The Homelessness Service is committed to delivering the vision of Manchester's Homelessness Strategy, which is to end homelessness in the city. As part of Manchester's Homelessness Partnership the Council is working with healthcare and other public services, charities, faith groups, businesses, institutions and other organisations to adopt the values of the Charter and to reduce the inequalities that lead to people becoming homeless.

### **Activity undertaken in 2017-18 year to promote equality and diversity in the City in support of the Council's equality objectives and supporting aims:**

During the previous year the Homelessness Service has promoted equality and diversity in a number of ways, including through ongoing work to deliver against the five areas of the Equality Framework for Local Government (EFLG).

- Development of new data capture measures for homelessness accommodation and support services that reflect best practice guidelines around LGBTQ individuals
- Development of co-production mechanisms with the Homelessness Partnership to ensure that we listen to the views of people who have insight into homelessness and formulate policies, procedures and services with them at the heart of all we do.
- Planned activity and priorities for the next year to promote equality and diversity in the City in support of the Council's equality objectives and supporting aims
- The Homelessness Service will continue to develop and embed equalities promotion and activity within their work. This will include working with partners, including statutory, voluntary, and faith organisations to deliver the vision and aims of the Homelessness Strategy.

#### **1. Knowing Manchester Better**

- continue to develop a co-production approach with the aim of engaging with, and understanding, the diverse experiences of people using services
- continue to develop strong links with statutory and voluntary sector partners, including working with partners to share knowledge and understand the impact of big changes within the city on different communities
- embed and expand the Our Manchester approach in services, building on our self-assessment rating of 'developing'
- improve data capture and cohort analysis, including developing new tools and systems such as the MAS Gateway to better know our communities and people using our services

## 2. Improving life chances

- continue to reduce inequalities in Manchester residents' outcomes through developing services that focus on early intervention and prevention to stop families and individuals becoming homeless, and improving access to settled homes for people in temporary accommodation
- work closely with partners to help people who are homeless into volunteering and subsequently employment therefore contributing to sustained economic growth that benefits everyone

## 3. Celebrating our Diversity

- continue to promote the diversity of Manchester residents, making use of communication channels and partners to celebrate Manchester's diverse communities
- continue to develop a diverse and inclusive workforce
- embed the involvement of people with personal insight of homelessness in all recruitment, commissioning, and service design processes

### **Proposed changes and activities over this budget and business planning period that have an impact on equalities in general or specific protected characteristics in particular:**

There are a range of ongoing and new activities within the Homelessness Service that will directly impact on equalities:

- Development of the MAS Gateway, which will facilitate access to housing related support services and allow comprehensive data monitoring of services. The Gateway is being co-produced with partners and people who use services in order to ensure it best meets their needs. It is anticipated that the Gateway will have a positive equality impact as it will ensure that individuals with the greatest need are given access to services. Mitigating actions to address any potential or unforeseen negative changes are being addressed as part of project planning and co-production.
- The commissioning of the accommodation services, which provide accommodation for people who are vulnerable and homeless
- The transferring of the management of dispersed temporary accommodation from the Council to a provider to improve standards of properties.

### **Monitoring of the Equality Action Plan**

The schedule of EIAs below merely reflects the planned activity at the point of writing the Budget and Business Plans. The Homeless Equality Champion and Equality Team lead will work together on an ongoing basis to drive EIA activity in more detail. This work will include continual updating of the EIA schedule and the continual monitoring and evaluating of the effectiveness of the mitigation activity.

<b>Homelessness</b>				
<b>Proposal</b>	<b>Proposed EIA Completion Date</b>	<b>Decision Date</b>	<b>Senior Management Lead</b>	<b>Comments on initial potential impacts</b>
<i>Development of the Manchester Access and Support Gateway</i>	<i>Feb 19</i>	<i>Mar 19</i>	<i>Strategic Commissioning Manager</i>	<i>No negative equality impacts anticipated at this stage</i>
<i>Commissioning of the young people's pathway</i>	<i>Mar 19</i>	<i>May 19</i>	<i>Strategic Commissioning Manager</i>	<i>No negative equality impacts anticipated at this stage</i>
<i>Housing Related Support commissioning</i>	<i>Feb 19</i>	<i>Mar 19</i>	<i>Strategic Commissioning Manager</i>	<i>No negative equality impacts anticipated at this stage</i>
<i>Advice Commissioning</i>	<i>Feb 19</i>	<i>Mar 19</i>	<i>Strategic Commissioning Manager</i>	<i>No negative equality impacts anticipated at this stage</i>
<i>Procurement of dispersed temporary accommodation</i>	<i>Apr 19</i>	<i>May 19</i>	<i>Business Delivery Operational Manager</i>	<i>Positive equality impacts anticipated at this stage</i>

### **Appendix 2.3: Children and Education Equality Delivery Plan 2019-20**

#### **Children and Education**

The Children and Education Directorate priorities directly support the EFLG and its activities reduce inequalities through effective partnership working, in particular those with health, schools, independent providers, other local authorities and the voluntary and community sector. The Directorate delivers its core business in line with the Council's strategic equality objectives, in particular Improving Life Chances.

#### **Activity undertaken in 2017-18 year to promote equality and diversity in the City in support of the Council's equality objectives and supporting aims:**

During the previous year the Directorate has promoted equality and diversity in a number of ways, including through ongoing work to deliver against the five areas of the Equality Framework for Local Government (EFLG).

- Ensuring the voice of children and young people is at the centre of everything we do is the Directorate's highest priority and key influencer in decision making and services that affect their lives, including developing a curriculum for Life and Employment, and the reform of services to Care Leavers. This

takes account of all equalities characteristics including ethnicity, gender, sexual orientation, disability and culture.

- We have further embedded strength and asset based approaches that have taken place across the Directorate such as strength based approaches to family intervention, Education, Health and Care Plans, Parent Champions for Special Educational Needs and Disability, the Signs of Safety Social Work model, and Solution Focussed Restorative Leadership and Supervision for staff, whilst monitoring the protected characteristics that people identify with.
- The joint Directorate continues to embed and expand our existing Our Manchester led initiatives across services and be a systems leader in promoting these new ways of working across the Council and partners.
- We focus on reducing inequalities in Manchester residents' outcomes through effective partnership working arrangements, in particular those with health, schools, independent providers, other local authorities and the voluntary and community sector
- Targeted youth support vital securing support for young people most at risk of disengaging from learning and secure pathways into further learning and employment.
- In line with the Our Manchester Strategy, the directorate leads the promotion of a different relationship between public services, residents (including our children and young people), communities and businesses, making sure that all are more involved in services.
- We support diversity within the education system in relation to embedding British Values and meeting the Prevent Duty.
- Continued to develop our understanding of our customer base through cohort analysis characteristics; we have delivered LGBT training for staff/carers and a children with disability conference.

