

**Manchester City Council  
Report for Information**

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

**Subject:** Refreshed Business Plans - Equality Impact Assessments (EIAs)

**Report of:** Deputy Chief Executive

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**Summary**

This report provides an overview of the role of Equality Impact Assessments (EIAs) in the Council's business planning process for 2019/2020. It outlines the context of why the Council undertakes EIAs and how this process is managed to support good quality analysis which informs decision making.

The report describes how the Council uses Equality Delivery Plans as part of this process to highlight achievements on equality in the preceding year, as well as stating its commitments to equality activity and analysis over the remaining year of this budget cycle (2019-20). A more detailed report, including the Equality Delivery Plans for 2019/20 is scheduled for consideration at this Committee's March meeting.

**Recommendations**

Members are invited to consider and comment on the contents of this report and identify any EIAs which Members would wish to review in detail.

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**Wards Affected:** All

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

<b>Manchester Strategy outcomes</b>	<b>Summary of how this report aligns to the OMS</b>
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	
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) *Equality Delivery Plans: Draft Plans for the next Budget and Business Cycle - Communities and Equalities Scrutiny Committee, 1 March 2017*
- 2) *Refreshed Budget and Business Plans - Equality Impact Assessments (EIAs) - Communities and Equalities Scrutiny Committee, 1 February 2018*
- 3) *Equality Objectives 2016-2020 - Communities and Equalities Scrutiny Committee, 1 March 2018*

## **1. Introduction**

- 1.1 Manchester City Council has a long-standing commitment to promoting equality, celebrating the diversity of the city and working hard to ensure that outcomes for *all* Manchester residents are the best that they can be, with fairness and equity at their heart. Managing the significant and ongoing funding reductions that the Council continues to experience with a constant commitment to these values is a critical and well-recognised feature of the organisation's approach to equality, as demonstrated by its extended accreditation at the Excellent level of the Equality Framework for Local Government in June last year, from 2018-2021.
- 1.2 One of the key tools that supports the Council to manage equality outcomes through change processes is its equality impact assessment (EIA) framework. The Council has been routinely producing EIAs for over a decade, and the value of this commitment has been proven on numerous occasions with several business decisions being informed and influenced by the potential impact on communities highlighted through the assessment process.
- 1.3 The Council's EIA framework describes an EIA as: '*An objective piece of analysis of the likely impact of a given business change on people who share the characteristics that are protected by the Equality Act 2010 as well as carers.*' The EIA framework is the Council's primary tool for demonstrating due regard to equality in its business change processes and thus compliance with the specific duties of the public sector equality duty (2011).
- 1.4 The completion of an EIA is an entirely objective and evidence-based analysis of the business proposal, and is not a proposal or recommendation process in itself. The analysis allows services to identify the opportunities to maximise positive impacts arising from their business change, as well as highlighting the need to mitigate any potentially adverse ones prior to implementation. Appropriate mitigation is generally identified within the EIA and commonly involves adjusting part of the proposal to 'design out' an adverse impact, or where this is unavoidable, signposting affected communities and service users to suitable alternative provision elsewhere.
- 1.5 Most crucially, the process of undertaking an EIA is intended to inform the decision-making process. It is therefore vital that EIAs are identified as required and completed by the service responsible for the business change (with guidance and support, technical and specialist input and signposting to relevant evidence from the Equality, Diversity and Inclusion Team), and signed-off by senior officers in sufficient time for the EIA to be given due consideration prior to a decision being taken.

## **2. Equality Analysis and Business Planning**

- 2.1 The business planning templates have numerous delivery plans attached as appendices, which includes the Equality Delivery Plan (EDP). The inclusion of the EDP as a vehicle to communicate the Council's equality commitments is a

crucial way for the authority to show due regard to equality in its strategic planning processes.

