MANCHESTER CITY COUNCIL
REPORT FOR RESOLUTION

COMMITTEE: Citizenship and Inclusion Overview and Scrutiny Committee
DATE: 14 October 2009
REPORT OF: Chief Executive
SUBJECT: Strategic Approach to Equalities and Diversity

PURPOSE OF REPORT
To update the committee on revisions made to the Council’s strategic approach to equalities and to report on progress for the key equality and diversity priorities for the city.

RECOMMENDATION
The Committee is asked to note the contents of this report and provide comments.

CONTACT OFFICERS
Geoff Little, Deputy Chief Executive (Performance)
0161 234 3280 (g.little@manchester.gov.uk)

Sharon Kemp, Assistant Chief Executive (Performance)
0161 234 3317 (s.kemp@manchester.gov.uk)

Nicola Bamford, Strategy Leader Corporate Performance
0161 234 3966 (n.bamford@manchester.gov.uk)

Samiya Butt, Programme Manager Corporate Performance
0161 234 3732 (s.butt@manchester.gov.uk)

BACKGROUND INFORMATION
Communities of Interest Report

WARDS AFFECTED
All

IMPLICATIONS FOR:

<table>
<thead>
<tr>
<th>Anti Poverty</th>
<th>Equal Opportunities</th>
<th>Environment</th>
<th>Employment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>Yes</td>
<td>No</td>
<td>Yes</td>
</tr>
</tbody>
</table>
1. INTRODUCTION
The purpose of this report is to update the committee on revisions made to the Council’s strategic approach to equalities and to report on progress for the key equality and diversity priorities for the city.

1.2 This follows proposals made in the last Annual report to the Executive in November 2008. The new approach aims to strengthen the local evidence base available and further embed equality and diversity in mainstream processes across the authority. This report will also look at the impact of the Single Equality Bill and national best practice.

2. BACKGROUND

2.1 Manchester City Council has a long history of tackling inequality, disadvantage and discrimination and this continues to be a key priority. Locally and nationally there is a focus on the needs of people who are disadvantaged or discriminated against through age, disability, race, gender including transgender, religion or belief, and sexual orientation. Manchester, as a city, has an ambitious vision for the city as set out in the Community Strategy 2006 – 2015. The vision of the council and its partners is to “create a city with people that are highly skilled, motivated and wealth creating. The population will contribute to, and benefit from, Manchester’s success. With everyone achieving their full potential and having a great sense of participation and wellbeing.”

2.2 The three spines support this vision:
- Reaching full potential in education, skills and employment
- Individual and collective self-esteem/mutual respect
- Neighbourhoods of choice

2.3 The overall ambition for the city and the spines supporting that vision are only possible if we continue to remove barriers to equality and celebrate diversity.

3. LOCAL DELIVERY

3.1 State of the City Communities of Interest Report
Delivering equality and diversity is only possible if there is an understanding of Manchester’s communities and the barriers they face. The State of the City Report – Communities of Interest is one aspect of Manchester’s commitment to understanding its communities better, with a particular focus on equality groups. It follows from a suite of reports led by the Manchester Partnership that focus on the city, including the Story of the City (Locality Self-Evaluation), Manchester’s State of the City Report, and Manchester’s State of the Wards Report. Together they provide an annual review of progress and evidence base for future decision-making and priority setting by Manchester City Council and its partners. The primary focus of the first year of the State of the City: Communities of Interest report is on race, disability, gender, including transgender, age, sexuality and religion or belief.
3.2 The report provides detailed information on issues facing specific communities and offers a starting point for understanding the barriers that exist for people to achieve their full potential. The report does not constitute a strategic response to the issues it highlights; moreover, it offers a position statement and evidence base for future decision-making in Manchester.

3.3 The Council’s statutory Equality Schemes for Race, Gender and Disability seek to respond to the issues and priorities highlighted in the Communities of Interest Report 2009/10. The ambition is to build the evidence base on an annual basis, and to use the information contained within the Communities of Interest report to support the annual refresh of the scheme action plans. As well as influencing service delivery decisions through the business planning process. This process ensures the equality schemes are linked into the work of the Manchester Partnership.

3.4 Key priorities identified in the report for each equality strand are:

3.4.1 **Women**
- Gender Pay Gap (NB: relates to general employment issues in the city and not the Council as an employer)
- Feeling safe
- Employment and the recession

3.4.2 **Men**
- Access to health services
- Mortality rates
- Educational attainment.

3.4.3 **Trans men and women**
- Housing
- Crime and personal safety
- Employment
- Staff training and awareness

3.4.4 **Disability**
- Social model of disability
- Transport for disabled people
- Income and employment
- Education and training

3.4.5 **Race**
- Employment
- Health
- Education
- Crime and disorder

3.4.6 **Lesbian, gay and Bisexual (LGB)**
• LGB history  
• Young people  
• Education  
• Housing  
• Crime and health

3.4.7 Age

Focuses primarily on people aged 50 and over who are recognised as including a disproportionate level of people in need and who are vulnerable culturally, socially, economically and financially.

3.5 Gender, Disability, Race Equality Schemes

The Gender, Disability and Race equality schemes have each been reviewed and refreshed for 2009 and are now on the same three year cycle. The new schemes have been developed with reference to best practice in other local authorities and across the public sector, for example NHS Manchester, and ensuring they form an integral part of business planning. The refreshed schemes have provided an opportunity to respond to issues highlighted within the State of the City: Communities of Interest Report. The use of the information within the Communities of Interest Report means the refreshed schemes are evidence based and outcome focussed. The annual Communities of Interest reports can help assess improvements and help monitor identified outcomes and will therefore replace previous annual reports presented to Executive to outline progress against equalities issues.

3.6 In terms of delivery each scheme contains an action plan, which is based on the five key strategic priorities of the new Equalities Framework for Local Government and will be monitored on a quarterly basis through mainstream business planning.

3.7 Corporate Equality Improvement Group

There have been a number of process and governance developments that will further embed equality and diversity across the authority. This includes establishment of the Corporate Equality Improvement Group (CEIG), a senior officers group with representation from all services. The CEIG’s function is to provide strategic steer to all council services to ensure consistency in understanding and implementing legal duties in the provision of goods and services. This group will monitor and report on progress of actions identified with the Race, Disability and Gender Equality Scheme action plans and provide information for the annual review of the schemes.

3.8 Business planning

Previously, business plans had separate equality action plans for services, these will now be integrated within the council’s mainstream business planning process. In addition, new business planning guidance now incorporates the five key strategic priorities set out by the Equality Framework for Local Government and embedded in the Gender, Race and Disability Equality Action Plans. The guidance offers support and
advice on how services can ensure they provide responsive and effective services for Manchester’s changing communities.

3.9 **Equality Impact Assessments**

Refreshed Equality Impact Assessment (EqIA’s) guidance has also been developed to provide a practical approach to identifying adverse impact of services on communities based on evidence. The State of the City, State of the Wards and Communities of Interest Report will provide supporting evidence for services comparing data they have on their service users to identify adverse impact. The new guidance encourages an outcome-focussed approach that is evidenced based and supports the business planning process and the delivery of the Equality Schemes. A training programme that offers practical support for staff to undertake EqIA’s is being developed to support the new guidance, using a ‘train the trainer’ approach.

3.10 **Staff groups**

Specific engagement on individual equality strand issues continues to take place via a range of staff groups. Changes and progress over the last year include, the establishment of the Corporate Disabled Strategic Staff Group which now feeds into the Disabled People’s Engagement Network (multi agency strategic group). The CDSSG supports the work on the Communities of Interest Report and the delivery of the Disability Equality Scheme. The Corporate Black Staff group was also re launched in September 2009 and is working on developing their role and function and terms of reference. Lesbian, Gay, Bisexual and Transgender (LGBT) employee group continue to provide support to staff and link into the LGBT Interdepartmental and Development strategic groups. The employee group contribute to the Pride celebrations and the annual Stonewall Equality Index submission.