**Planned activity and priorities for the next year to promote equality and diversity in the City in support of the Council's equality objectives and supporting aims:**

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

- Children's Services Single Service Plan promotes a different way of working in the city, one which at its core forges a deeper understanding of children, families and local communities, listening to what they care about and working together to improve quality of life. An underpinning objective of the Directorate's Business Plan is to promote a culture of integration and inclusive approach. This will be focussed on;
- Delivering integrated services in the 3 geographical areas of the city linked to 12 neighbourhoods to achieve access to services in order for children and their families to receive a timely and 'right' intervention, that is sensitive to their individual needs; taking account of ethnicity, language, culture, sexual orientation, disability and gender. This priority is anticipated to have a positive impact in reducing the number of children unnecessarily involved with a statutory intervention.

- Continue to development an integrated social care, education and health assessment, planning and commissioning service for children and young people with complex needs and/or disability. This is expected to include the assessment, planning and commissioning for those Children and young people who have complex needs, are placed in high cost provision and require a multi-agency approach subject to a single commissioning function.
- Ensuring that the schools system/places in Manchester continues to improve and has sufficient places that meet the needs of our child population and meets the needs of the cities communities. The aim is to increase the number of children attending and schools judged by Ofsted to good or better; reducing exclusions.
- Ensure Manchester's Early Help offer is integrated and aligned to an Early Years offer that is integral the aforementioned locality delivery model. The intention is to identify children's needs earlier and provide the right support in order to ensure our children have the best start in life.
- Reform and modernisation of Services to Care Leavers

**Proposed changes and activities over this budget and business planning period that have an impact on equalities in general or specific protected characteristics in particular:**

- The implementation of the Children and Education Locality Model will further embed the Our Manchester behaviours and principles, promoting a culture of integration and inclusive approach cross a geographical area enabling practitioners to work together in a locality, having conversations to agree effective, right and timely interventions resulting in positive change for our children to have safe happy, healthy and successful lives. The implementation of the model will mean that our resources are allocated proportionally across teams, localities and services based on need.
- There will positive activities taking place over this business plan period that will have an impact on equalities; where there are specific needs identified, these will be informed by an individual assessment that gives due regard to equality.

<b>Children and Education</b>				
<b>Proposal</b>	<b>Proposed EIA Completion Date</b>	<b>Decision Date</b>	<b>Senior Management Lead</b>	<b>Comments on initial potential impacts</b>
<i>Delivery of Children's Locality Plan</i>	<i>November 2019</i>	<i>December 2019</i>	<i>Strategic Director - Children and Education Service</i>	<i>No negative impacts anticipated</i>
<i>Reform of Services to Care Leavers</i>	<i>June 2019</i>	<i>October 2019</i>	<i>Deputy Strategic Director - Children's Services</i>	<i>No negative impacts anticipated</i>

<i>Reconfiguration of Early Years Delivery Model</i>	<i>June 2019</i>	<i>October 2019</i>	<i>Strategic Head of Early Help</i>	<i>No negative impacts anticipated</i>
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## Appendix 2.4: Neighbourhoods Equality Delivery Plan 2019-20

Progress to date 2018/19:

- The Directorate supported the re-accreditation of the council as ‘excellent’ in the Equalities Framework for Local Government and has actively delivered against the corporate priorities. The Directorate has a good understanding of its communities and recognises that there are changing dynamics in the city as new communities emerge, and existing communities grow and change. The Manchester Active Card is a good example of how the directorate is finding new ways to gather information about customers who use Council facilities. This is also enhanced by the well-established cross service Widening Access and Participation Board that ensures opportunities to access and participate in leisure, libraries, galleries and culture and inclusive of all Manchester residents. The Libraries services has implemented Libraries Open Plus which allows residents increased access to library facilities through a self-serve offer, a full equality impact assessment (EIA) has been completed and ongoing usage will be monitored.
- The existing ward coordination approach continues to provide some excellent examples of responding to the needs and opportunities identified by local communities and working together for early intervention, focusing on the solutions and supporting community cohesion. The Neighbourhood Investment Fund (NIF) is heavily promoted throughout the community and work will continue to focus on engaging as many new groups as possible. Bringing Services Together for People in Places will also test the boundaries of traditional working and will help services and organisations to share information and resources to provide a more neighbourhood / person centred approach to service delivery.
- The new Leisure contract was successfully awarded in 2018 and the new operating model is now in place. A full EIA was completed and the service is implementing a review of its activity to ensure there is an accessible and representative offer for our communities. The project to increase recycling in apartment blocks was successfully rolled out and an EIA completed as planned. The project involved significant engagement with residents, management companies and building owners to ensure the needs of the residents were successfully met and has resulted in an increase in recycling. Last year’s proposal to complete an EIA for the fine turf offer (bowling greens) was not completed however this was due to changes in proposed activity; following consultation with service users, planned service changes were not implemented and provision remained at a consistent level.
- The Highways services fully recognises how its work can have a direct impact on the city’s residents and ongoing consideration to these needs is embedded within the daily operations. Congestion relieving projects help improve air quality and improve health. Whereas public realm works, safer pavements in a better condition, improved resident parking and new LED street lighting all contribute to the safety of an area, support people with reduced mobility and encourage people to be social and active, improving

- health and well-being and tackling isolation and loneliness. Highways are now starting to complete Equalities Impact Assessments for each project.

