

**Manchester City Council
Report for Information**

Report to: Communities and Equalities Scrutiny Committee – 6 February 2020

Subject: Equality Impact Assessments

Report of: City Solicitor

Summary

This report reviews a selection of the Equality Impact Assessments (EIAs) produced in support of the Council's business planning process for 2019/2020. It outlines the context of why the Council undertakes EIAs and some of the key themes emerging from the business priority-related analyses produced in the last year.

The report also describes changes to the Council's approach to business planning for 2020-21, and the implications for how equality impacts will be considered both within the plan and how the process of producing EIAs will be managed moving forwards.

Recommendations

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

Wards Affected: All

Environmental Impact Assessment - the impact of the issues addressed in this report on achieving the zero-carbon target for the city

EIAs will be produced if actions arising from the Council's Climate Change Action Plan have a disproportionate impact on certain communities. The plan will recognise that climate change will have differential impacts on communities across the city, for example in terms of poor air quality and more frequent incidences of extreme weather.

Manchester Strategy outcomes	Summary of how this report aligns to the OMS
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	
A highly skilled city: world class and home grown talent sustaining the city's economic success	

A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	EIAs are a vital component of how the Council has due regard for equality and equitability in its decision making processes. Communities and customers are the focus of the EIAs and the analysis allows the Council to safeguard and enhance community potential and wellbeing in the delivery of its business.
A liveable and low carbon city: a destination of choice to live, visit, work	
A connected city: world class infrastructure and connectivity to drive growth	

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Background documents (available for public inspection):

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

1. *Refreshed Business Plans – Equality Impact Assessments (EIAs)*, Communities and Equalities Scrutiny Committee, 7 February 2019
2. *Equalities Performance Management*, Communities and Equalities Scrutiny Committee, 7 March 2019

1. Introduction

- 1.1 Manchester has a proud history of championing equality and has been at the forefront of some of the country's most significant diversity-related work for decades. Against this backdrop, the Council has provided strong leadership on equality, diversity and inclusion (EDI) in the development and delivery of its functions, to ensure that Manchester's residents benefit from an accessible, appropriate, fair and satisfactory experience of the Council's services. The organisation's commitment to EDI sits against a complex backdrop of political, social and financial challenges and opportunities which underline the importance of focusing on Manchester's diversity and stakeholders of all identities, in support of the aims of the Our Manchester Strategy.
- 1.2 The Council's key tool to assess how its functions interact with the numerous and diverse communities that use them is the Equality Impact Assessment (EIA) framework. The Council has had a consistent approach to EIAs for over a decade, which has been recognised in that time (by the Equality Framework for Local Government peer reviews in 2015 and 2018) as being robust, resilient to challenge and fit for purpose.
- 1.3 The completion and consideration of an EIA ahead of making a business decision enables a service to understand the impact that its proposals and priorities will likely have on people identifying with one or more of the protected characteristics defined by the Equality Act 2010. In doing so, it enables the Council to demonstrate due regard for equality and fulfil one of its numerous requirements against the Public Sector Equality Duty.
- 1.4 A range of EIAs are produced by the Council throughout the year as its 'business as usual', which include those highlighted by the business planning process as being relevant to Council priorities. Business planning related EIAs have, for the last few years, been listed in Directorates' Equality Delivery Plans (as an appendix of the main business planning document). As requested by the committee, this report updates on a selection of the EIAs that the Council committed to produce in the 2019-20 business planning process. It does not, however, provide a detailed update on all 33 business planning related EIAs. Members are invited to request specific EIAs to be reported back to the committee if they are not already outlined here.
- 1.5 Following a review of the business planning process in 2019, the Council's approach has been refined and streamlined. From 2020-21 onwards, the Council will produce a single Our Council Business Plan document for the whole organisation. As a consequence, the requirement to produce Directorate Equality Delivery Plans and therefore lists of EIAs has been removed. This report will outline the revised way that EDI priorities are built into the business planning process and the opportunity that this provides regarding EIAs going forwards.

