

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

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

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

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

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