### 2019/20 Changes and Activities

- Proposed budget reduction will be implemented through service efficiencies and will not have a material impact on service provision. However there are a number of service changes which are due to changes in national policy, changing context and / or expanding an existing service provision. These will be subject to relevancy assessments and, if appropriate, full EIAs will be completed:

<b>Neighbourhoods</b>				
<b>Proposal</b>	<b>Proposed EIA Completion Date</b>	<b>Decision Date</b>	<b>Senior Management Lead</b>	<b>Comments on initial potential impacts</b>
<i>Manchester Volunteer Inspire Programme</i>	<i>Apr 19</i>	<i>Jun 19</i>	<i>Chief Operating Officer Neighbourhoods</i>	<i>Extending volunteering to enable more residents to volunteer where they live</i>
<i>School Catering</i>	<i>Oct 19</i>	<i>n/a - no service change</i>	<i>Head of Commissioning and Delivery</i>	<i>Assess existing provision meets the needs of increasingly diverse customer base</i>
<i>Changes to Channel and Dovetail</i>	<i>Sept 19</i>	<i>March 20, following implementation of pilot</i>	<i>Chief Operating Officer Neighbourhoods</i>	<i>Assess impact of revised model of delivery tested through pilot</i>
<i>Public Space Protection Orders</i>	<i>Sept 19</i>	<i>Dec 19</i>	<i>Chief Operating Officer Neighbourhoods</i>	<i>Assess impact of PSPOs on diverse communities (pending outcome of public consultation)</i>
<i>Refreshed Waste Strategy</i>	<i>Dec 19</i>	<i>Mar 20</i>	<i>Chief Operating Officer Neighbourhoods</i>	<i>In line with national changes, to ensure no resident is disadvantaged by the refreshed strategic approach</i>
<i>Passageway communal collection review</i>	<i>Feb 20</i>	<i>Mar 20</i>	<i>Chief Operating Officer Neighbourhoods</i>	<i>Improvements to existing communal sites and potential collection systems changes</i>
<i>New cycle and walking routes</i>	<i>EIA schedule to be agreed</i>	<i>Decision dates of individual</i>	<i>Director of Highways Operations</i>	<i>New infrastructure projects meet the needs of diverse communities.</i>

	<i>by end June 2019</i>	<i>schemes to be agreed in Q2 019-20</i>		
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### Monitoring of the Delivery Plan

- The Directorate's Equality Champion will update this delivery plan, Directorate Management Teams and the Corporate Equalities Champions Group each quarter. Progress on the delivery of this plan is also reported to the Communities & Equalities Scrutiny Committee. A directorate equalities working group which has been meeting for over 2 years with membership from each service area. The group manages the delivery plan, embeds equalities within ongoing service planning /delivery and also manages delivery against the corporate priorities. A new model has been developed which demonstrates the cyclical relationship between understanding our communities and customers, using this to inform our planning, implementing service delivery, and therefore engaging our diverse communities. An area on the intranet has been established to explain this model and provide a central place to share data, planning and guidance, and good practice case studies. These are all designed to deliver against the corporate priorities of:

#### **Knowing Manchester Better: Take the time to listen and understand;**

- A central repository for demographic data has been established and shared via the city council intranet, providing easy access for all services.

#### **Improving Life Chances: We own it and are not afraid to try new things;**

- Sharing best practice in service delivery through case studies and debating approaches to equalities planning and monitoring to inspire new practice across services.

#### **Celebrating Diversity: Proud and Passionate about Manchester's communities**

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

### Appendix 2.5: Strategic Development Equality Delivery Plan 2019-20

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. Ensuring that every resident benefits from the growth of a City remains a core priority for the Directorate and is fully embedded within the ongoing work to review the City's social housing allocation policy and the approach to affordable housing. Throughout the planning process the equalities impacts of this work has been firmly embedded and changes to some aspects of service provision have been implemented, for example the marketing and advertising company for affordable housing has been asked to use media channels to reach more diverse communities.



The directorate also ensures that it clearly demonstrated how equalities impacts are considered during the planning and delivery of any new developments ensuring compliance with national guideline and legislation.

Manchester's Extra Care development programme, giving greater housing choice for older people, is well underway. In total, 7 schemes are in development which will deliver nearly 500 apartments by 2022. This will take the total extra care apartments in the City to well over 800. 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 has been further developed during the year, a site has now been confirmed and the provision is being designed with input from an LGBT elder reference group. Similarly, the proposals for the major development Northern Gateway is currently exploring the potential for collaboration and co-design with age-friendly Manchester. The Directorate is also committed to promoting the diversity of the City; to commemorate the centenary year of women's right to vote, one of the new roads in Brunswick was unveiled as "Sylvia Pankhurst Way".

Work is continuing on four new supported accommodation schemes for citizens with learning disabilities. A ten apartment scheme in Harpurhey will be complete in December 2019; Northfields in Moston is progressing with an expected completion date of May 2019 and twenty units at Scout Drive in Wythenshawe are also expected to be complete in May 2019. Work is ongoing with Commissioners from Adult Social Care to choose the floor coverings, tiles and confirming assistive technology infrastructure to support residents in living independent lives.

In 2018/19 the Work and Skills team joined the directorate to further strengthen the links between residents and the opportunities provided through the growth of the City. The team also works with diverse communities to ensure all residents have equal opportunity to access training, develop skills and secure sustainable employment. The implementation of the Our Manchester Disability Plan has been strongly supported by the Work and Skills Team who have coordinated the work and skills workstream plan. This has involved securing commitment from a number of anchor institutions to achieving Disability Confident Leader status which requires employers to ensure that their recruitment and staff development processes are inclusive. The team has led on a number of positive action activities to prepare disabled people for work via work tasters sessions and visits to the council. A case study on this work which involved the co-design of the plan, changes to service provision and a real life example of an individual securing employment has been developed and shared to promote good practice. Based on feedback from disabled people, the team is coordinating a targeted recruitment event for disabled people in March. The Work and Skills Team has also been supporting a piece of work with GMCA to increase the number of BAME apprentices, sharing the personal and powerful insight of a higher level apprentice within the team around her experience of finding and progressing within work.

The management of our Operational Estate also ensures that when moving teams, all staff with additional needs are supported with a personal relocation plan and all refurbished offices are designed to attain the DFA2 standards within DDA legislation. Additional interventions in 2018/19 include EIAs for the refurbished Hulme District Office and on the lease of City Road East; within the Town Hall Extension a new

dedicated expressing pod for mothers returning from maternity leave and the development of a new well-being space.

