

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

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

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

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

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

#### **2. Improving Life Chances**

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

#### **3. Celebrating our Diversity**

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

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

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

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

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

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

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

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

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

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

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

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

## 2. Improving life chances

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

## 3. Celebrating our Diversity

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

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

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

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

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

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

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

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

### **Children and Education**

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Progress to date 2018/19:

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

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

## 2019/20 Changes and Activities

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

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

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

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

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

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

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

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

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

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

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

The City Council has adopted Inclusive Growth as a very explicit goal to help ensure that all residents can benefit from the considerable economic growth of the last twenty years. Ensuring that every resident benefits from the growth of a City remains a core priority for the Directorate and is fully embedded within the ongoing work to review the City's social housing allocation policy and the approach to affordable housing. Throughout the planning process the equalities impacts of this work has been firmly embedded and changes to some aspects of service provision have been implemented, for example the marketing and advertising company for affordable housing has been asked to use media channels to reach more diverse communities.

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

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

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

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

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

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

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

## **Monitoring of the Delivery Plan**

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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