2. Update on 2019-20 EIA Activity

2.1 In 2016 the Council determined that including a list of EIAs for the coming year, aligned to priorities highlighted in Directorates' Equality Delivery Plans, would give some assurance that key Council priorities were being progressed with due regard for equality. Whilst this remains correct in principle, in the ensuing period officers have recognised some important trends:

- 1) that the EIAs listed in the Delivery Plans do not represent the totality of the EIAs undertaken by Directorates, most of which are identified during the financial year rather than at the start of it;
- 2) that there are other priorities, projects and Council functions that would require an EIA which are not listed within the Equality Delivery Plans and consequently, compliance with the EIA framework in these instances is difficult to track and govern, and;
- 3) that producing a 12 month plan of EIAs does not take into account the variables that often affect Council functions (i.e. in-year changes to the funding or business opportunities, altered time-scales, external influences).

2.2 This third point is particularly applicable to a number of the listed 2019-20 EIAs. In some cases, analyses could not be completed or were intentionally deferred due to a range of unforeseen circumstances, for example:

- The EIA for the Factory project could not be completed due to slippage in the timescales for the project delivery, with the completion of the EIA now moving later into 2020-21;
- An EIA for Public Space Protection Orders (PSPO) was drafted but has not been signed off, as a decision has not yet been made about the city centre PSPO. The service is continuing its work on this into 2020-21;
- The EIA for the Homelessness Service's Procurement of Dispersed Temporary Accommodation became no longer applicable, as the service was not successful in securing a suitable provider for this function and there is not an intention to re-tender for this in the next 12 months;
- An EIA for Council Tax Support Scheme was not completed as the scheme has not been changed for 2020/21. The service will review the scheme during the next financial year and any changes will be subject to a full consultation exercise and EIA at that time;
- An EIA for the Refreshed Waste Strategy was not completed as the service proposal was deferred due to changes in national government timescales.

2.3 In a small number of cases (i.e. the refurbishment of Alexandra House, the Passageway Communal Collection Scheme), analyses have been commenced but due to the iterative or phased nature of the projects they relate to, these are ongoing.

2.4 In the main, the EIAs outlined in the 2019-20 Equality Delivery Plans have been completed. As an objective process of analysis, these EIAs satisfy the requirement to have due regard for equality in the exercise of Council functions, without necessarily directly leading to any positive change. Reading across the completed EIAs though, it becomes apparent a) that there are

some emerging themes which can inform the Council's future work in this area, and b) in the course of producing their EIAs, services have implemented some good, inclusive practice as outlined below.

2.5 Engagement

2.5.1 EIAs are commonly based on existing data and research, but are sometimes enhanced by more qualitative information, such as that arrived at through a process of engagement with key stakeholders. This engagement may be in relation to the EIA itself, or more often, in relation to the service change that the EIA is assessing. In a couple of instances arising from the 2019-20 schedule of EIAs, services have used engagement not only to test the potential impacts of a proposed service change, but have extended this to a co-design process which has been mutually beneficial for the service and the stakeholder groups involved.

Case Study: Highways

Highways has produced a schedule of projects and work programmes focusing on major improvements involving cycling and walking infrastructure, which have been subject to EIAs. The substance of the EIAs has been enhanced through what is now regular engagement with the Disability Design Reference Group (DDRG); an independent group of disabled people who consult on built environment projects in Manchester, originally working with Transport for Greater Manchester on improvements to the Metrolink service. Highways take schemes to DDRG meetings at the earliest opportunity, presenting the proposal and listening to comments and feedback of DDRG.

For the A6 Stockport Road scheme, for example, Highways obtained a number of important views from the DDRG which were factored into the EIA and ultimately, into the scheme design. Whilst the DDRG sought Greater Manchester standard for a cycle scheme layout, which was beyond the remit of the Council's Highways service, it was possible to design in improvements to the way that crossings are highlighted to cyclists (with the use of specialist corduroy paving) to reduce the risk of disabled and / or older people coming under harm when crossing cycle lanes.

Highways continue to streamline the way it work with the DDRG, in recognition of the value that the group adds to the service's work. Highways are learning from the methods, materials and styles that other local authorities have used when working with the DDRG and are, wherever possible, sharing schemes at the concept stage for early input. Following early engagement, Highways are then returning to DDRG with a developed scheme and tying this into the wider consultation phase for the scheme.

The engagement and production of EIAs based on DDRG feedback continues. For the Princess Road / Mancunian Way scheme, a 3 dimensional video model of the proposed scheme has been developed with a drone survey. A tactile model has also been produced (a drawing made into 3D with texture, colours, trees, etc.) which will help to bring the scheme design for the Northern Quarter route to life for DDRG more than typical engineering drawings could.