- 2.2 The EDP is structured to perform three important functions:
  - 1) It requires Directorates to reflect its prominent equality achievements in preceding 12 months in support of the Council's overarching Equality Objectives (this may logically relate to the forward plans from the previous EDP, but can also describe achievements that did not stem from that process)
  - 2) Directorates are asked to present a clear plan for equality activity in the next 12 months, and;
  - 3) It is an opportunity for Directorates to articulate at an early stage which areas of the business planning activity will require equality analysis, in the form of Equality Impact Assessments (EIAs).
- 2.3 The schedule of EIAs presented in the EDP only includes those which link directly to the contents of the 'parent' business plan, including details of its proposed delivery date and responsible officers. It is important to note that the EIAs outlined here do not represent the Directorate's EDI or EIA activity in its entirety throughout the course of the financial year, as further activities and analyses are generally undertaken throughout the course of the year as 'business as usual' processes.
- 2.4 However, the inclusion of the EIA schedule in the EDP gives officers and Members assurance that equality considerations and analyses are being given due regard in the business planning process and that there is a clear and considered plan for safeguarding equality outcomes in the Directorates' activities for the year. A report outlining the full 2019-20 EDPs will be submitted to the Communities and Equalities Scrutiny Committee for consideration at its March 2019 meeting.

### **3. Schedule of EIAs**

- 3.1 As part of this year's business planning process, Directorates have completed initial drafts of their EDPs for 2019-20 and, as such have identified their planned EIA activity for the coming year (notwithstanding the additional activity anticipated at 2.3 above). In-keeping with the overall approach to business planning this year, EDPs largely reflect the plans and commitments made last year as part of the three year budget.
- 3.2 Below is a schedule of the EIA activity that Directorates have identified, complete with timescales and responsible officers for each analysis. As noted above, the proposed timescales will allow the potential equality impacts of any change to be fully understood and, where relevant, mitigated, before a decision is made and the change implemented.

<b>Proposal</b>	<b>Proposed EIA Completion Date</b>	<b>Decision Date</b>	<b>Senior Management Lead</b>	<b>Comments on initial potential impacts</b>
<b>Core</b>				
Shared Cost Additional Voluntary Contribution Scheme	Apr 19	May 19	Sam McVaigh, Head of Workforce Strategy	Do not anticipate a disproportionate impact on any given characteristic arising from this proposal
Voluntary, Community and Social Enterprise Sector (VCSE) infrastructure contract review	Jul 19	Sept 19	Michael Salmon, Programme Lead - Our Manchester Funds	The contract review is subject to a co-design process throughout which equality considerations have been and continue to be factored in. This approach seeks to mitigate the risk of adverse equality impact from the review process
Revised Council Tax Support Scheme	Feb 19	Mar 19	Julie Price, Director of Customer Services and Transactions	Initial indications are that whilst a broad range of characteristic groups will be affected by the changes, none of these will be disproportionately impacted.
Counter-fraud investigations and prosecutions	Mar 19	Apr 19	Tom Powell, Head of Audit and Risk Management	Do not anticipate a disproportionate impact on any given characteristic arising from this proposal
Highways claims process	Jun 19	Jul 19	Tom Powell, Head of Audit and Risk Management	Do not anticipate a disproportionate impact on any given characteristic arising from this proposal
<b>Neighbourhoods</b>				
Manchester Volunteer Inspire Programme	Apr 19	Jun 19	Fiona Worrall, Chief Operating Officer Neighbourhoods	Extending volunteering to enable more residents to volunteer where they live
School Catering	Oct 19	n/a - no service change	Matt Bennett, Head of Commissioning and Delivery	Assess existing provision meets the needs of increasingly diverse customer base