<b>Strategic Development</b>				
<b>Proposal</b>	<b>Proposed EIA Completion Date</b>	<b>Decision Date</b>	<b>Senior Management Lead</b>	<b>Comments on initial potential impacts</b>
<i>Factory</i>	<i>Mar 20</i>	<i>2021</i>	<i>Head of City Centre Regeneration</i>	<i>World class cultural centre accessible by all residents</i>
<i>Review of the Housing allocation scheme</i>	<i>Jun 19</i>	<i>Sept 19</i>	<i>Director, Housing and Residential Growth</i>	<i>Ensuring all Manchester Residents have equal access to social housing</i>
<i>Affordable Housing Policy</i>	<i>Feb 2020</i>	<i>March 2020</i>	<i>Director, Housing and Residential Growth</i>	<i>Ensuring all Manchester Residents have equal access to affordable housing options</i>
<i>All major residential and commercial developments</i>	<i>Various throughout 19-20</i>	<i>Various throughout 19-20</i>	<i>Strategic Director, Development</i>	<i>Ensuring residents benefit from residential and economic growth of city including employment opportunities</i>
<i>Refurbishment of Alexander House</i>	<i>March 20</i>	<i>2021</i>	<i>Head of Estates</i>	<i>Changes to estate meets the needs of diverse staff and residents</i>
<i>Skills strategy implementation</i>	<i>March 19</i>	<i>April 19</i>	<i>Head of Work and Skills</i>	<i>To ensure all residents benefit from equal access to sustainable employment</i>

### **Monitoring of the Delivery Plan**

- The Directorate's Equality Champion will update this delivery plan and provide quarterly progress reports to both the Directorate Management Teams and the Corporate Equalities Champions Group. Progress on the delivery of this plans is also reported to the Communities & Equalities Scrutiny Committee. A directorate equalities working group which has been meeting for over 2 years with membership from each service area. The group manages the delivery plan, embeds equalities within ongoing service planning /delivery and also manages delivery against the corporate priorities. A new model has been developed which demonstrates the cyclical relationship between understanding our communities and customers, using this to inform our planning, implementing service delivery, and therefore engaging our diverse communities.
- An area on the intranet has been established to explain this model and provide a central place to share data, planning and guidance, and good practice case studies. These are all designed to deliver against the corporate priorities of: Knowing Manchester Better: Take the time to listen and

understand; Improving Life Chances: We own it and are not afraid to try new things; and Celebrating Diversity: Proud and Passionate about Manchester's communities.

## **Appendix 2.6: Core Equality Delivery Plan 2019-20 Core**

### **1. How has the Directorate's activity over 2017-18 year supported the promotion of equality and diversity in the City in support of the Council's equality objectives and supporting aims (citing specific and tangible examples where possible)?**

The EDI Team led the Council's process of re-accreditation against the Equality Framework for Local Government (EFLG) in June 2018. EFLG Excellence, which the Council first achieved in 2015, is the Local Authority 'gold standard' in equality and diversity and 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. Following the peer-review, the Council was successful in achieving its Excellent level re-accreditation until 2021, making it one of a very select number of authorities to have not only achieved the Excellent accreditation (11 since 2015) but to have retained the award in consecutive terms (6 including Manchester).

The Our Manchester Funds Programme Team extended 12 month transition funding to a number of organisations, particularly BAME carers' organisations, that were not successful in the first round of Our Manchester VCS funding. This arrangement was made in recognition of the potential impact on groups based on identity and geography, and liaison with the targeted organisations has continued throughout 2018-19 to support and strengthen their operations. The Our Manchester VCS fund and the extension of transition funding to avoid a negative impact was well regarded by the EFLG peer team. The transition funding period draws to a close at the end of 2018-19.

The Council Tax Support scheme, managed by the Revenues and Benefits Service, is being updated to make it easier for working-age people on Universal Credit to claim Council Tax Support. The changes also simplify what happens to Council Tax Support when Universal Credit payments change by small amounts. A consultation exercise on the changes was carried out attracting 1,051 responses. The responses were from a broadly representative sample of Manchester residents based on gender, age, ethnicity and sexual orientation with just over half the respondents being in receipt of Council Tax Support. The responses support the changes and are feeding into the EIA in the change which is in the process of being finalised.

In May 2018 decisions on free school meals were passed on to schools. Schools were supported in purchasing an online free school meal checker which gives a decision straight away on whether a pupil is entitled to free school meals, which in itself is a qualifying criteria for the pupil premium maximising funding for the school.

Additional budget in the form of discretionary housing payments and welfare provision has been used to obtain and sustain tenancies to prevent homelessness.

Revenues and Benefits have trained frontline staff in housing and a provided dedicated resource to help with this. The welfare provision scheme more widely is used to help disabled / vulnerable people to stay in their home with support or to move into more suitable accommodation. This work will carry on into 2019/20.

Severe Mental Impairment exemption for Council Tax was reviewed and guidance for staff updated. A communications plan was also drawn up which included a friendly URL ([www.manchester.gov.uk/SMI](http://www.manchester.gov.uk/SMI)), staff broadcast, targeted Facebook campaign plus briefings for care staff and social workers.

Care leavers discount, introduced in 2017/18, was extended to anyone up to the age of 25. We also have a AGMA approach to dealing with the discount for consistency across Greater Manchester. We worked with Barclays Bank to improve their offer to care leavers including access to support going from Barnardos to the City Council.

**2. How does the Directorate’s planned activity and priorities for the years ahead support the promotion of equality and diversity in the City in support of the Council’s equality objectives and supporting aims (citing specific and tangible examples where possible)?**

Following the successful re-accreditation at the Excellent level; of the EFLG, the resulting areas for consideration arising from the report of the Local Government Association have been used to develop an EFLG action plan. This plan highlights areas for further improvement across all Council Directorates and against all 5 of the EFLG performance area. Monitoring, updating and developing activities against this plan will form the basis of the Council’s continuing equality performance measurement and management over the 2019-20 financial year, which in turn will inform the approach to refreshing the Council’s equality objectives.

The EDI Team will lead the consultation on and review of the Council’s equality objectives in 2019, with a refreshed set of equality objectives scheduled to be agreed and published by the end of the 2019-20 financial year. The review will consider the Council’s progress made against its 2016-20 equality objectives and seek to build on the approach taken to their development, bringing the voices and views of residents, communities of identity and relevant stakeholders (i.e. public and VCSE sector partners) into the objective setting process and making the resulting objectives more clearly aligned with the aims of the Our Manchester strategy. Due consideration will be given in the planning of this work to the equality objectives of other organisations required by the Public Sector Equality Duty to agree and set equality objectives (NHS, GMP etc.) to assess the extent to which there is a shared set of ‘Manchester equality objectives’ that cut across public services in the City.

The HROD service will progress a range of EDI workforce priorities throughout 2019-20. Giving due consideration to the outcomes of the 2018 EFLG review as well as a broader suite of qualitative and quantitative equalities evidence, HROD has defined a set of workplace inclusion activities which form the workforce strand of the EFLG action plan and fall within three broad headings:

1. A new model of workforce equality engagement
2. A new framework and approach to EDI learning and development

3. A refreshed approach to senior representation of underrepresented groups; increasing senior representation in terms of BAME and Disability in particular

These priority areas are underpinned by a refreshed equalities governance model, an internal communications strategy for EDI, and a strengthened workforce EDI Policy. All developments will be co-designed in partnership with Trade Unions through a TU Equality Forum which has been set up to meet six-weekly.