3.11 **Local delivery structure and governance arrangements**

To ensure effective delivery of the council’s ambitions around equality, the following leadership and governance arrangements are in place;

- The Deputy Leader of the Council and Deputy Chief Executive each have explicit responsibility for all elements of equalities and diversity at a political and officer level respectively. In addition, Lead Members and officers are in place for all equality strands, inc. Race, Disability, Gender, Gay Men and Lesbian issues. Their role is to promote equality and diversity and challenge progress across the council and the city.

- Strategic Management Team Sub Group - Use of Resources and Governance - This team has a strategic remit, on behalf of the City Council Management Team, to coordinate and support the development and delivery of all Equality Schemes, ensure we meet our legal duties, and provide leadership and strategic development of our approach.
• Corporate Equality Improvement Group - This consists of equality representatives from all services together with members of the corporate team responsible for equality issues. It meets bi-monthly to consider the strategic equality and diversity challenges we face as a council, how effectively we are tackling these and what we need to do to improve. It also has responsibility for monitoring progress against the equality action plan and hold teams and individuals to account for delivering the activities set out in the plan.

• Corporate Service Inclusion and Improvement Team –
Within the Corporate Performance Group there exists a dedicated team of Service Inclusion and Improvement Officers, each with specific responsibility for individual equality strands, i.e. Race, Gender, Disability, Gay Men and Lesbian issues, which mirrors the political leadership structures as outlined above. This approach has been welcomed by community groups, who appreciate the benefit of having a named contact that is recognised as being representative of their community. Over the past year officers within the team have also been involved in broader equality and diversity work whilst maintaining their status as specific lead on their strand. An example of this is the nomination of lead officers for all service areas in support of the work of the Corporate Equalities Improvement Group (CEIG), which is a role that is carried out on a generic equality and diversity basis.

4. NATIONAL DELIVERY

National Equality Framework for Local Government

4.1 Manchester City Council has adopted the new equality performance and improvement framework led by the Improvement Development Agency for Local Government (IdeA). The Equality Framework for Local Government (EFLG) builds on the strengths of the Equality Standard for Local Government, adopting a simpler, smarter, proportional and relevant approach. The new framework has three levels of achievement for authorities to benchmark their success instead of five as in the Equality Standards for Local Government. The three new levels of assessment are:

1. A Developing Authority – understanding the importance of equality
2. An Achieving Authority – developing better outcomes
3. An Excellent Authority – making a difference

4.2 The new framework is based on a wider more aspirational definition of equality focussing on what we can do to create a fairer society. The framework includes five performance areas with specific actions for authorities to assess their progress. Manchester has built its five strategic
key priorities for the Equality Schemes based on the five areas of the EFLG.
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

4.3 These five levels have been adopted as the key strategic priorities for the delivery of the Gender, Race and Disability Equality schemes action plans. Manchester’s ambition is to achieve excellence by October 2010. These priorities are also reflected in the refreshed business planning guidance, and provide the basis for the work programme of the Corporate Equality Improvement Group. (CEIG)

4.4 The Equality Framework for Local Government has been designed to support the new inspection process, the Comprehensive Area Assessment. The Comprehensive Area Assessment (CAA) process considers how the Council, along with its partners, knows and understands the nature and extent of inequality and disadvantage within the communities and how effectively it is working to reduce or eliminate discrimination. The new assessment approach provides Manchester with an opportunity to further explore and understand the barriers that exist to stop people reaching their full potential and develop solutions to eliminate discrimination.

4.5 **Equality Bill**
The law around equalities legislation is changing and a new Equalities Bill is currently being considered by Parliament. Contained within the current proposals is introduction of a Single Equality Duty, in which public bodies such as Manchester City Council would be required to produce one single equality scheme covering all six equality strands (disability, race, gender, age, sexuality and faith and belief). This duty is planned to become law in 2011 and many public bodies are already publishing single schemes in preparation for such legislative changes. Whilst Manchester City Council would clearly wish to ensure compliance against any new legislative requirements, the current position is to continue to publish separate schemes for specific equality strands; this decision was based on consultation with community groups in 2008.

4.6 Key features of the proposed Bill include:

- **A new public sector duty to consider reducing socio-economic inequalities.**
  This will only relate to strategic policies and decision-making. It will not affect front line decisions taken by service providers which relate to individuals.

- **A new equality duty on public bodies.**
This duty will include race, gender, disability, sexuality, age, religion or belief, gender re-assignment and pregnancy and maternity. It is likely the new duty will come into force in 2011. Further guidance will be issued shortly.

- **Using public procurement to improve equality.**
  The public sector has an opportunity to use its purchasing power to promote equality. Currently, the public sector must pay due regard to disability, race and gender within the commissioning and procurement processes. The new duty will be extended to include age, sexuality, gender reassignment and religion or belief.

- **Banning age discrimination outside the work place.**
  The Equality Bill will make it unlawful to discriminate against someone aged 18 or over when providing services or carrying out public functions. Consultation will be conducted during the summer regarding the details of the new law.

- **Gender pay and equality reports.**
  It is anticipated that public bodies with more than 150 employees will be required to publish annual details of:

  - their gender pay gap
  - their ethnic minority employment rate
  - their disability employment rate.

  Further, the Equality Bill will ban secrecy clause which stop employees discussing their pay with their colleagues.

- **Positive action.**
  The Equality Bill will expand the way positive action can be used so that employers can pick someone for a job from an under-represented group when they have the choice between two or more candidates who are equality suitable, provided they do not have a general policy of doing so in every case. Positive discrimination (appointing someone just because they are from an under-represented group) will remain illegal.

- **Strengthening the powers of employment tribunals.**
  The Bill will allow employment tribunals to make recommendations in discrimination cases which benefit the whole workforce and not just the individual who won the claim. This will help to prevent similar types of discrimination occurring in the future. Failure to comply with a recommendation could be used as evidence to support subsequent similar discrimination claims.

  Representative actions (whereby a trade union or the Equality and Human Rights Commission take a case to tribunal on behalf of a group of individuals) will be subject to public consultation and are not included in the Bill.
• **Protecting carers from discrimination.**  
  It is currently unlawful to discriminate against or harass someone because they are ‘linked to’ or ‘associated with’ a person who is of another sexuality, race, or religion or belief. For example, if an employer discriminates against an employee because she is married to an Asian man that is unlawful.

  But the same protection does not apply in respect of age, disability, gender or gender reassignment. Therefore, the Equality Bill will protect people from discrimination when they are associated with someone who is protected themselves (such as their carer).

• **Stronger protection for breastfeeding mothers.**  
  The law will be made clear that it is unlawful to force breastfeeding mothers out of public places (this type of discrimination was first made unlawful under the Sex Discrimination Act 1975).

• **Private members’ clubs.**  
  It will be unlawful for associations, including private members’ clubs, to discriminate against members or guests of members. However, the Bill recognises that it is important for people with a shared characteristic to have their own space. Therefore single sex clubs, gay clubs, or clubs for people of a particular religion will not be subject to the Bill.

  However, the Equality Bill will mean that clubs which admit a range of members will have to treat them all equally.

• **Improving protection from disability discrimination.**  
  The Bill will place a new duty on landlords and managers of residential properties to make alterations for disabled people where it is reasonable to do so.

5. **PARTNERSHIP APPROACH**

5.1 In addition to the Council’s own strategic approach to equalities and diversity, the Manchester Partnership continues to provide leadership and commitment in relation to tackling inequality and disadvantage across the city. In particular the Communities of Interest Report will be used by the Partnership to inform future action planning and will therefore be an integral part of thematic and geographic partnership working, the focus in terms of objectives will be to narrow gaps in outcomes for residents as set out in the Community Strategy and LAA (Local Area Agreement). As examples the following specific activities take place on a partnership basis.

