
Manchester City Council Report for Resolution

Report to: Citizenship and Inclusion Overview and Scrutiny Committee – 8 February 2012

Report of: Deputy Chief Executive (Performance)

Subject: Equality Delivery Plans 2012 - 13

Purpose of the Report

The purpose of this note is to provide a summary of the outcomes from the initial review of all Equality Delivery Plans and the feedback that has been provided to all business planning areas about the quality and content of their individual plans.

Recommendation

That the Committee note the content of the report and the outcomes of the initial review process. In addition to this the Committee is requested to review the contents of the Neighbourhood Services Equality Delivery Plan with particular regard to the outcomes of recent organisational changes affecting the functions of the directorate and plans for addressing equality issues.

Wards Affected

All

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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

- Neighbourhood Services Equality Delivery Plan 2012-13 (draft)

1. Introduction

- 1.1 Business planning is a key part of the Council's performance management framework. Its purpose is to align service priorities and resources with the aims and objectives of the Council and the city as a whole. Through their business plans, all directorates should demonstrate and evidence their contribution to the delivery of the Community Strategy.
- 1.2 Manchester has an incredibly diverse and rapidly changing population, so knowing who our customers are is essential in understanding their needs, priorities and requirements. Based on this and the challenging financial times, equality issues are an important consideration in service planning. Equality planning has become an integral part of the Council's business planning process through the development and delivery of Equality Delivery Plans and equality impact assessments process.
- 1.3 At its last meeting, the Committee requested for a summary of the outcomes from the initial review of all Equality Delivery Plans and the opportunity to scrutinise the draft Equality Delivery Plan for Neighbourhood Services. This report provides information on both items.
- 1.4 Full copies of all Equality Delivery Plans above are available on request. However, the meeting of the Committee will focus on the draft Equality Delivery Plan 2012-13 for Neighbourhood Services.

2. Equality Delivery Plans 2012-13

- 2.1 The purpose of an Equality Delivery Plan is to set out the way in which a service understands and responds to the needs of different communities. It sets out specific actions that the service will take in order to promote equality of opportunity, meet the diverse needs of all Manchester residents and value the diversity of its employees.
- 2.2 Each directorate was required to submit an Equality Delivery Plan demonstrating how it will contribute towards the delivery of the following five strategic equality priorities;
 1. Knowing your communities and equality mapping
 2. Place shaping, leadership, partnership and organisational commitment
 3. Community engagement and satisfaction
 4. Responsive services and customer care
 5. A modern and diverse workforce
- 2.3 These equality priorities will change next year as the Council will be developing and publishing clear equality objectives aimed at addressing

inequality and narrowing the gap in outcomes for our communities of interest in the city. These will be published by 6 April 2012.

3. Review of Equality Delivery Plans

- 3.1 In December 2011, directorates were required to submit their 2012-15 business plans for review. This included an Equality Delivery Plan with high level equality objectives and actions for the directorate. In some cases directorates have also developed service level equality plans to ensure that the focus and delivery of actions for key services is managed and delivered effectively.
- 3.2 Since the submission of draft Equality Delivery Plans, officers in the Business Improvement and Partnerships Team have been reviewing the contents of each plan to identify areas of good practice and development. This review has resulted in a better understanding of the organisational changes that have taken place and the risks and opportunities that the changes pose on delivering better equality outcomes for Manchester residents. The review has also enabled support and guidance to be provided to each directorate / service to further embed equalities into their overall business planning process along with strengthen and improve the content, actions and outcomes of Equality Delivery Plans.
- 3.3 All directorates have demonstrated a commitment to delivering better equality outcomes and have produced draft delivery plans to a satisfactory level. In some cases it is clear that significant work has been undertaken to bring together different services, customers and equality related priorities and objectives.
- 3.4 All Equality Delivery Plans are currently in draft format and will not be finalised until the end of March 2012. Therefore, this gives directorates time to consider and action the detailed feedback that has been provided to them. A key area of action for directorates over this period will be to prioritise the development of a timetable of equality impact assessments for 2012-13 based on the list of equality impact assessments they have already submitted.