For the Mancunian Way scheme, Highways are organising a site visit for the DDRG members so they can see how the scheme is progressing and experience the scheme on the ground.

Case Study: VCSE Infrastructure Contract Review

The Council has funded infrastructure support services for community and voluntary groups in the city for a number of years. Following the introduction of the Our Manchester Voluntary Community Sector (OMVCS) Grants Programme and team ('OM Funds Team') in 2018, it was agreed that the OM Funds Team would work on behalf of the Council with Manchester Health & Care Commissioning (MHCC) to conduct a joint review of their VCSE infrastructure contracts. It was also agreed that a co-design process for the specification of the new infrastructure contract should commence. This enabled the re-design and procurement of the new VCSE infrastructure service contract to be transparent, equitable, and based on the Our Manchester principles and approach which puts co-design with the VCSE sector at its heart.

The co-design process built on previous feedback and learning, which outlined the importance of an open and inclusive process with a diverse range of voices. In doing this, the aim was to both avoid any disproportionately adverse impact on an equalities characteristic throughout the process, and to ensure that the provider of the new infrastructure contract pays due regard to all protected groups. Opportunities for consultation, engagement and feedback from the sector has been purposely designed into the process to achieve this.

In addition to involving the Council's Equality, Diversity and Inclusion Manager in the co-design process, a range of interest groups were represented by VCSE organisations involved in the process (for example Breakthrough UK Ltd, Manchester BME Network). Taking feedback from these stakeholders on the infrastructure review overall, and specifically in relation to the needs and priorities of the interest groups represented, provided a rich evidence-base on which to draw in the production of the related EIA and resulted in a set of recommendations which were consulted on with Manchester's wider VCSE, as part of the commitment to include the voices of the sector throughout the re-design process.

As well as ensuring equalities input at the co-design stage, due regard for equality was built into the assessment process, achieved through the membership of the panel and through the assessment of the responses to the questions which included the above.

The EIA found that due regard had satisfactorily been paid and further diversity considerations had been given throughout the process of co-design and awarding of the VCSE infrastructure contract. Whilst the EIA did not identify any disproportionate impacts on any characteristic group, the contract will be managed in order to ensure implementation of the specification, including those with specific reference to equalities issues.

2.6 Neutral Impacts and Relevance Assessments

- 2.6.1 Much like the VCSE Infrastructure Contract EIA, several 2019-20 equality analyses have identified that, whilst the function being assessed is applicable or available to a whole host of people identifying with protected characteristics, the nature of the function is neutral. This means that the analysis has identified no disproportionately disadvantageous or advantageous impact. This is often the case for process-focused analyses of back-office, support functions, such as the Shared Cost Additional Voluntary Contributions scheme and Counter-fraud Investigations and Prosecutions.
- 2.6.2 In these latter two cases, it was possible for the HROD service and the Audit and Risk Management service respectively to make use of the Council's Relevance Assessment toolkit. This lighter touch version of the EIA toolkit allows services to establish whether their function will have a likely impact on one or more arm of the Equality Duty or protected characteristic where this is not immediately apparent. If the relevance assessment does identify a potential impact, services then progress to a fuller but more targeted EIA. Both services in this instance concluded that progressing to a full EIA was not necessary, as their functions did not satisfy the criteria laid out in the toolkit to do so.
- 2.6.3 The Council has had a relevance assessment component to its EIA framework for a considerable time, which is not necessarily the case for other public sector organisations in Greater Manchester or nationally. However, positive feedback from officers and a consistent use of the relevance assessment means that this aspect of the Council's approach to equality analysis will remain going forwards.

2.7 Partnership Approaches to Equality Analysis

- 2.7.1 As indicated above, it is common for different public sector organisations to have slightly different approaches to equality analysis. This is amply demonstrated in Manchester, with several different models of equality analysis in place across the health and social care system. They are linked, however, by all partners' common aim to have due regard for equality in their decision making processes.
- 2.7.2 The commonality of purpose offers some degree of consistency and reassurance in embedding inclusion at the heart of health and social care integration, but the differing models unavoidably create complexity in the management, governance and quality assurance of EIAs in this area. It is recognised by all partners involved that the complexity can form risks relating to duplication, gaps and consistency of quality which need to be addressed.
- 2.7.3 Working through the Inclusion and Social Value subgroup of the Manchester Locality Workforce Transformation Group, the Council, Manchester Health and Care Commissioning, Manchester Local Care Organisation, Manchester Foundation Trust, Greater Manchester Mental Health and the Christie aim to

improve the systems, compliance and quality of EIAs in Manchester. Whilst each partner organisation will continue to have its own EIA tools, the group is working to establish a 'shared, system-wide approach to equality analysis'. This will ratify some of the current issues with how EIAs are managed and delivered across the system, with greater clarity around interdependencies and responsibilities. This work, currently in its early stages, will continue throughout 2020.