Changes to Channel and Dovetail	tbc	tbc	Fiona Worrall, Chief Operating Officer Neighbourhoods	Assess impact of revised national counter terrorism strategy on local implementation
Public Space Protection Orders	Sept 19	Dec 19	Fiona Worrall, Chief Operating Officer Neighbourhoods	Assess impact of PSPOs on diverse communities (pending outcome of public consultation)
Refreshed Waste Strategy	Dec 19	Mar 20	Fiona Worrall, Chief Operating Officer Neighbourhoods	In line with national changes, to ensure no resident is disadvantaged by the refreshed strategic approach
Passageway communal collection review	Feb 20	Mar 20	Fiona Worrall, Chief Operating Officer Neighbourhoods	Improvements to existing communal sites and potential collection systems changes
New cycle and walking routes	tbc	tbc	Steve Robinson, Director of Highways Operations	New infrastructure projects meet the needs of diverse communities
<b>Strategic Development</b>				
Factory	Mar 20	2021	Pat Bartoli, Head of City Centre Regeneration	World class cultural centre accessible by all residents
Review of the Housing allocation scheme	Jun 19	Sept 19	Jon Sawyer, Director, Housing and Residential Growth	Ensuring all Manchester Residents have equal access to social housing
Affordable Housing Policy	tbc	tbc	Jon Sawyer, Director, Housing and Residential Growth	Ensuring all Manchester Residents have equal access to affordable

Housing solutions for residents	various	various	Jon Sawyer, Director, Housing and Residential Growth	Ensure additional provision meets the needs of our diverse communities
All major residential and commercial developments	various	various	Eddie Smith, Strategic Director, Development	Ensuring residents benefit from residential and economic growth of city including employment opportunities
Refurbishment of Alexander House	Mar 20	2021	Julie McMurray, Head of Estates	Changes to estate meets the needs of diverse staff and residents
Resident employer programme	tbc	tbc	Angela Harrington, Head of Work and Skills	To ensure residents benefit from employment opportunities
Simplify the skills offer & pathways to sustainable jobs	tbc	tbc	Angela Harrington, Head of Work and Skills	To ensure all residents have equal access to sustainable employment
Family Poverty Strategy	tbc	tbc	Angela Harrington, Head of Work and Skills	tbc
<b>Children and Education</b>				
Delivery of Children's Locality Plan	tbc	tbc		No negative impacts anticipated
Reform of Services to Care Leavers	tbc	tbc		No negative impacts anticipated
Reconfiguration of Early Years Delivery Model (Early Help / Early Years)	tbc	tbc		No negative impacts anticipated
<b>Homelessness</b>				
Development of the Manchester	Feb 19	Mar 19	Jane Davies	No negative equality impacts anticipated at this stage

Access and Support Gateway				
Commissioning of the young people's pathway	Mar 19	May 19	Jane Davies	No negative equality impacts anticipated at this stage
Housing Related Support commissioning	Feb 19	Mar 19	Jane Davies	No negative equality impacts anticipated at this stage
Advice Commissioning	Feb 19	Mar 19	Jane Davies	No negative equality impacts anticipated at this stage
Procurement of dispersed temporary accommodation	Apr 19	May 19	Louise Stonall	Positive equality impacts anticipated at this stage
<b>Commissioning and Adult Social Care</b>				
Development of an integrated Health & Social Care Command Centre (Front Door)	Sept 19	Oct 19	Glyn Syson	No negative equality impacts anticipated at this stage
Commissioning services to sit in Connect 2 Support	Apr 19	May 19	Glyn Syson	No negative equality impacts anticipated at this stage
Redesign Community Alarms & Manchester Supported Independent Living Service	May 19	Jun 19	Karen Crier	No negative equality impacts anticipated at this stage

Enhance the Assistive Technology offer	Jul 19	Aug 19	Nicky Parker	No negative equality impacts anticipated at this stage
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- 3.3 In line with previous years the full Directorate EDPs will be submitted to this Committee's next meeting for discussion, with Directorate Equality Champions in attendance to present their areas' plans.

#### **4. Conclusion**

- 4.1 Through the delivery of the EIA and Equality Delivery Planning processes above, the Council continues to mainstream its equality analysis and commitment into its business change approaches. This ensures that delivering equality improvement is part of our business as usual, is everybody's shared responsibility and continues the long-standing commitment to fairness and inclusion that underpins the Council's approach to delivering the Our Manchester strategy.
- 4.2 In response to feedback from the Equality Framework for Local Government (EFLG) peer review undertaken in June 2018, as a result of which the Council retained its EFLG Excellent status, the Council's provision and governance of its EIA framework will be further strengthened in 2019-20 to enhance the good practice in this area.