The Our Manchester Funds Programme Team has initiated a review of the VCS infrastructure contract. The contract review process is being co-designed with a steering group of relevant stakeholders and aims to provide infrastructure support to enable a diverse, thriving and resilient VCS in Manchester which makes a vital contribution to the aims of Our Manchester and which is geographically and characteristically diverse. Initial codesign conversations took place in late 2018 and the process continues into 2019-20, with the aim of the new contract commencing from October.

<b>Core</b>				
<b>Proposal</b>	<b>Proposed EIA Completion Date</b>	<b>Decision Date</b>	<b>Senior Management Lead</b>	<b>Comments on initial potential impacts</b>
<i>Shared Cost Additional Voluntary Contribution Scheme</i>	<i>Apr 19</i>	<i>May 19</i>	<i>Head of Workforce Strategy</i>	<i>Do not anticipate a disproportionate impact on any given characteristic arising from this proposal</i>
<i>Voluntary, Community and Social Enterprise (VCSE) Sector infrastructure contract review</i>	<i>Jul 19</i>	<i>Sept 19</i>	<i>Programme Lead - Our Manchester Funds</i>	<i>The contract review is subject to a codesign process throughout which equality considerations have been and continue to be factored in. This approach seeks to mitigate the risk of adverse equality impact from the review process</i>
<i>Revised Council Tax Support Scheme</i>	<i>Feb 19</i>	<i>Mar 19</i>	<i>Director of Customer Services and Transactions</i>	<i>Initial indications are that whilst a broad range of characteristic groups will be affected by the changes, none of these will be disproportionately impacted.</i>
<i>Counter-fraud investigations and prosecutions</i>	<i>Mar 19</i>	<i>Apr 19</i>	<i>Head of Audit and Risk Management</i>	<i>Do not anticipate a disproportionate impact on any given characteristic arising from this proposal</i>
<i>Highways claims process</i>	<i>Jun 19</i>	<i>Jul 19</i>	<i>Head of Audit and Risk Management</i>	<i>Do not anticipate a disproportionate impact on any given characteristic arising from this proposal</i>

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**Manchester City Council  
Report for Resolution**

**Report to:** Communities and Equalities Scrutiny Committee – 7 March 2019

**Subject:** Final Report and Recommendations

**Report of:** Our Manchester Voluntary and Community Sector (OMVCS)  
Fund Task and Finish Group

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**Summary**

This report presents the findings and recommendations of the OMVCS Fund Task and Finish Group. The Task and Finish Group carried out an investigation into the implementation of the new OMVCS Fund programme and the first funding round.

**Recommendations**

The Communities and Equalities Scrutiny Committee are asked to:

1. Note the findings of the Task and Finish Group and endorse the recommendations as set out in the report.
  2. To request a report on the implementation of the recommendations in 6 months.
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**Wards Affected:** All

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**Contact Officers:**

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Name: Rachel McKeon  
Position: Scrutiny Support Officer  
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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 the officer above.

None

**Appendices:**

**Appendix 1** – Terms of Reference of the Task and Finish Group

**Appendix 2** – Work Programme of the Task and Finish Group



## 1. Introduction

- 1.1. The Voluntary and Community Sector (VCS) sector is commonly regarded as a 'vital part of the fabric of the city, embodying many of the principles of Our Manchester,' (Cllr Sue Murphy, VCS Grant Prospectus 2018-2021); providing connections between local residents, their communities and a range of services and opportunities within local neighbourhoods.
- 1.2. The Our Manchester VCS (OMVCS) fund, was developed in recognition of the role of the VCS has in city, investing £2,466,033 a year for 3 years (£7.4m in total) into 62 organisations. The programme went live in April 2018 after an almost 2 year co-design process that involved representatives of the VCS, Members and Council and Manchester Health & Care Commissioning (MHCC) officers.
- 1.3. At the meeting of the Communities and Equalities Scrutiny Committee on 4 January 2018, following the first round of funding through the OMVCS Fund, Members raised some concerns about the process which had been carried out.
- 1.4. At its request, the Committee received additional information on this and discussed it further at its meetings on 1 February 2018, 1 March 2018 and 24 May 2018. At its 1 February 2018 meeting, the Committee decided that a group of Members should work with officers to review the process before the next round of funding applications. It was subsequently agreed at the Committee's 24 May 2018 meeting that this should take the form of a Task and Finish Group.
- 1.5. The Resources and Governance Scrutiny (RAGS) Committee also discussed this issue at its 1 February 2018 meeting and it was agreed that Members of the RAGS Committee be included in the membership of the Task and Finish Group.
- 1.6. The objectives of the Task and Finish Group were:
  - To identify and explore Members' issues with the process used for the first round of funding applications.
  - To identify and explore the issues VCS groups experienced.
  - To recommend improvements to address these issues in future funding rounds. To include consideration of:
    - a) How local intelligence, including Ward Councillors' knowledge, could be incorporated into the process.
    - b) how information and decisions can be communicated to Members in a timely and appropriate way
    - c) any other mechanisms which could be built into the process to improve it.

1.7. The Task & Finish Group has met on three occasions (as outlined within the Terms of Reference and Work Programme) focused on the following key areas:

- Overview of the first funding round
- Evidence from stakeholders, specifically VCS organisations that applied successfully and unsuccessfully for the grant; and
- Communication with Members.

## **2. The Members Task & Finish Group Recommendations**

2.1. The discussions from the Members Task & Finish Group have been consolidated into the following recommendations:

### **2.2. Communication**

- The Programme Team (OMVCS) is the central management and communication point for all OMVCS grant funding rounds. This includes information on all aspects of the process, assessment, decision making, monitoring and evaluation.
- General communication about the OMVCS programme and grant funding rounds to be sent to all 96 Members, including (but not limited to) –
  - Information on consultations, co-design processes and opportunities
  - Funding round information e.g. workshops, launch events, prospectus, links to application packs
  - Successful and unsuccessful applicants
  - Activity updates, newsletters, Twitter feeds
- The Programme Team to produce and send a ‘Fact Sheet’ for all Members prior to the launch of new grant funding rounds, with simple bullet point reminders, key messages, information and dates.
- Information about the VCS and Programme Team including key contacts to be built into the induction process for new Members. This information can be extended to existing Members as a refresher/update.
- Communication relating to funding decisions/decision making process to be updated to include simultaneous communications to organisations and all Members (in addition to scrutiny committees).

### **2.3. Co-design**

- VCS co-design policy to be developed by Programme Team, working with stakeholders to include the involvement of designated Members and the Executive Lead Member (for VCS).