5.2 **Agenda 2010 Partnership**  
  The Agenda 2010 Partnership is a multi-agency partnership committed to improving race equality outcomes in the city of Manchester. The work of Agenda 2010 underpins the legal requirement on public authorities to
eliminate unlawful discrimination and promote equality of opportunity and good relations between people of different racial backgrounds under the Race Relations (Amendment) Act 2000.

The life of the partnership was intended to span ten years, until October 2010. With the approach of 2010, ways of taking the partnership forward are now being explored.

There are four key main thematic areas Employment, Health, Crime and Disorder and Children and Young People (Education). The steering group meet regularly to provide updates on the progress of the action plans and to share good practice and to review and develop their community engagement and involvement mechanisms.

5.3 **Association Greater Manchester Authorities (AGMA) - Equality Group**
Manchester has been involved in the development of the AGMA sub regional policy and action plan on equalities, progress on the agreed actions will be reported in the next report. Manchester have also been involved in the AGMA response to the proposed specific duties of the Single Equality Act.

5.4 **PVE (Preventing Violent Extremism)**
Manchester has a well established PVE Board, which is chaired by the Deputy Chief Executive of MCC and attended by the deputy leader of the council, the three divisional commanders and reps from health, probation, youth offending service and the UK Border Agency. This Board is the decision making forum for PVE work in Manchester and monitors progress against Manchester's Prevent Delivery Plan. A PVE Steering Group, chaired by the head of Crime and Disorder has also recently been established to help embed Prevent into core business across the key partnerships in the city.

5.5 **Community cohesion**
The Manchester Community Cohesion Steering Group, chaired by the Deputy Leader of the Council and includes the membership of senior reps from the public, voluntary and community sectors is responsible for developing Manchester's approach to community cohesion and overseeing the delivery of an action plan which as agreed to be delivered to address the challenges being faced in parts of the city. The community cohesion steering group has recently agreed for a strategic review of community cohesion to take place to ensure that our approach and delivery framework is effective and robust enough to pick up and address current and future challenges.

6. **ROLE AS AN EMPLOYER**

6.1 Manchester City Council values the diverse communities across Manchester, and recognises that in order to fully understand and deliver what citizens need and want, the Council needs a diverse workforce that is representative of the residents we serve, at all levels.
6.2 The Council has been driving forward with policies that promote equality and tackle discrimination for over twenty years and has actively promoted programmes of positive action, with targets to ensure equality of opportunity in employment.

6.3 **Employee Involvement**
The Council values involvement from our employees and therefore we fully support schemes and networks that ensure the opinions of our employees are heard. This is made possible by a network of employee groups, most notably are:

- Directorate, Service and Corporate black staff groups
- Lesbian, Gay Bisexual and Transgender employee group
- Corporate Disabled Staff Group and Staff Network
- Employee Carers Support Network

6.4 **Global Equality Targets**
As part of the Council’s commitment to recruiting a representative workforce of the community it serves, it has an approved Global Equality Targets programme. These targets are evaluated periodically three times a year by a best practice group, which consists of departmental representatives and is coordinated by the Corporate Personnel Strategy team. Where these targets are achieved during the lifetime of the programme they are reviewed and higher targets set to maintain the drive of working towards a representative workforce.

There are various key drivers to enable the achievement of the Global Equality Targets. Some examples are:

- The annual Race Equality in Employment report produced and published for the public. The report is the City Council’s response to the Race Relations (Amendment) Act 2000 on ethnic monitoring in employment. It includes the publication of workforce monitoring data and an action plan to achieve workforce change.

- The Stonewall Workplace Equality Index 2010 is the definitive national benchmarking exercise showcasing Britain’s top employers for lesbian, gay and bisexual staff, ranking them according to a range of criteria. It demonstrates that the City Council are willing to change our workplace to ensure LGB people feel safe and valued when working for us. It provides us with valuable feedback and allows us to review and measure our continued improvement and identify areas for development. We were rated as being the top local authority employer in the 2008 index and were ranked joint 8th overall in 2009. We have recently put forward the 2010 submission and are waiting feedback.

- Corporate Disabled Staff Group formed and currently reviewing how the structure of the group will work. This corporate group forms a central conduit for engagement with disabled staff and will work with Corporate
Personnel and other departments to help improve services. The Deputy Chief Executive chairs the quarterly meetings. The group has decide that the three priority areas to progress first will be: creating development opportunities for existing disabled staff; completing a survey with disabled staff to highlight any opportunities for improvement and the information from these to initiatives then to inform a disabled staff conference.

6.5 **Employee development activity**

There are also a range of employee development activities some examples of which are:

- In 2008, a Black Staff skills audit was completed that established skill gaps and development needs. A range of generic corporate development activities were established to support in filling these gaps e.g. workshops on engaging and motivating others/lead, manage and develop people.

- Following on from the Black Leadership Programme and the empowerment workshops that were accessed by BME and LGBT members of staff. There are currently being developed short and longer term training schemes that will incorporate some elements of the M Factor and Black Leadership Programme with a view to the Wider Leadership Team being mentors. This will be available to a targeted audience to improve the representation of staff (BME, LGBT and Disabled) at more senior levels.

- The Ambassador Scheme is a development opportunity that covers all employees but its ethos is to create a pool of volunteers who are a diverse range of existing staff who promote the Council as an employer and act as role models but additionally use the experience as development opportunity in relation to delivering employability events.

7. **Recommendations**

7.1 The Committee is asked to note the contents of this report and provide comments.
Report To: Citizenship and Inclusion Overview and Scrutiny Committee – 14 October 2009
Executive – 21 October 2009

Subject: Publication of Race, Gender and Disability Equality Schemes

Report of: Chief Executive

Summary:
This report outlines the revision of the Council’s corporate equality schemes relating to race, gender and disability, in line with our legal responsibilities.

Recommendations
The Executive is asked to endorse the contents of the schemes and their attached action plans.

Wards Affected:
All

<table>
<thead>
<tr>
<th>Community Strategy Spine</th>
<th>Summary of the contribution to the strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Performance of the economy of the region and sub region</td>
<td>By facilitating the development of our diverse communities we contribute to the economic success of the region.</td>
</tr>
<tr>
<td>Reaching full potential in education and employment</td>
<td>The schemes contain actions to promote diverse groups achieving success in education and employment.</td>
</tr>
<tr>
<td>Individual and collective self esteem – mutual respect</td>
<td>The schemes promote better understanding and cohesion between diverse communities.</td>
</tr>
<tr>
<td>Neighbourhoods of Choice</td>
<td>The actions contained in each scheme aim to promote sustainable communities and the ongoing development of our neighbourhoods.</td>
</tr>
</tbody>
</table>

Full details are in the body of the report, along with any implications for:

- Equal Opportunities Policy
- Risk Management
- Legal Considerations
Financial Consequences – Revenue
None

Financial Consequences – Capital
None

Contact Officers:

Geoff Little, Deputy Chief Executive (Performance)
0161 234 3280 (g.little@manchester.gov.uk)

Sharon Kemp, Assistant Chief Executive (Performance)
0161 234 3317 (s.kemp@manchester.gov.uk)

Nicola Bamford, Strategy Leader Corporate Performance
0161 234 3966 (n.bamford@manchester.gov.uk)

Samiya Butt, Programme Manager Corporate Performance
0161 234 3732 (s.butt@manchester.gov.uk)

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.

Race Equality Scheme
Gender Equality Scheme
Disability Equality Scheme
State of the City Communities of Interest report
1.0 Introduction

1.1 The City Council has recently revised its statutory equality schemes, covering race, gender and disability. The revision has taken place to bring the schemes into the same 3-year cycle and to also facilitate greater integration with the Council’s business planning process.