2.8 Mitigating Impacts

2.8.1 Only a small number of the 2019-20 EIAs identified potentially adverse impacts arising from the proposed change. In most cases, adverse impacts have been avoided by being designed out of the proposal in its early stages. The extent to which the production of an EIA has led to these service changes though, is not clearly described in those related to the 2019-20 business priorities and this will be considered in the Council's quality assurance measures going forward.

2.8.2 In those EIAs that did identify the potential for adverse impacts, services have consistently highlighted actions to mitigate this. The EIA on the Review of the Housing Allocations Scheme, for example, considered the addition of a new moving group definition to the scheme, agreed December 2019. The definition sets a restriction on who can be in a moving group and was introduced:

- to encourage larger moving groups who can live separately to be realistic about their housing options and consider applying for two or three smaller homes rather than one very large one, which will dramatically improve their chances of being rehoused, while;
- helping to ensure that the very few larger family homes that turn over each year are allocated to those who need them most, in particular, to moving groups that cannot reasonably be expected to be able to live separately, for example, because of caring responsibilities.

2.8.3 The EIA noted that the moving group definition could disproportionately impact on Asian or Asian British families, with service data showing a large number of these families applying for larger properties. The EIA encouraged the service to consider actions considered to mitigate the effect which included:

- Not to introduce the moving group definition: this was rejected as clearly failing to help achieve the objective of helping more people be housed in as short a time as possible, and;
- To include a specific exception for applicants of Asian heritage or background: this was rejected because the introduction of such a measure would compound existing allocations problems by making it less likely that other applicants could make successful bids

2.8.4 The EIA prompted the service to resolve to engage and communicate more clearly with the affected groups, explaining the rationale, the resulting options and the benefits in relation to more quickly resolving their housing needs. The service also introduced a measure for managers' discretion to be applied

where it is necessary in these matters, recognising the need to apply the rule on a case by case basis.

2.9 Revised Approaches to Equality Analysis

- 2.9.1 The requirement to produce EIAs has, in some areas, prompted a broader evaluation of how inclusion is built into a service's approach, from the engagement-based work of Highways outlined above to a more systematic change such as that being introduced in Development.

Case Study: Embedding Inclusion in Development

The Head of Development is responsible for instructing the City Solicitor to conclude property transactions. The Development Team therefore are uniquely placed to ensure that as part of this instruction process, the provision of equality relevance assessments and where necessary, EIAs are factored into the decision making process. To ensure timely consideration of the relevant matters, the Development Team are to embed the statutory principles into the land allocation process, which will then be revisited if and when there is an instruction to transact land (either acquisition or disposal). The team will trial a 3 stage approach for a period of twelve months:

- 1) The relevance test will be undertaken as part of the initial land allocation process, which will be determined as part of the revised Site Allocation Group work. The Site Allocation Group considers and recommends the allocation and future use of surplus and non-operational Council owned assets. This will have regard to extant policies and any relevant EIAs. The terms of reference and attendance of the Site Allocation Group are about to be revised to reflect changes in wider governance structure and arrangements. This will provide the opportunity to embed these principles.
- 2) When projects come forward for approval, a more detailed consideration will be undertaken by the relevant governance body (Housing Board, Estates Board, Strategic Acquisitions Board etc).
- 3) The transaction stage of a project will act as a gateway for the relevance checks that have been undertaken at Stage 2 and the EIA if required.

This will deal with land transactions and developments where there is a land deal, however where projects relate to capital investment and there is no land transaction, the relevance checks and EIA will need to be provided to the relevant boards. This work will be trialled throughout 2020 and evaluated to inform the future model of equality analysis.