4. Common areas of development

- 4.1 Based on the initial review of all Equality Delivery Plans, there is a common set of themes that have emerged, which directorates will need to acknowledge and reflect in the development of their delivery plans going forward. These are summarised below: -
- Additional work is needed to support directorates to strengthen the alignment of objectives and priorities set out in the main business plan with those included in each Equality Delivery Plan
 - Further consideration needs to be given towards identifying actions and outcomes focussed on addressing the types of disadvantage or disproportionate impacts that may affect all equality groups or specific groups

- Improvements around the consistency in collecting and monitoring of equality data about our customers; with a particular focus on sexuality, disability and religion / belief. The Customer Relationships Management (CRM) system provides a good starting point for this along with a corporate standard for equality monitoring classifications to ensure that there is consistency in approach
- Strengthen coordination and approaches to engaging with our communities of interest (through existing third sector forums and networks and partners etc) and building the intelligence and information that we have about needs and priorities into our business planning arrangements
- Key services responsible for commissioning need to consider the impact on our communities of interest and the role and contribution that the third sector could make
- Equality Delivery Plans should also connect in more detail to workforce issues e.g. composition of the workforce across all grades, development of skills and promotion of talent management within the organisation
- Development of a timetable across the four directorates for delivering the equality impact assessments proposed for 2012-13

5. Neighbourhood Services Equality Delivery Plan

5.1 Over the past two years, the Neighbourhood Services directorate has undergone a transformation programme that has enabled a more integrated approach to service delivery. From over 20 individual service areas, the directorate has been re-designed and services are now structured within three business areas (Neighbourhood Delivery Teams, Community and Cultural Services and Business Units, supported by a Business Support function). The approach to business planning for 2012-15 has also been re-aligned to reflect the changes within the directorate, with a move away from individual service area plans. A single business plan has been created for the directorate which provides the vision, objectives and supporting appendices. To support this, and to provide further detail at the business area level, four service delivery plans (Neighbourhoods, Community and Business Units plus Environmental Strategy) have been created.

5.2 The key objectives for the directorate are:-

- Neighbourhoods: excellent services accessed and delivered at a neighbourhood level to support sustainable communities
- Customers: engaging with and understanding customer needs, providing a greater level of self service and increasing the customers ability to find their own solutions to their issues
- The Environment: improving the local environment and leading on climate change
- Service Integration and Accessibility: ensuring a joined up service response and increasing and strengthening partnership working
- Value for money: reducing duplication of processes and increasing service efficiency, with strong working relationships with partners

- Workforce: increasing the flexibility, responsiveness and skills of our workforce
- Performance: developing the performance management culture to improve service standards and contribute to the achievement of corporate priorities

5.3 The directorate is strongly committed to the delivery of the equality plan and sets out a range of actions that will be delivered over the life cycle of the business plan. Key areas of focus include:-

- Development of a strong Equality and Diversity Statement for staff across the directorate aimed at demonstrating senior leadership and commitment to the equality agenda
- A commitment to undertake Equality Impact Assessments (a timetable is being drawn up for the coming year)
- Improved partnership working with public and third sector organisations through commissioning
- Engagement with our residents, ensuring that we improve our understanding of our customers and encourage participation across all communities
- Encourage volunteering across all equality groups in Manchester and undertake equality monitoring of new and existing volunteers
- Work with residents to encourage them to be proud of their neighbourhoods and foster resilience and community cohesion
- Developing our workforce to better respond at neighbourhood level through the development and delivery of a training matrix and a succession planning approach to grow own talent (including progression of BME staff).

6. Next steps

- 6.1 Work will continue to improve Equality Delivery Plans before publication. This process will ensure that by 1 April 2012 all directorates have an effective programme of work around equalities in place; including a timetable of relevant equality impacts assessments for 2012-13.
- 6.2 Final Equality Delivery Plans for 2012-13 and timetables for equality impact assessments will be published on the Council's website in April 2012 as part of the Council's published equality information.

Neighbourhood Services Equalities Action Plan

Summary outline of services included within the directorate:

Bereavement Services, Building Cleaning, Business Support (inc. Civil Contingencies), Environmental Strategy and Campaigns, Libraries (inc. Library Theatre), Highways, Leisure, Private Sector Housing, Street Management , Regulatory and Enforcement Services, Catering, Community Transport, Fleet and Support, Manchester Contracts, Manchester Markets, Street Scene, Town Hall Services, Waste and Recycling, EOC, Crime and Disorder, Anti Social Behaviour Action Team, Community Safety, Cultural Strategy, City Galleries.

Directorate Equality Lead:Fiona Worrall.....

Business Improvement and Partnership Team lead: Anissa Kheratkar and Alex Keelan

Strategic objective 1- Knowing your communities and equality mapping				
Target	Activities	Officer responsible	Deliver by	Outcome
Reassess equality monitoring across the directorate following re design	<ul style="list-style-type: none"> Conduct an audit of information across the directorate which will enable effective equality monitoring Use data to inform policies and priorities 	Shefali Kapoor/ Beverley Taylor	July 2012	<ul style="list-style-type: none"> Improved level of customer knowledge, to enable accurate customer profiling and development of services according to customer need.