2.0 Background

2.1 The Race, Disability and Gender Equality Schemes relate to our legal duties under the Race Relations Amendment Act, Disability Discrimination Act and the Equality Act 2006. Each piece of legislation imposes certain duties upon public bodies to promote equality of opportunity for certain equality groups and to eliminate discrimination. Each scheme sets out how we will meet these duties (which vary in each piece of legislation) including an action plan which sets out the key deliverables for the Council over the next 3 years.

2.2 However, the Council does not just undertake these work areas because of legislative requirements. As an authority, equalities is central to our work and essential to the success of the Community Strategy. The diversity of Manchester is one of the elements that make the city a success. Further, we need to ensure that our services are responsive and meet the requirements of our service users. By embedding the equalities agenda throughout its strategic and business planning processes the Council can improve its services, increase customer satisfaction and anticipate customer need.

2.3 It should be noted that while other public bodies in the Greater Manchester area have produced single equality schemes (covering race, gender, disability, age, faith and sexuality) Manchester City Council has continued to produce separate strand specific schemes. This decision was based on community engagement carried out in 2008 which highlighted strong local support for the Council to continue with individual schemes for the immediate future.

3.0 The Evidence Base

3.1 The action plans contained in each scheme are based on evidence drawn from a number of sources. Community engagement took place with local equality organisations, some of the Council’s own staff groups and existing consultation forums. Feedback was also provided by the recently established Corporate Equalities Improvement Group (a cross-departmental body of Council officers responsible for embedding equalities within their business plans). As a matter of course all employee groups will now have the opportunity to comment on and discuss the final schemes over the coming weeks.

3.2 The wider evidential base was drawn from the State of the City Communities of Interest report, published for the first time earlier this year. The Communities of Interest report is a research document highlighting the experiences of equality groups (covering age, race, gender, disability, sexuality and faith) in Manchester. The report also identified the key priorities for these groups. The Communities of Interest report will be produced each year, adding to the suite of State of the City reports and will
feed in to the annual refresh of each equality scheme.

3.3 The structure of the action plans is based on the new Equality Framework for Local Government (EFLG), a national equality performance and improvement framework, led by the Improvement Development Agency for Local Government (IdeA). The five levels of assessment are:

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

3.4 These five levels have been adopted as the key strategic priorities for the delivery of the equality scheme action plans and are also reflected in the Council’s refreshed business planning guidance.

4.0 Implementing the Schemes & Delivering Improved Equality Outcomes

4.1 The schemes will be implemented via business plan areas across the Council. Business planning guidance now includes information for services on embedding equality issues within their plans, undertaking equality impact assessments, engaging with diverse stakeholders, and gathering and analysis of data. This process will lead to the delivery of equality action plans within business plan areas. Ongoing support will be provided by the corporate Organisational Improvement and Service Inclusion team to nominated service leads. Further support will be provided at the regular meetings of the Corporate Equalities Improvement Group.

4.2 An indicative timetable of equality impact assessments, which are used to identify whether a service or policy may have a differential impact on a particular equality group, is also included in each equality scheme. This will be used as a basis to identify more specific service priorities within individual business plans, the outcomes of which will be published each year and included in the annual reports for the equality schemes.

4.3 Ongoing work with partners and community engagement will also be used to monitor the implementation of the schemes. For example, the Disabled People’s Engagement Network (DPEN), made up of local disabled people’s organisations, has a role in monitoring the Disability Equality Scheme’s implementation and ensuring that the actions are achieved.

4.4 In addition the Manchester Partnership continues to provide leadership and commitment in relation to tackling inequality and disadvantage across the city. In particular the Communities of Interest Report will be used by the Partnership to inform future action planning and will therefore be an integral part of thematic and geographic partnership working, the focus in terms of objectives will be to narrow gaps in outcomes for residents as set out in the Community Strategy and LAA (Local Area Agreement).
4.5 Finally, the Council’s Personnel Committee will continue to monitor employment and workforce related equality targets.

5.0 Role of members

5.1 A key element of the Equality Framework for Local Government relates to leadership and strategic commitment. The Deputy Leader of the Council has explicit responsibility for the equalities and diversity portfolio at a political, and in addition, Lead Members are in place for all equality strands, inc. Race, Disability, Gender, Gay Men and Lesbian issues. Their role is to promote equality and diversity and challenge progress across the council and the city.

5.2 The support of the Executive in the development of the Equality Schemes has also been crucial to ensuring an effective response to the key equality priorities for the City, the continuation of this support and active leadership will be equally important to the implementation process across the authority. By promoting the benefits that embedding equalities bring, such as an improvement in service delivery, customer satisfaction and better use of resources, the Executive can help ensure Manchester City Council continues to be a leading authority in meeting customer requirements and celebrating diversity.

6.0 Contributing to the Community Strategy

(a) Performance of the economy of the region and sub region

6.1 The world’s most successful cities are those that embrace and celebrate diversity. Manchester has benefited from championing inclusion and cohesion, as seen through key events such as Pride and the economic importance of our third sector. By continuing to lead on the equalities agenda Manchester is better placed to achieve its vision to become a world-class city.

(b) Reaching full potential in education and employment

6.2 Manchester’s diverse communities are already playing a key role in the success of the city. However, there is still untapped potential amongst many communities. The equality schemes contain actions to help individuals achieve their full potential through education and into employment. For example, the Race Equality Scheme contains actions to improve access to English language training for women from BME communities.

(c) Individual and collective self esteem – mutual respect

6.3 A key issue for many communities, as revealed in the Communities of Interest report, relates to community cohesion, personal safety and fear of crime. Actions have been developed to address these issues and promote better understanding between communities. For example, a partnership is being developed with Greater Manchester Crown Prosecution Service to educate young people about the impact of hate crime on minority groups. Further, ‘Exceeding Expectations’, which tackles homophobic bullying in schools, has just been re-commissioned for another 3-year
programme.

(d) Neighbourhoods of Choice

6.4 The effective championing and implementation of the schemes will contribute to achieving this spine through targeted work with various departments. For example, new policy will be developed to tackle transphobic harassment and hate crime at a neighbourhood level. Work will also be undertaken to improve upon the existing register of accessible housing in the city. The impact of this work can be measured through the suite of State of the City reports, the Communities of Interest report in particular.

7. Key Policies and Considerations

(a) Equal Opportunities

7.1 As legislative requirements the equality schemes will form the primary equal opportunities policies for the Council. They form a basis by which other equal opportunity policies and functions can be measured against.

(b) Risk Management

7.2 The primary risk for each scheme is that key actions are not met. However, ongoing scrutiny is provided via a number of internal and external mechanisms. Further, the action plans can be amended as long as the Council provides adequate justification.

(c) Legal Considerations

8 The equality schemes conform to the requirements of the legislative requirements detailed above.
Race Equality Scheme
2009 - 2012
This document is also available in a variety of alternative formats, including large print, Braille and Easy Read. To discuss your requirements please contact the Race Equality Officer on 0161 234 3647
Contents

Foreword 4
Introduction 4

Section 1: The city context 5
The city
Core values
BME communities overview

Section 2: The legal context 10
General and specific duties
New and emerging legislation

Section 3: Local evidence base 12
Communities of Interest report
Consultation and involvement
Consultation findings

Section 4: Strategic governance and delivery 14
Strategic context
Delivery arrangements
Governance arrangements

Section 5: Priorities for 2009 - 2012 17
Key strategic priorities
Action plan

Appendix 19
Appendix 1 - List of services and functions areas relevant to the Race Equality Duty
Appendix 2 - Timetable for EIAs over next 12 months
Foreword

For over 20 years Manchester City Council has been a leading authority in tackling the causes of inequality and demonstrating the benefits that inclusivity brings to the success of a city.

We are justifiably proud of this track record. This Race Equality Scheme is one element of Manchester’s approach and commitment to embed equality and inclusion for BME communities.