2.10 Affordable Housing Policy EIA

- 2.10.1 An update on the Affordable Housing Strategy 2025 was approved at Executive in September 2019 which outlined the future approach to delivering

the programme. Serious consideration has been given to the approach to embedding equality, diversity and inclusion to ensure that all Manchester residents have equal access to homes that they can afford. Due to the scale of Manchester's proposed affordable homes programme, the Strategic Housing function has revised its planned approach to Equality Impact Assessments.

- 2.10.2 It will now consider whether individual EIAs are required on specific schemes to replace the original approach of an overarching EIA for the strategy. The revised approach will be in line with the proposed Development Gateway Scheme (as detailed in the case study above) and will deliver a more bespoke and detailed assessment considering the demographics and needs of specific geographical areas and communities. Planning for the new approach will be complete by March 2020 and the programme of EIAs will begin in April.
- 2.10.3 In addition to this, there has been extensive work in Housing and Residential Growth throughout 2019-20 which demonstrates a strong commitment to inclusion. This is presented for the Committee's consideration at Appendix 1.
- 2.11 There are some very positive signs here of equality, diversity and inclusion being positively and proactively considered across services, and of EIAs playing into the organisation's priorities and processes. The Council recognises that there is potential for the use of its EIA framework to grow and this reflects the local and national trend; it remains the case that some projects and priorities across the public sector are progressed without an EIA being factored in as a key contributor to effective and inclusive decision-making. The Council though, is committed to advancing its productivity and effectiveness in this area, as outlined in section 4 of this report.

3. Refreshed approach to Business Planning and EIAs

- 3.1 Our Council Business Plan replaces individual directorate business plans produced previously. The plan is structured around the Council's eight priority themes and has been produced following the development of 41 service plans which describe in more detail the achievements, priorities and activities of the 41 services which collectively make up Manchester City Council.
- 3.2 Whereas the Equality Delivery Plans, appended to the previous Directorate business plans, summarised the equality considerations of a relatively small number of services, the 41 service plans ask services to consider the extent to which their service priorities will affect different communities (including communities of identity) differently. As a result, a broader range of services have identified equality relevant themes and / or characteristics in their service plans, for example:
- Education will continue to reduce the gap in educational outcomes between Manchester and UK averages for all children, but with a specific focus on Special Educational Needs and Disability

- Libraries, Galleries and Culture will adapt the service offer to more effectively support older people, and will ensure all staff to become Dementia Friends and receive autism awareness training
- Children's Social Care aims to introduce ways for children's and young people's voices to have more influence in the decisions that affect them
- Registration and Coroners Service are preparing for implementation of new arrangements under the Civil Partnerships, Marriages and Deaths (Registration Etc) Act 2019
- Parks, Leisure, Youth and Events will commission and deliver a comprehensive programme of activities which engages all residents, but which particularly targets under-represented groups
- Community Safety will continue its work to strengthen community cohesion across Manchester's diverse communities, supporting partners and VCSE organisations to challenge hate, prejudice and extremism
- Parking Services will take effective action, including prosecution, in case of fraud and / or misuse of the disabled Blue Badge parking scheme
- School Catering Service continues to ensure cultural inclusivity for a range of diets with regard for religious and medical reasons
- HROD aims to deliver a more diverse workforce at all levels, particularly in relation to BAME and disabled employees

This approach gives a more representative indication of high level EDI relevance and has informed some of the activities and measures that sit beneath each of the eight priority themes.

- 3.3 The eight priority themes that form the spine of the Our Council Business Plan are, in no particular order of importance:

Zero carbon Manchester

Lead delivery of the target for Manchester to become a zero carbon city by 2038 at the latest, with the city's future emissions limited to 15 million tonnes of carbon dioxide:

- Work with the Manchester Climate Change Agency to develop a full action plan for the city by March 2020, setting out how the ambition will be met
- Ensure activities are delivered to reduce the Council's own direct emissions as part of this plan
- Contribute to improvements in air quality across Manchester required in the Clean Air Plan

Young People

From day one, support Manchester's children to be safe, happy, healthy and successful, fulfil their potential, and make sure they attend a school graded 'good' or better:

- Ensure all children have high-quality education
- Support more Manchester children to have the best possible start in life and be ready for school and adulthood

- Reduce number of children needing a statutory service
- Reduce the number of children growing up in family poverty

Healthy, cared-for people

Work with partners to enable people to be healthy and well. Support those who need it most, working with them to improve their lives:

