

**Manchester City Council
Report for Information**

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

Subject: Equalities Performance Management

Report of: City Solicitor

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.

Wards Affected: All

Alignment to the Our Manchester Strategy Outcomes (if applicable)

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

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

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Background documents (available for public inspection):

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

- 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

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