We are committed to providing the highest level of leadership for this agenda. This is essential to ensure the success of this scheme and to ensure that promoting race equality becomes part of the ‘way we do things’.

The Council also has an important role to play in partnership with our key stakeholders. These include individual people and key organisations working with the BME community. We can only be sure of success if we have the direct involvement of stakeholders and residents in helping shape the agenda.

I welcome this scheme and look forward to helping deliver real equality of opportunity for all BME communities in Manchester.

Councillor Val Stevens
Deputy Leader
Executive member for Equality and Diversity
Introduction

This document is Manchester City Council’s second Race Equality Scheme. This scheme sets out the Council’s commitment to embedding the Race Equality Duty across the authority for the period 2009 - 2012. This commitment is set out in the action plan towards the end of this document and highlights how we intend to promote equality of opportunity for BME communities in our services, policies and employment practices.

For Manchester City Council, equality and diversity extends beyond just meeting statutory obligations. Indeed, the concept of tackling inequality is nothing new to Manchester and we are proud of our diverse populations. Only by truly understanding the rights, requirements and expectations of our diverse communities can we really deliver exceptional services.

Therefore this scheme, in conjunction with our ongoing work to tackle inequality in gender, disability, age, religion and belief and sexuality forms a strong basis for Manchester to continue to be a welcoming and inclusive city.

This document has been divided into five sections, the first section *The City Context*, creates a picture of Manchester and provides some key facts about BME communities living in the city. Section two, *The Legal Context*, sets out the race general and specific duties and new and emerging equality legislation that will impact upon race equality in the future. Section three, *Local Evidence Base*, highlights how we have identified our key priorities and ways in which we have gathered information and consulted and involved stakeholders. Section four, *Strategic Governance and Delivery*, illustrates how this scheme is linked into internal and external frameworks working to ensure we deliver equality as a provider of services and as an employer. Section five, *Priorities for 2009 – 2012*, highlights how the new Equalities Framework for Local Government provides a structure for the strategic priorities for this scheme.
Section one – The City Context

1.1 The city
Manchester City Council provides services to 441,200 diverse people and is the sixth largest Metropolitan district outside London. Part of the council’s vision as set out in the Community Strategy 2006 – 2015 is to create a city with people that are highly skilled, motivated and wealth creating. The population will contribute to, and benefit from, Manchester’s success. With everyone achieving their full potential and having a great sense of participation and wellbeing. The strategy identifies three ‘spines’ which are the core drivers of success for the city and underneath which our priorities are grouped:

Spine 1: Reaching full potential in education, skills and employment

Our priorities:
- Routes into work for young people
- Raising resident wages and skills and increasing employment
- Improving education with better attainment and attendance
- Supporting positive parenting
- Promoting health and wellbeing
- Encouraging cultural involvement to enable individual change

Spines 2: Individual and collective self-esteem

Our priorities:
- Promoting aspirations, wellbeing and happiness
- Building social capital
- Supporting vulnerable residents
- Promoting and supporting community cohesion
- Developing localised and personalised services in partnership with residents and organisations

Spine 3: Neighbourhoods of Choice

Our priorities:
- Quality sustainable physical environment
- Safer communities
- Quality and choice of housing
- Developing locally focussed services
- Encouraging and supporting cultural activities to promote local ownership of neighbourhoods
- Developing a sense of place and community pride
- Cleaner greener city

The city has a high concentration of social problems and is ranked the third most deprived district in England. Some 28.8% of the city’s population of working age are claiming key benefits. Manchester City Council is committed
to tackling these issues and recognises that race equality plays an important part in the development of a world-class city.

1.2 The Council
Manchester City Council is an organisation that is equally ambitious with plans in place to transform the way in which we deliver services in order to be as accessible, responsive and effective in meeting the needs of our customers and residents. Over the next five years the council will be delivering a broad portfolio of projects and programmes to support the vision for service improvement across the council, and ultimately the vision of the Community Strategy. The vision is captured in the following three key strategies.

- **The Customer Strategy** – will deliver effective services through improved customer focus.
- **The Information Strategy** – will enable us to deliver intelligence led services and drive up performance.
- **The ICT Strategy** – will exploit the full potential of ICT to deliver the most effective and efficient services to customers using the latest technology.
- **The Town Hall Transformation Project** – this project will transform the way we use space, technology, manage our people, the way we communicate and the way we work (for example flexible working), and will demand changed behaviours from all of us.

Collectively, these strategies are referred to as the Service Transformation Strategies, which form a core element of a broader corporate improvement framework. This will drive change across the council whether it be in our role as an employer through initiatives such as the People Strategy, or as a delivery of services to communities through the Neighbourhood Focus Strategy.

These strategies are subject to ongoing consultation with staff and residents supported through the equality impact assessment process.

1.3 Core Values
The Council works to a series of core values, which underpin our equality schemes.

Firstly, we have pride in our city and the contribution we can all make to its continued success. But this success is dependent on the strength of our diverse neighbourhoods and communities. We want all our communities to thrive and be sustainable. As a public service provider we do of course place people at the heart of everything we do. This involves acting with speed, efficiency and respect. Excellent customer service also means being accountable to and communicating clearly with residents, employees and our partners. Finally, we value our employees who represent the public face of the Council. We will work to support and encourage their development in working hard to deliver better services.
1.4 Black and Minority Ethnic community overview
Manchester City Council aims to ensure that its services are responsive to the needs of residents regardless of race, gender, disability, sexuality, age, religion and belief. Our vision of race equality is that BME communities are able to reach their full potential as residents and employees.

Manchester has a proud and long history of welcoming people from across the world, many of whom have chosen to settle in Manchester. Manchester has embraced the changes which inward migration brings and recognises this as a form of enrichment and renewal; it celebrates the values that bring people of different backgrounds together as Mancunians. All communities contribute and benefit from the wealth and opportunities within Manchester.

Everybody has an ethnic origin, often referred to as ‘race’ and the Race Relations Act (RRA) 1976 applies to everyone. Therefore anyone can use it if they feel they have been discriminated against on the ground of their race. However the Black and Minority Ethnic (BME) populations tend to be the people who are most subject to being racially discriminated against. The original race discrimination legislation came about as a result of race discrimination against Black Minority Ethnic people. The subsequent Race Relations Amendment Act (RRAA) 2000 came about as a result of the Macpherson report 1999. This report produced by Sir William Macpherson followed an inquiry into the Metropolitan police’s investigation of the murder of a black teenager, Stephen Lawrence. The 18-year-old A-Level student was fatally stabbed in an unprovoked attack as he waited for a bus in Eltham, South London, in April 1993. To date, nobody has been convicted of his murder. The Macpherson report concluded that institutional racism was rife within the Police force and defined institutional racism as “the collective failure of an organisation to provide an appropriate and professional service to people because of their colour, culture or ethnic origin”. The publication of the Macpherson report is regarded by many as a defining moment in British race relations.

Manchester’s definition of BME communities has been developed from the broader definition used by Central Government:-

‘Groups who may share a common identity by way of culture, values, patterns of behaviour, language, ancestry or history. Groups include people of Mixed Heritage, Asian, Chinese, Black or other ethnicities including Romany Gypsies, Irish/Scottish Travellers and people from Eastern Europe’
The tables below show the populations of Manchester in 2001 and in 2006 and the total number of National Insurance Number (NINo) registrations made in Manchester to overseas nationals.

Figure 4 - Ethnicity

Source: ONS Mid Year Estimates experimental statistics.

The BME population of Manchester is estimated to have grown by nearly 25,000 people (30.6%) from 19.1% of the population in 2001 to 23.3% of the population in 2006. Projected figures indicate that in 2015 this figure is likely to rise to 28.1% of the total population of Manchester.

All broad ethnic groups grew in number between 2001 and 2006, with an increase in ethnic minority groups from just under a fifth of the population in 2001 to over 23% in 2006, with White Irish showing a decrease. In recent years there have been particular increases in the numbers of residents from EU Accession States, Black African, Asian Indian and Chinese groups.