- Support Mancunians to be healthy, well and safe
- Improve health and reduce demand by integrating neighbourhood teams, that are connected to other services and assets locally, delivering new models of care
- Reduce the number of people becoming homeless, and enable better housing and better outcomes for those who are homeless

Housing

Ensure delivery of the right mix of good-quality housing so that Mancunians have a good chance of quality homes:

- Accelerate and sustain the delivery of more housing
- Ensure the provision of enough safe, secure and affordable housing for those on low and average incomes

Neighbourhoods

Work with our city's communities to create and maintain clean and vibrant neighbourhoods that Mancunians can be proud of:

- Enable clean, safe, vibrant neighbourhoods

Connections

Connect Manchester people and places through good-quality roads, sustainable transport and better digital networks:

- Improve public transport and highways, and make them more sustainable
- Facilitate the development of the city's digital infrastructure, to enable delivery of transformed public services and support a thriving digital economy

Growth that benefits everyone

Boost the city's productivity and create a more inclusive economy that all residents can participate in and benefit from, and contributing to reductions in family poverty, as set out in the Our Manchester Industrial Strategy:

- Support good-quality job creation for residents, and effective pathways into those jobs
- Facilitate economic growth of the city

Well-managed Council

Support our people to be the best and make the most of our resources:

- Enable our workforce to be the best they can be through the Our People Strategy and Our Manchester behaviours
 - Effectively plan our future budgets and balance our current budget, delivering savings, transformation of the organisation, reductions in demand through reform, and generating income
- 3.4 The priorities articulate a clear and strong commitment to equality and inclusion across many areas, from reducing family poverty and homelessness, to increasing affordable housing options and promoting inclusive growth among others. This, in turn, highlights the need for these areas of work to be underpinned with good quality and timely equality analyses.
- 3.5 The breadth of priorities described here, in comparison with those previously outlined in the Directorate Equality Delivery Plans, offers an opportunity for the Council to complete a more comprehensive and robust set of EIAs against its business planning model than has been possible before.
- 3.6 Additionally, the priority areas are supported by a more overarching commitment to equality, diversity and inclusion within Our Council Business Plan. This describes the critical areas of focus to ensure that EDI continues to be advanced, and can be summarised as:
- Continuing to meet the requirements of the Public Sector Equality Duty
 - Growing our knowledge and understanding of different people's experiences of Council services, to make these as fair and equitable as possible
 - Refreshing our equality objectives to reflect our stakeholders' voices
 - Strengthening our approach to EIAs, to include identity groups that are reflective of Manchester's key stakeholders
 - Improving the representation, progression and workplace experience of our BAME and disabled employees, and further embedding an inclusive working environment for all our employees
 - Continuing to work in partnership with and in support of Manchester's Voluntary, Community and Social Enterprise (VCSE) sector
 - Delivering or supporting events and celebrations that promote the City's diversity of identities, cultures, traditions and languages
 - Extending our partnership working on the EDI agenda

4. Strengthening the Approach to EIAs

- 4.1 As noted above, Our Council Business Plan has made a stated commitment to a strengthened approach to EIAs, which picks up on the opportunities stemming from the refreshed model of business planning. A programme of work to deliver this is already underway with revisions being made to the EIA toolkit; the refreshed toolkit will extend the range of groups to be analysed beyond the characteristics protected under the Equality Act 2010, to include for example ex-armed forces personnel, homeless people etc.
- 4.2 The revised approach will also strengthen the Council's governance and quality assurance measures around EIAs, as well as incorporating a more

proactive and supportive way of training officers to complete them. This programme of work will be incrementally delivered throughout 2020-21.

- 4.3 This work sits within the wider context of strengthening approaches to EIAs across the health and social care system in Manchester, as outlined at 2.7.3.

5. Conclusion

- 5.1 The EIAs undertaken in support of the Council's priorities, and the associated work and initiatives that play into this which have been highlighted above, serve to reinforce the central role that equality, diversity and inclusion have in the design, development and delivery of the Council's functions. Work in this area in 2019-20 builds on that of the previous year, both with regard to the quantity and quality of analyses completed.
- 5.2 It is acknowledged that there are challenges to be resolved in the Council regarding the governance and management of EIAs, just as there are across the public sector. However, the organisation's commitment and that of its partners to further embed good practice on equality analysis, and the opportunities presented by a refreshed approach to embedding equality in the business planning process, point to a strengthened position in Manchester over the coming year.