Strategic objective 1- Knowing your communities and equality mapping				
Target	Activities	Officer responsible	Deliver by	Outcome
	<ul style="list-style-type: none"> Use 2011 Census information to provide baseline data for comparison. (available June 2012) 			
<p>Establish a clearer understanding of the needs of communities of interest via the directorate audit and through reference to the Communities of Interest report to highlight barriers which particular communities may face</p>	<ul style="list-style-type: none"> NDT's/CCS to maintain engagement with community groups Prioritise and consult BME community groups Maintain engagement with communities of interest (e.g. via LGF) to support consultation and involvement 	<p>SAMs / CCS Area Managers/ Beverley Taylor</p>	<p>Ongoing</p>	<ul style="list-style-type: none"> Relationship with community groups maintained as a basis for ongoing consultation and dialogue Defined communities able to inform strategic planning Early knowledge of communities who may become marginalised and lack services

Strategic objective 2 – Place shaping, leadership, partnership and organisational commitment				
Target	Activities	Officer responsible	Deliver by	Outcome
Improved partnership working with public and third sector organisations	<ul style="list-style-type: none"> The directorate links into the work developing through the third sector coordination group on commissioning, The directorate links into the partnership principles being developed at a Manchester Partnership level. 	<ul style="list-style-type: none"> Eamon O Rourke 		<ul style="list-style-type: none"> Delivery of schemes in partnership which provide a more integrated approach to community delivery and are more relevant to neighbourhoods
Complete, develop and maintain Equality Impact Assessments (EIAs) to reflect changes to services and delivery including commissioning and decommissioning of services.	<ul style="list-style-type: none"> Continue our commitment to develop EIAs at each point of change Maintenance of community and equality profiles for each service area Improved communication links with communities 	Shefali Kapoor/ Beverley Taylor	Ongoing	<ul style="list-style-type: none"> Continuous improvement of evidence base, policies and procedures Increased staff awareness Improved community links
Strong strategic statement of	<ul style="list-style-type: none"> Statement cascaded to all staff and endorsed by all partners as 	Fiona Worrall	June 2012	<ul style="list-style-type: none"> Clear leadership and commitment to Equality and

Strategic objective 2 – Place shaping, leadership, partnership and organisational commitment				
Target	Activities	Officer responsible	Deliver by	Outcome
commitment to Equality & Diversity throughout the Service	part of Business Plan communication process <ul style="list-style-type: none"> • Ensure links to emerging equality objectives (due to be published April 2012) and cascade this information to all staff in the directorate 			Diversity within the directorate and partner organisations <ul style="list-style-type: none"> • Staff aware of duty and organisation's equality objectives and are able to embed within their areas of work

Strategic objective 3 – Community engagement and satisfaction				
Target	Activities	Officer responsible	Deliver by	Outcome
Improve understanding of vulnerable groups in local communities	<ul style="list-style-type: none"> • Develop more locally focused and integrated Service Delivery Teams • Hold targeted events in the local community • Continue consultation on the redesign and development of services with key stakeholders and focus groups with particular attention to the 	SAM's, CCS Area Managers Beverley Taylor	April 2012 – March 2015	<ul style="list-style-type: none"> • Improved understanding of the key concerns for vulnerable communities • Information obtained is used to help inform service delivery

	<ul style="list-style-type: none"> protected characteristics Equality groups consulted as part of major reviews, changes, projects 			
Continue to support community events across Manchester	<ul style="list-style-type: none"> NDT's to prioritise events to be supported based on local need. Deliver planned events Continue to work with key agencies, Community Guardians and volunteers 	SAMs/ CCS Area Managers Beverley Taylor	April 2012 – March 2015	<ul style="list-style-type: none"> Event plans agreed by NDT's Plan delivered
Encourage participation by all communities within Manchester and to pro-actively encourage new customers as appropriate	<ul style="list-style-type: none"> Work closely with the Corporate Communication Team to ensure all publicity material reflects diversity of Manchester's population Improve resident engagement levels through ward coordination and regeneration to better enable residents to influence decision making Work with residents to encourage them to be proud of their neighbourhoods and foster resilience and community cohesion. Encourage volunteering in Manchester's communities across all equality groups and 	Beverley Taylor	April 2012 – March 2015	<ul style="list-style-type: none"> Evaluate success of marketing campaigns within different communities Better understanding of representation of volunteers and how they can help inform the