The total number of National Insurance Number (NINo) registrations made in Manchester to overseas nationals by the Department for Work and Pensions in 2007/08 was 11,230: a slight decrease of 1.2% on 2006/07. 30.2% of registrations were from adults from the eight EU Accession States, with Poland the largest contributor.
Race Equality Scheme 2009-2012

NINo registrations 2002-2008

Manchester City Council as an employer- key statistics:

<table>
<thead>
<tr>
<th>BAND</th>
<th>Number of Employees</th>
<th>Number of BME Employees</th>
<th>BME as % of Employees With EO Data</th>
<th>% BME Target 2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grade 1 - 5 (and equiv)</td>
<td>7,106</td>
<td>1,242</td>
<td>18.47 %</td>
<td>19.00 %</td>
</tr>
<tr>
<td>Grade 6 - 8 (and equiv)</td>
<td>4,366</td>
<td>680</td>
<td>16.18 %</td>
<td>18.00 %</td>
</tr>
<tr>
<td>Grade 9 - 10 (and equiv)</td>
<td>621</td>
<td>53</td>
<td>8.91 %</td>
<td>9.50 %</td>
</tr>
<tr>
<td>Above Grade 10</td>
<td>461</td>
<td>18</td>
<td>4.12 %</td>
<td>7.80 %</td>
</tr>
<tr>
<td>Total</td>
<td>12,554</td>
<td>1,993</td>
<td>16.67 %</td>
<td>17.80 %</td>
</tr>
</tbody>
</table>
Section two - Legal context

2.1 General Duty
This document prioritises race equality and the rights and requirements of BME communities. Much of this document is underpinned by specific legislation under the Race Relations Amendment Act (RRAA) 2000.

Under the RRAA 2000, public bodies have a duty to undertake general and specific duties in relation to carrying out their functions. Public services are:
- Required to move from a passive approach to an active approach in addressing race discrimination
- Required to put equality at the core of policy making and the delivery of public services

2.2 General Duty
When carrying out their functions, the General Duty requires all public bodies to have due regard to the need to:
- Promote equality of opportunity
- Eliminate racial discrimination
- Promote good race relations

2.3 Specific Duties
There are a number of specific duties to support the general duty. Public authorities are accountable for its proposals for meeting the duty. By publishing a Race Equality Scheme this demonstrates how they are meeting the duty. The Race Equality Scheme should have in it:
- A list of functions, policies and proposed policies, which have been assessed as relevant to the duties of the RRAA 2000.
- It should identify what arrangements are in place for
  - Assessing and consulting on the likely impact of its proposed policies on the promotion of race equality
  - Monitoring its policies for any adverse impact on the promotion of race equality
  - Publishing the results of such assessments and consultations (relating to the 2 points immediately above)
  - Ensure public access to information and services which it provides
  - Training of staff in connection with the duties imposed by the RRAA
- Within the 3 year period of the life of each cycle of Race Equality Scheme a review should take place specifically in relation to the assessment of functions, policies and proposed policies

2.4 New and emerging legislation
The law around equalities legislation is changing and a new Equalities Bill is being considered by Parliament. This bill proposes a Single Equality Duty, in which public bodies such as Manchester City Council will produce one equality scheme covering all six equality strands (disability, race, gender, age,
sexuality and faith and belief). This duty is likely to become law in 2011. While many other public bodies are already publishing single schemes the Council is continuing to publish separate schemes. This decision was based on consultation with community groups in 2008.

The new single equality bill aims to:

- Harmonise and clarify existing equality legislation
- Introduce new provisions which address outstanding discrimination issues
- Support wider work to promote equality

Key proposals under the Bill that are relevant to race equality:

- Extending positive action so that employers can take into account, when selecting between two equally qualified candidates for recruitment or promotion, under-representation of disadvantaged groups
Section three - Local evidence base

3.1 Communities of Interest Report
An important part of the Race Equality Scheme is understanding the needs of our diverse communities living and working in the city. For the first time this year Manchester City Council has produced the State of the City - Communities of Interest report based on local and national evidence and consultation. The State of the City Report – Communities of Interest is one aspect of the Manchester Partnership’s commitment to understanding its communities better, with a particular focus on equality groups. It follows from a suite of reports that focus on Manchester, including the Story of the City (Locality Self-Evaluation), Manchester’s State of the City Report, and Manchester’s State of the Wards Report. Together they provide an annual evidence base for decision-making and priority setting by Manchester City Council and its partners. The primary focus of the first year of this report is on race, disability, gender, including transgender, age, sexuality and religion or belief.

This report provides detailed information on issues facing specific communities gathered from a variety of sources. However, it is not intended to cover every single facet of city life; unfortunately, data and information does not exist for all areas. The report does not constitute a strategic response to the issues it highlights; moreover, it offers a position statement and evidence base for future decision-making in Manchester. The Race Equality Scheme seeks to respond to the issues and priorities highlighted in the Race Chapter of the Communities of Interest Report 2009/10. A copy of the Communities of Interest report 2009 to 2010 can be obtained from www.manchesterpartnership.org.uk.

3.2 Consultation and Involvement
The Communities of Interest report identifies a set of priorities for each equality group based on local and national research and consultation. The following priorities were identified for Race:

Unemployment
- BME communities are more likely to experience unemployment, not just related to the current economic recession. Evidence has shown that prior to the recession, BME communities were more likely to be unemployed than White majority populations. In 2006, the proportion of the BME population not working (ie. unemployed or economically inactive, such as retired, student, full-time carer, permanently sick or disabled) was 56.4% (26,372 people), which was equal to three-fifths of the BME population. This compared to 41.3% (85,121 people) of the White population of Manchester. Agenda 2010 has set up an employment group to produce a delivery plan to monitor the progress towards meeting the aims and objectives set out in the Agenda 2010 Employment Group Strategic Action Plan.
Health
• BME communities are more likely to experience worse health outcomes than the majority population of Manchester. Factors that impact on health are unemployment and being economically inactive, the type of work a person does, living in economically deprived areas, being a lone parent, and experiencing fuel and child poverty. BME communities tend to experience many of these variables that impact negatively on health status. Research has also demonstrated that BME communities tend to be more at risk of contracting diseases that are major killers and cause limiting long-term illnesses (LLTIs). Despite the health inequalities experienced by BME communities, they were more likely to report their health as ‘good’ in self-reported overall health statistics (Place Survey 2008/09).

Educational attainment
• In terms of the percentage of pupils achieving 5+ A*–C, results from 2007/08 were encouraging for many ethnic groups, with Black Caribbean, Black Other, African and Indian pupils achieving considerably higher results than the last reported year. The Black Somali group showed an exceptional increase of 19.8% and this has substantially reduced the gap between the group’s average and that of Manchester. Despite areas of inequality being addressed, such as the former poor achievement of African Caribbean boys at school, we know that African Caribbean boys still experience barriers to employment.

Crime and disorder
• The Agenda 2010 thematic group for crime and disorder has developed priorities to respond directly to the issues and priorities raised through community engagement activities and round table discussions about crime and disorder. Initiatives such as Operation Xcalibre and Tackling Gangs Action Programme have provided the opportunity to focus on prevention activities.