- The co-design process should not be dominated by larger VCS organisations and it must be ensured that grassroots, local community groups are able to engage and contribute.
- The newly developed VCS co-design policy is to be recommended by the Communities and Equalities Scrutiny Committee and any other scrutiny committee deemed appropriate before being signed off by the Executive, to allow Members to clearly identify their role in the process.
- The Programme Team to ensure that a number of assessment options such as video evidence supporting applications, are considered as part of the co-design process for future grant funding rounds.
- Subject to funder's agreement, co-design processes to include the ring fence of a percentage of the overall funding amount for allocation to geographic areas and communities underfunded/underrepresented on funding rounds.
- All OMVCS grant funding documents to be reviewed regularly with a view to simplifying and minimising the number of documents used in each funding round such as the prospectus, guidance material and application forms.

#### 2.4. **Decision Making and Programme Management**

- Assessment panel criteria and membership to include representatives from a range of backgrounds and to be communicated to Members in advance of any assessment processes taking place. This could be done as part of the 'Fact Sheet' described above under communications.
- Briefings for assessment panels to include information from commissioners/funders, thematic specialists and Members where possible and appropriate and relevant to the funding round.
- Further review and development of methods for Member involvement and communication to continue, to include information about when funding is being made available and further consideration around the timing of Members being informed of the organisations being considered for funding so that any serious, evidence-based concerns about any of organisations, can be raised at an appropriate point.
- The Programme Team and VCS infrastructure service to work together to organise and deliver information and advice workshops for organisations as part of future funding round application periods, including evenings and weekends, different venues and areas of the city.

- OMVCS grant tools to be produced for future funding rounds (using the information from the first round) on what makes a 'good' and 'bad' application.
- The Programme Team to continue to build in sufficient notice periods as per best practice (90 days current guideline) into decision making processes and funding in line with communications to organisations. This is to be delivered in an appropriate manner, mindful of the relationship the organisation may already have with the Council.
- Consequences/scenario planning for organisations that are funded by the Council but unsuccessful in their applications, to be developed as part of the process to help inform communications with the organisations and Members.
- The VCS infrastructure service provider to assist where appropriate in the scenario planning directly with organisations falling out of funding processes and/or deemed at risk.
- Members to have the opportunity to be involved in future grant development and co-design processes but not in the assessment and decision making process.

### 2.5. **Strategic Development**

- The Programme Team and VCS infrastructure service to work together and with other partners to continue to support and develop VCS provision in (geographic) areas and communities underfunded/underrepresented across the funding programme.
- VCS strategy for the city to be developed in partnership with the VCS and other key stakeholders by 2021 - action assigned to Executive Lead Member (VCS).

### 3. **The Next Steps**

- 3.1. The Chair of the Task and Finish Group, to present the recommendations in this paper to the Communities and Equalities Scrutiny Committee on the 7 March 2019, with a view to any further actions being progressed and reported on by the Executive Lead Member (VCS) and Programme Lead (for OMVCS).
- 3.2. The Communities and Equalities Scrutiny Committee are asked to consider this report and agree to the recommendations described in point 2 (2.2. To 2.5).

Title	Our Manchester Voluntary and Community Sector (VCS) Fund Task and Finish Group
Membership	Councillors Andrews, Clay, M Dar, Kirkpatrick, Rawlins (Chair) and Russell
Lead Executive Members	Councillor S Murphy Councillor Craig
Strategic Directors	Lynne Ridsdale - Director of HR & OD
Lead officer	Michael Salmon - Programme Lead (Our Manchester Funds)
Contact officer	Rachel McKeon – Scrutiny Support Officer
Objectives	<ol style="list-style-type: none"> <li>1. To identify and explore Members' issues with the process used for the first round of funding applications.</li> <li>2. To identify and explore the issues VCS groups experienced.</li> <li>3. To recommend improvements to address these issues in future funding rounds. To include consideration of: <ol style="list-style-type: none"> <li>a) how local intelligence, including Ward Councillors' knowledge, could be incorporated into the process.</li> <li>b) how information and decisions can be communicated to Members in a timely and appropriate way.</li> <li>c) any other mechanisms which could be built into the process to improve it.</li> </ol> </li> </ol>
Key Lines of Enquiry	<ol style="list-style-type: none"> <li>1. To examine the process used for the first round of funding applications, including communication with Members.</li> <li>2. To hear from VCS organisations which applied for funding, including groups which were successful and groups which were not, to learn from their experience of the process.</li> <li>3. To review the distribution of funding across different geographical areas of the city and different communities of interest.</li> </ol>
Operation	This Task and Finish group will report its findings to the Communities and Equalities Scrutiny Committee by submitting minutes to the Committee. The Task and Finish Group's final report will be submitted to the Committee, which will be asked to endorse its recommendations.
Access to Information	<p>Meetings of the Task and Finish Group will be open to members of the media and public except where information which is confidential or exempt from publication is being considered.</p> <p>Papers for the Task and Finish Group will be made available to members of the media and public on the Council's website and in the Rates Hall of the Town Hall Extension except where information which is confidential or exempt from publication is being considered.</p>
Schedule of Meetings	<p>Thursday 12 July 2018</p> <p>Thursday 27 September 2018</p> <p>Thursday 3 January 2019</p> <p>Thursday 31 January 2019</p>
Commissioned	June 2018

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**Communities and Equalities Scrutiny Committee**  
**Our Manchester Voluntary and Community Sector Fund Task and Finish Group**  
**Work Programme**

<b>Meeting 1 - Thursday 12 July 2018 at 2 pm</b>				
Item	Purpose	Lead Executive Member	Lead Officer	Comments
Overview of the first round of funding applications	To receive an overview of the process for the first round of applications and to invite Members to identify and explore issues.  To also receive information on the distribution of funding allocated in the first round across different geographical areas of the city and different communities of interest.	Councillor S Murphy Councillor B Craig	Michael Salmon	
Terms of Reference and Work Programme	To review and agree the Task and Finish Group's terms of reference and work programme, and consider any changes or additions that are necessary.		Rachel McKeon	