	undertake equality monitoring of new and existing volunteers			decision making process and service delivery.
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Strategic objective 4 – Responsive services and customer care				
Target	Activities	Officer responsible	Deliver by	Outcome
Improve the overall quality of customer care	<ul style="list-style-type: none"> Analyse satisfaction surveys with particular reference to the protected characteristics 	Shefali Kapoor	April 2012 – March 2015	<ul style="list-style-type: none"> Corporate targets met
Deliver EIA's that assess how effectively our services meet the expectations of communities	<ul style="list-style-type: none"> Develop EIA plan Continue our commitment to develop EIAs at each point of change Carry out EIA within agreed timescales DMT to monitor 	Shefali Kapoor	April 2012 – March 2015	<ul style="list-style-type: none"> Actions identified and acted upon to improve service delivery
Continue to develop a responsive and customer focused workforce by improving staff training and awareness	<ul style="list-style-type: none"> Customer service training and development focus for all staff including continued development and delivery of Equality and Diversity in Action training. Develop and equality monitor a workforce plan that promotes the development of skills and 	Fiona Worrall	April 2012 – March 2015	<ul style="list-style-type: none"> The Service is able to provide an excellent service to all its customers showing improved customer service and customer satisfaction

Strategic objective 4 – Responsive services and customer care				
Target	Activities	Officer responsible	Deliver by	Outcome
	promotes talent management within the organisation <ul style="list-style-type: none"> • Monitor take up of training across the directorate 			
Work alongside the development of new CRM system to extract effective equality monitoring reports	<ul style="list-style-type: none"> • Continued participation in design and development of new CRM system • Continue to provide feedback on CRM to assist future developments 	Shefali Kapoor/ Beverley Taylor	April 2012 – March 2015	<ul style="list-style-type: none"> • Improved CRM system that meets the needs of both the customer and the service
Ensure the Service is able to communicate with service users in a variety of accessible formats	<ul style="list-style-type: none"> • Support the development of service access points in neighbourhoods • Investigate which formats may be required • Plan and implement provision of any formats currently unavailable • Exchange good practice between service areas 	Beverley Taylor	April 2012 – March 2015	<ul style="list-style-type: none"> • The directorate is able to communicate with its users in a variety of accessible formats across all service areas
To improve customer satisfaction with all aspects of service	<ul style="list-style-type: none"> • Customer surveys are carried out and feedback is reviewed i.e. quarterly telephone survey, GMP 	Shefali Kapoor/ Beverley Taylor	April 2012 – March 2015	<ul style="list-style-type: none"> • Improved customer satisfaction • Customer Service Excellence

Strategic objective 4 – Responsive services and customer care				
Target	Activities	Officer responsible	Deliver by	Outcome
delivery	survey <ul style="list-style-type: none"> Lessons learnt are implemented, monitored and reviewed 			
Ensure that the complaints process is accessible to all	<ul style="list-style-type: none"> Monitor and analyse service requests and complaints Website/other access channels 	Beverley Taylor	April 2012 – March 2015	<ul style="list-style-type: none"> Improved customer satisfaction Customer Service Excellence

Strategic objective 5 – Modern and diverse workforce				
Target	Activities	Officer responsible	Deliver by	Outcome
Raise awareness of and promote participation in all staff groups and support mechanisms available to staff	<ul style="list-style-type: none"> Work with Business Improvement and Partnership Team Promote current issues in a variety of formats e.g. posters, newsletters, team briefings Ensure that information is visible for the Black staff Group, LGBT Staff Group and the Disabled Staff Group Managers to support attendance at groups 	Fiona Worrall	March 2013	<ul style="list-style-type: none"> Increased staff awareness of groups Improved engagement with employee groups
Ensure leadership and	<ul style="list-style-type: none"> Equality monitoring information is 	Fiona Worrall	September	<ul style="list-style-type: none"> The Directorate is staffed by

Strategic objective 5 – Modern and diverse workforce				
Target	Activities	Officer responsible	Deliver by	Outcome
management throughout the Directorate promotes a modern and diverse workforce	provided to managers <ul style="list-style-type: none"> • All managers can demonstrate up to date training and awareness of equality issues • Identify key actions for the Service to foster a diverse workforce 		2012	a modern and diverse workforce
Make directorate opportunities available for apprenticeships via M Futures and provide support to recruits	<ul style="list-style-type: none"> • Support intake of apprentices to high priority vacancies 3 times per year • Managers to provide support to recruits via coaching and mentoring alongside corporate training • Develop succession planning process to grow own talent (including progression of BME staff) 	Fiona Worrall	June 2012 Ongoing March 2015	<ul style="list-style-type: none"> • The Directorate is staffed by a modern and diverse workforce