Community Cohesion
• Community cohesion underpins all three spines of the Community Strategy. A shared sense of belonging, positively valuing diversity, people from different backgrounds having similar opportunities and positive relationships between people from different backgrounds in workplaces, schools and neighbourhoods are all essential to:

  • Enabling people in Manchester to achieve their full potential through educational attainment, skills and work
  • Creating neighbourhoods of choice, where people from different backgrounds get on well together
  • People having respect for themselves and each other and having the self belief and motivation to make the most of the opportunities of living in Manchester
The national definition is that community cohesion is what must happen in all communities to enable different groups of people to get on well together. A key contributor to community cohesion is integration. In addition to the national definition, the following components were agreed to be the foundations, which need to be in place for community cohesion to happen in Manchester:

- We focus on what we have in common and how we will contribute to Manchester - those who are newly arrived as well as those who have always lived here
- The diversity of Manchester helps people from different backgrounds to get on well together - in work, in education institutions, in neighbourhoods and through local community and voluntary groups
- Manchester people understand the contribution that they as individuals and their communities make to the city and their neighbourhood
- We have mutual respect - Manchester people respect themselves, their neighbours and their neighbourhood and the communities of Manchester
- We strive for equality of opportunity - people may come from different backgrounds but they have the same opportunities to benefit from and contribute to the success of Manchester
- People have trust in local institutions to treat people fairly and openly

Summary of key areas of progress since the last Race Equality Scheme (2005-09)

A summary of the work carried out since the publication of the 2005-2009 Race Equality Scheme is outlined below. Each area of work has a set of numbers between 1-3 allocated in brackets alongside each. These numbers indicate, which part of the duty the area of work has contributed towards across the three general duties, which are:

- Promote Equality of Opportunity (1)
- Eliminate Racial Discrimination (2)
- Promote Good race relations (3)

Key progress

- Agenda 2010, a multi agency partnership working on key areas of race inequalities has strengthened its action plans against its four key priority areas of Employment, Education (Children and Young People), Health and Crime and Disorder (1, 2, 3)
- Communities of Interest report – MCC has created a new document to complement the State of the City and the State of Wards reports. The communities of interest report is focused on the equality areas of race, gender, disability, sexual orientation, age, faith and belief. The work
has highlighted key priority areas for these groups and has also identified gaps where needs are not being met or do not have appropriate provision

- Community Cohesion work – work on this area has taken place by Manchester Community Cohesion Steering Group. This is a multi agency steering group facilitated by Manchester City Council with four task groups on
  - Welcome and Communications
  - Citizenship
  - ESOL and Translations
  - Performance Management/Community Change Management.

A draft action plan was established setting out the specific actions and outcomes that each task group would aim to achieve. (1, 2,3) Wythenshawe Community Cohesion steering group a multi agency partnership focused on the area of Wythenshawe progressed work that resulted in the opening of a drop in centre that would bring local and newly arrived communities together and developed a directory to signpost people in Wythenshawe to the variety of services available to people who lived and worked in the area (1,2,3).

- New Arrivals team, Education – the team supports new arrivals to ensure that they receive appropriate access to education services and gives support to help families settle (1,2,3)

- MARIM Service – organises forums for services, agencies and groups from the statutory, voluntary and community sector to promote knowledge and awareness of issues affecting refugees, asylum seekers, migrants and vulnerable new arrivals in order to promote accessible, informed and improved services to these groups (1,2,3)

- Chief Executives department – Women’s Voices from Abroad project is made up of representatives of women from the community and from organisations representing the interests of women from abroad. The English for Speakers of Other Languages (ESOL) project for women was supported and facilitated by an officer from the Corporate Performance team and was targeted at women who needed access to ESOL courses at pre-entry level English who were not going into employment, education or training. The aim of the project was to promote community cohesion and access to services which it successfully achieved, but also resulted in a number of women developing the confidence to seek opportunities to work and to gain further training (1,2,3)

- Libraries – provides information on services and information on a variety of subjects with awareness of the needs of minority ethnic communities including the needs of newly arrived communities; subjects include Employment Advice and Guidance, Health, Education for adults and young people, English for Speakers of Other Languages, Adult Literacy. Events are organised to promote awareness and understanding of different cultures and people including involvement in Black History Month. The Bookstart initiative provides books to all children in appropriate languages with the aim of developing literacy skills at an early stage (1,2, 3)
• Culture Services – organised a variety of cultural events to bring people together and to share knowledge and information about different cultures (3)
• Third Sector team - BME funding – specific funding is targeted to BME groups to develop the capacity of the BME sector and to ensure appropriate and accessible services are available to the BME communities. Also supports work by BME sector on community cohesion (1,2,3)
• Community Cohesion and Preventing Violent Extremism work (2,3)
• English for speakers of Other Languages – Manchester Adult Education Service (1,3)
• M4 – Translation services (1,2)

Section four: Strategic leadership and governance

4.1 Leadership and Performance Management

Manchester’s suite of ‘State of the City’ reports, provide the core evidence base for decision making in the Council and with its partners, including the Community Strategy and Corporate Plan. The ‘State of the City: Communities of Interest’ report, provides the specific evidence base on the six equality strands of race, disability, sexuality, gender, religion and belief and age. This document informs the Council’s response to equality issues and specifically its statutory duties, including the publication of Gender, Race and Disability Equality Schemes.

Through the Council’s Corporate Business Planning Process, services identify and respond to equality issues highlighted by the schemes, producing an Equality Action Plan, as part of the annual Business Plan document.

To ensure effective delivery of the council’s ambitions around equality, the following leadership and governance arrangements are in place;

• The Deputy Leader of the Council and Deputy Chief Executive each have explicit responsibility for all elements of equalities and diversity at a political and officer level respectively. In addition, Lead Members and officers are in place for all equality strands, inc. Race, Disability, Gender, Gay Men and Lesbian issues. Their role is to promote equality and diversity and challenge progress across the council and the city.

• Strategic Management Team Sub Group - Use of Resources and Governance - This team has a strategic remit, on behalf of the City Council Management Team, to coordinate and support the development and delivery of all Equality Schemes, ensure we meet our legal duties, and provide leadership and strategic development of our approach.
• Corporate Equality Improvement Group - This consists of equality representatives from all services together with members of the corporate team responsible for equality issues. It meets bi-monthly to consider the strategic equality and diversity challenges we face as a council, how effectively we are tackling these and what we need to do to improve. It also has responsibility for monitoring progress against the equality action plan and hold teams and individuals to account for delivering the activities set out in the plan.

• The involvement of BME communities is crucial to the race equality work of Manchester City Council which works closely with Manchester City Council for Community Relations (MCCR), which has been established in the city for 43 years, and with the BME network, which has a membership of approximately 200 voluntary and community BME organisations. Both MCCR and the BME network are represented on the Agenda 2010 steering group and provide a scrutiny role to the work of the Council. Work is being developed with agencies representing or working on behalf of new arrival communities such as Refugee Action and Migrant Workers North West. Working with the BME communities ensures that the needs identified represent the real needs of the communities as opposed to assumed needs.

4.2 Equality Impact Assessments

We have a duty to publish in this Race Equality Scheme, a list of the Council’s functions and services that we have assessed as relevant to the duty to promote race equality. ‘Functions’ means our duties and powers. A list of the functions and services that we have assessed as relevant can be found in appendix 1.

We use the process of Equality Impact Assessment (EIA) to ensure that we assess and consult on the likely impact of our proposed functions and services in promoting equality. An EIA is a process by which a policy or service is examined to see if it has a negative or positive impact on certain particular groups. This form of assessment is crucial to understand:

• How services and policies impact on customers
• Whether services and their associated policies are fit for purpose

The Council has recently revised its equality impact assessment toolkit for departments, in conjunction with a ‘train the trainers’ support package. This will be rolled out across the authority, in tandem with business planning guidance, to ensure that equality impact assessments are an integral part of business design, delivery and review.

The list of priority EIAs for the period 2009/10 can be found in appendix 2. In addition all new or changing services or functions will be subject to an EIA. In addition, new policies are reported to Executive for approval. When we report to Executive we use a standard report which must include details of the
Equality Impact Assessment screening which has been carried out on the policy.