<b>Meeting 2 – Thursday 27 September 2018 at 2 pm</b>				
Item	Purpose	Lead Executive Member	Lead Officer	Comments
Evidence from external stakeholders	To invite external stakeholders to talk about their experience of the process, to include Macc and VCS organisations which applied for funding, including groups which were successful and groups which were not.	Councillor S Murphy Councillor B Craig	Michael Salmon	
Terms of Reference and Work Programme	To review and agree the Task and Finish Group's terms of reference and work programme, and		Rachel McKeon	

	consider any changes or additions that are necessary.			
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<b>Meeting 3 – Thursday 3 January 2019 at 10 am</b>				
Item	Purpose	Lead Executive Member	Lead Officer	Comments
Recap of Previous Meetings	To review the two previous meetings of the Task and Finish Group.	Councillor S Murphy Councillor B Craig	Michael Salmon	
Our Manchester VCS Fund Decision Making and Communications	To consider the decision making and communication processes relating to the Our Manchester VCS Fund.	Councillor S Murphy Councillor B Craig	Michael Salmon	
Improving Communications with Members	To consider how communication with Members could be improved, including how local intelligence could be obtained at an earlier stage in the process and how better quality information could be provided to Members.	Councillor S Murphy Councillor B Craig	Michael Salmon	
Final Recommendations	To agree the Task and Finish Group's final recommendations.		Rachel McKeon	
Terms of Reference and Work Programme	To review and agree the Task and Finish Group's terms of reference and work programme, and consider any changes or additions that are necessary.  To consider whether the three substantive meetings that the Task and Finish Group has had have been sufficient to meet the Group's objectives, or whether further meetings are necessary.		Rachel McKeon	



**Meeting 4 – Thursday 31 January 2019 at 2 pm**

Item	Purpose	Lead Executive Member	Lead Officer	Comments
Final Report	To agree the final report and recommendations of the Task and Finish Group		Rachel McKeon	

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**Manchester City Council  
Report for Information**

**Report to:** Communities and Equalities Scrutiny Committee – 7 March 2019

**Subject:** Overview Report

**Report of:** Governance and Scrutiny Support Unit

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**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.

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**Contact Officer:**

Name: Rachel McKeon  
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Telephone: 0161 234 4997  
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**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.

<b>Date</b>	<b>Item</b>	<b>Recommendation</b>	<b>Action</b>	<b>Contact Officer</b>
7 September 2016	CEC/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
7 December 2017	CEC/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	CEC/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 Council.	A response to this recommendation has been requested.	Rachel McKeon, Scrutiny Support Officer
11 October 2018	CEC/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 has been requested and will be circulated to Members.	Lee Preston, Sport and Leisure Lead

8 November 2018	CESC/18/50 Equality Update	To seek assurance that the Strategic Development Directorate will produce EIAs where relevant, especially in relation to its housing activities.	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
6 December 2018	CESC/18/54 Update on Revenue Financial Strategy and Business Plan Process 2019/20	To ask the Chief Operating Officer (Neighbourhoods) to confirm the implications of the change of management for staff employed at the Powerleague in Whalley Range.	A response to this recommendation has been requested and will be reported back to the Committee via the Overview Report.	Fiona Worrall, Chief Operating Officer (Neighbourhoods)
6 December 2018	CESC/18/56 Overview Report	To recommend that the Chair meet with Councillor Fletcher-Hackwood to discuss how to take forward the suggestion that the Committee contribute to the review on making misogyny a hate crime.	A response to this recommendation will be reported back to the Committee via the Overview report.	Rachel McKeon, Scrutiny Support Officer
10 January 2019	CESC/19/04 Manchester Events Strategy 2019-2029	To request that the Strategic Lead (Parks, Leisure and Events) provide Members with further details of the Council resources being invested in core events.	A response to this recommendation will be incorporated into a report submitted to the Committee's meeting on 7 March 2019.	Neil Fairlamb, Strategic Lead (Parks, Leisure and Events)

## 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 **22 February 2019** 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
Supply of Library Materials  2018/12/20B	Approval to appoint a supplier(s) to provide Library Materials for the period of 1st June 2019 to 31st May 2022 with an option to extend for a further 12 months under an ESPO framework via STaR Procurement.	Director of Neighbourhood Services	February 2019	Confidential Report and Recommendation	Joanne Kettleby Service Development Specialist, Libraries Galleries and Culture.  Tel: 0161 234 1940 Email: j.kettleby@manchester.gov.uk
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
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 and 25.07.18 (update).	Name: Richard Cohen Position: Senior Development Surveyor Tel no: 234 3019 Email address: r.cohen@manchester.gov.uk
The Factory – MCC Contribution to the Factory and Land Acquisition’s in St Johns  2019/01/02A	Approval to spend MCC capital funding on the Factory Project and Land Acquisition’s in St Johns	The City Treasurer	Feb 19	Factory Manchester  1.Report to The Executive 29 July 2015 2.Factory Manchester	Jared Allen Director of Capital Programmes  Tel: 0161 234 5683 Mobile: 07866 989671 email: j.allen4@manchester.gov.uk

				Project Overview 31st May 2016 3.Report to The Executive 26 July 2017 4.Report to The Executive January 2017 5. Report to The Executive 21 March 2018 6.Report to The Executive 14 November 2018	
Outdoor Major Events Framework  2019/02/01C	To seek approval to award a Framework to up to 3 suppliers (per Lot) to provide equipment and advice for the Events Team for upcoming Major Events throughout the City	City Treasurer	May 2019	Confidential Contract Report with recommendation	Mike Parrott Events Manager Tel: 07798 698 785 M.Parrott@manchester.gov.uk  Stephen Polese Procurement Officer 0161 234 3265 s.polese@manchester.gov.uk
TC993 – Manchester Active Membership Scheme and Integration Hub  2019/02/01D	Introduce a new city-wide membership reporting ICT solution (MCRActive).	City Treasurer	June 19 onwards	Report and Recommendation	Robert Kelk Procurement Manager 0161 245 7897 r.kelk@manchester.gov.uk  Bob Brown Chief Information Officer



					0161 234 5998 bob.brown@manchester.gov.uk
University of Manchester – Armitage Sports Pitches Development  Ref: 15/072	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
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.	The Chief Executive	November 2018	Briefing Note and Heads of Terms	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 Commissioning	28th March 2018	Report of the independent chair of the assessment panel Report on the conclusion of the due diligence process	Name: Michael Salmon Position: Programme Lead Tel no:0161 234 4557 Email address: m.salmon@manchester.gov.uk
Contract for the Provision of Advice Services  2018/08/16A	The appointment of a Provider to deliver Advice Services	Executive Director Strategic Commissioning and Director of Adult Social Services	November 2018	Report and Recommendation	Mike Worsley Procurement Manager mike.worsley@manchester.gov.uk 0161 234 3080

**Communities and Equalities Scrutiny Committee  
Work Programme – March 2019**

<b>Thursday 7 March 2019, 10.00 am (Report deadline Tuesday 26 February 2019)</b>				
Item	Purpose	Executive Member	Strategic Director/ Lead Officer	Comments
Greater Manchester Police (GMP) priorities for additional resources	To receive a report or presentation on how the funding from the precept has been spent and how this had benefited residents and priorities for spending this funding in the next year.	Councillor N Murphy	Fiona Worrall/Sam Stabler	See January 2019 minutes Invite Chief Superintendent Wasim Chaudhry, or another representative from GMP, and the Deputy Mayor for Policing and Crime
Equalities Performance Management	To receive a report to include: <ul style="list-style-type: none"> <li>• achievements in 2018-19 in support of the Council's equality objectives.</li> <li>• a forward plan for co-designing / refreshing the equality objectives for 2020-24.</li> <li>• detail and analysis of the Directorate Equality Delivery Plans 2019-20.</li> </ul>	Councillor S Murphy	Deputy Chief Executive/Sam McVaigh/Keiran Barnes	
Final Report of the Our Manchester Voluntary and Community Sector (VCS) Fund Task and Finish Group	To receive the final report and recommendations of the Our Manchester Voluntary and Community Sector (VCS) Fund Task and Finish Group.	Councillor S Murphy Councillor Craig	Rachel McKeon	
Events	To receive reports on events, to include:	Councillor S Murphy	Fiona Worrall/Neil Fairlamb	This will include a Part A and Part B

	<ul style="list-style-type: none"> <li>community events, including allocation of Council funding.</li> <li>further information on the Manchester Volunteer Inspired Programme and how it links into the events programme.</li> <li>costs relating to the core events programme.</li> </ul>	Councillor Rahman		report  See January and February 2019 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 23 May 2019, 2.00 pm (Report deadline Tuesday 14 May 2019) PLEASE NOTE NEW TIME FOR THE MEETING**

Item	Purpose	Executive Member	Strategic Director/ Lead Officer	Comments
Petition: Buffer Zones for Abortion-providing Clinics	<p>The Council has received a petition with more than 1000 signatures, which requires a council officer to be called to account at the relevant scrutiny committee.</p> <p>The petition details are as follows:-</p> <p>“We the undersigned petition the Council to add Public Space Protection Orders around all abortion providing clinics, to end harassment of service users and staff.</p> <p>“We are campaigning for Public Space Protection Orders to be put in place outside all abortion providing clinics in Manchester to protect service users and clinic staff from harassment and intimidation. We are not anti-religion, nor are we</p>	Councillor N Murphy	Fiona Ledden/ Fiona Worrall/ Sam Stabler/ Donna Barnes	

	pro-abortion. We are, however, opposed to anyone, with any agenda, placing themselves outside health facilities in order to discourage or deter access. This includes religious groups conducting prayer vigils in the immediate vicinity.”			
Overview Report		-	Rachel McKeon	
Annual Work Programming Session	The meeting will close for the annual work programming session where members determine the work programme for the forthcoming year. To follow a presentation from the Director/Lead Officers on upcoming issues and challenges within the Committee’s remit.	Councillor S Murphy/ Councillor N Murphy/ Councillor Rahman	Fiona Worrall/ Sam Stabler/ Keiran Barnes	

<b>Items To be Scheduled</b>				
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). To request that this include regular updates on work in relation to accommodation for offenders.	Councillor N Murphy	Fiona Worrall/ Sam Stabler/ Samiya Butt	See November 2018 minutes
Sport and Leisure	To receive an update report at an appropriate time. 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 and to include this in the report, with case studies.	Councillor Rahman Councillor S Murphy	Deputy Chief Executive/Fiona Worrall/Neil Fairlamb	See December 2016 and November 2018 minutes
Trans Report	To continue to monitor actions arising from the Trans Report.	Councillor S Murphy	Deputy Chief Executive/Sam McVaigh/Keiran	See November 2017 minutes

			Barnes	
Universal Credit	To receive a report on: <ul style="list-style-type: none"> <li>the Welfare Reform Board's work on the impact of Universal Credit in Manchester, focusing on to its impact on people with protected characteristics.</li> <li>how advice services are supporting residents moving to Universal Credit.</li> </ul>	Councillor S Murphy	Angela Harrington	TBC See November 2017 minutes Invite Chair of Economy Scrutiny Committee
Extra Care Housing Options	To receive a report on extra care housing options.	Councillor Richards Councillor S Murphy Councillor Craig	Director of Adult Social Services /Jon Sawyer/ Zoe Robertson	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"> <li>further information on the management plans for parks.</li> <li>how smaller parks fit into the strategy and how they can be improved.</li> </ul>	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	Councillor Rahman	Deputy Chief Executive/Fiona	See October 2018 minutes

	characteristics.	Councillor S Murphy	Worrall/Neil MacInnes/Neil Fairlamb/Keiran Barnes	
Recording Misogyny as a Hate Crime	To receive an update on what actions GMP is taking in relation to recording misogyny as a hate crime.	Councillor N Murphy	Fiona Worrall/ Sam Stabler	See November 2018 minutes
Greater Manchester Ageing Strategy	To receive a report on the Greater Manchester Ageing Strategy and how this relates to the work taking place at a Manchester level.	Councillor S Murphy Councillor Craig	David Regan/ Paul McGarry/ Philip Bradley/ Dave Thorley /Sophie Black	See November 2018 minutes Invite Lead Member for Age Friendly Manchester
Voluntary and Community Sector (VCS) Infrastructure Contract	To receive a further report, to include information on how the Memorandum of Understanding between the GMCA and the GMCVO relates to this work.	Councillor S Murphy Councillor Ollerhead	Deputy Chief Executive/ Michael Salmon	See December 2018 minutes
Review of Advice Services in Manchester	To be fully scoped	Councillor S Murphy	Bernadette Enright	See Resources and Governance Scrutiny Committee minutes on 7 February 2019
Begging and Rough Sleeping	To request a further report on begging and rough sleeping, noting that this spans the remit of two scrutiny committees whose Members should have the opportunity to scrutinise it. To request that this report include further information in response to Members' comments, in particular further information on the work to gather evidence in relation to organised begging.	Councillor S Murphy Councillor N Murphy	Eddie Smith/Fiona Worrall/Kate Macdonald/Sam Stabler	See February 2019 minutes Invite City Centre Councillors (TBC)
Equality Impact	To consider a selection of Equality Impact	Councillor S	Deputy Chief	See February

Assessments	Assessments from the budget process, to include the Affordable Housing Policy.	Murphy	Executive/Sam McVaigh/Keiran Barnes	2019 minutes
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