4.3 Publication and Access to Information

We recognise the importance of public access to assessment, consultation and monitoring activities for the Council’s performance. This openness will help to increase customer confidence and improve staff morale. The Council currently publishes a wide range of information for residents, for example: Manchester People, a quarterly newsletter sent to all residents, and the Ward Newsletters sent to all residents annually. In addition, the following key documents are published on our website:

- The Manchester Way, Community Strategy
- State of the City Report
- State of the Ward Report
- State of the City: Communities of Interest Report
- All Statutory Equality Schemes
- Race Equality Workforce monitoring and action plan

We will also make information available on request. Information about how to contact us is included at the end of this Scheme.

4.4 Training and Employment

The Race Relations Act states that public authorities need to monitor the workforce.

MCC complies with the employment duty of the RRAA by producing an annual publication ‘Race Equality in Manchester – Workforce Monitoring and Action Planning Report’. The report includes information on key findings, monitors progress made from the previous year to deliver the initiatives outlined in the action plan and outlines the action plan for the current year.

The current report is available online on the Manchester City Council website by typing in ‘RRAA employment report 2007/08’ in the search bar.

- Employment monitoring – Disabled, BME and female staff levels are monitored at all grades on a monthly basis. This information feeds into the annual business planning process. In addition lesbian, gay and bisexual (LGB) staff representation is monitored at all grades and feeds into the LGBT Development and Interdepartmental groups.
- Staff groups – The LGBT staff group feeds into the LGBT development group and Interdepartmental strategic group. The Corporate Disabled Strategic Staff group feeds into the multi-agency Disabled People’s Engagement Network.
- Jobs Fairs - In 2008 we held jobs fairs for the following equality groups, LGBT, disabled and BME.
- Training - we provide ‘Making a Difference’ equality and diversity training to staff at all levels. “Making a difference” is a blended
programme which includes an online (e-learning) element, together with a classroom-based programme. Outlines for these programmes are available here:
http://www.mcc/learning/corepolicies/cex/cxcpeds.htm

4.5 Procurement and Commissioning

Many of the services and functions provided by the Council are carried out through contracts with private companies and voluntary organisations. Equality requirements are part of the standard terms and conditions which every contractor must abide by, with further specific equality requirements to contracts where relevant.

Over the past the year the Council and its partners have developed a new Commissioning Strategy – The Manchester Model. This will help the Council identify and purchase the right services.

This is very important in making sure that our services reflect the needs of our communities. Further work will take place over the next year to make sure the Commissioning Strategy is understood by all Council departments. We will also train our commissioning managers so that the importance of involving service users is understood.

4.6 Action Planning and Delivery

Monitoring of the action plan will take place on an ongoing basis. Annual progress reports will take place at the end of August 2010, and 2011 and in the revised scheme in August 2012

On going scrutiny and community involvement will continue with the A2010 steering group, Black Staff groups and community organisations and networks including Manchester Council for Community Relations and the BME Network.
Section five – Priorities for 2009 – 2012

5.1 Key strategic priorities
Manchester City Council has adopted the new equality performance and improvement framework led by the Improvement and Development Agency for Local Government (IDeA). The Equality Framework for Local Government (EFLG) builds on the strengths of the Equality Standard for Local Government, adopting a simpler, smarter and proportional and relevant approach. The new framework has three levels of achievement for authorities to benchmark their success.

1. **A Developing Authority** – understanding the importance of equality
2. **An Achieving Authority** – developing better outcomes
3. **An Excellent Authority** – making a difference

The new framework is based on a wider more aspirational definition of equality focussing on what we can do to create a fairer society. The framework includes five performance areas with specific actions for authorities to assess their progress. Manchester has built its five strategic key priorities for this scheme based on the five areas of the EFLG.

1. **Knowing your communities and equality mapping**
   The EFLG recognises that this priority will provide the evidential base for other work on community cohesion and customer care and will be the basis for work on the public sector duties and the CAA. Improving quality data and information about our staff and customers is essential for us to understand the impact our services have on our communities and the experience of our staff.

2. **Place shaping, leadership, partnership and organisational commitment**
   Under this priority the framework requires evidence of organisational commitment in terms of resource allocation, compliance with public duties, democratic engagement, scrutiny, service planning and procurement. The framework also recognises the importance of partnership working with local primary care trusts, the police, fire and rescue services and the voluntary and community sector through the LAA structures. Manchester has a history of strong political and strategic leadership on equality issues. Manchester understands that partnership working is key to developing a richer picture of equality and identifying barriers to reaching full potential. Manchester will further develop existing political strategic scrutiny of the schemes and associated actions. It is essential that our procurement processes are robust enough to ensure that services we procure promote equality and seek to eliminate discrimination. We understand that cohesive empowered communities involved in political life is an essential part of achieving equality in Manchester.
3. Community engagement and satisfactions
The EFLG recognises that communities of place are not always synonymous with communities of interest and feel its important that communities of interest are involved in decision making as well as service and workforce planning. This year Manchester produced the first Communities of Interest Report for the city outlining some of the barriers our communities of interest face, this scheme will address the barriers identified in the Race section of the report.

4. Responsive services and customer care
The framework specifies the particular importance of a robust process for equality impact assessments and the implementation of action plans, equality proofing procurement and commissioning and monitoring of access to services. Manchester is committed to ensuring services are designed and delivered to meet our diverse residents needs.

5. A modern and diverse workforce
The framework looks at ensuring that:
- Relevant equality objectives are built into workforce strategies
- An understanding of the local labour market and the barriers equality groups face informs the setting of equality employment objectives
- All major employment policies are equality assessed
- Plans are in place to improve representation at senior levels of women and BAME officers
- Training and development programmes address equality issues
- There is effective action to address equal pay
- There is a workplace culture in which staff are treated with dignity and respect

Manchester City Council has a long history of working towards attracting a workforce that is representative of the diverse city. There are a number of initiatives in place to support this aim. Only with a diverse workforce will Manchester be able to achieve its ambitious vision to provide responsive personalised services.

5.2 Action Plan
See attached table
Appendix 1 - List of, services and functions assessed as relevant to the Race Equality Duties

Childrens Services

Children Young People & Families
Aiming High for Disabled Children
Child Health & Disability Services
Family Support
Family Placement
District Based Social Work
Looked After Children Placement Provider
Homeless Families
CAFRAS
Safeguarding Improvement Service
Youth Service
Early Years
Extended Services to Schools
Play Service

Education
14-19 Education Services
Education Improvement Partnership
Governor Support Service
School Improvement Partnership
Strategic Commissioning - Education Services
Strategic Inclusion - Education Services
Traded Services

Strategy & Performance
Admissions
Business Change & Improvement
Business Support & Access
Management Support to Schools
School Org & Development

Corporate Services

Capital Programme Division
Capital Programme Group
Programme Management and Project Management Unit
Corporate Technical Services
Public Private Partnerships Unit
Framework One Team
Financial Management
Corporate Finance
Departmental Finance Support
Shared Service Centre and Payroll
Business Support
Internal Audit
Risk & Insurance

Corporate Personnel
Corporate Personnel contact
Departmental Personnel Services
HR Shared Service
Client Agency Group
Job Evaluation
Employee relations
Manchester Temps
Strategy and Change Management

Revenues and Benefits
Council Tax Administration
Benefits Processing
Fraud Investigations Group
Business Rates Administration

Corporate Property
Regeneration
Property Strategy
Corporate Property Support team

Corporate Procurement
Systems and Strategies Group
Procurement Operations Team
Contract Management and Benefits Realisation Team

Chief Executives - Public Sector Performance

Corporate Performance and Organisational Development
Corporate Performance
Research and Intelligence
Organisational Development

Joint Health Unit
Valuing Older People
Health Intelligence
Teenage Pregnancy
Food Futures
Health and Regeneration
NHS Jobs
NHS Resources
Smoke Free Manchester

**Crime and Disorder**
Crime & Disorder Team
Drug & Alcohol Strategy Team
Youth Offending Service
Manchester Multi-Agency Gang Strategy
Safer Neighbourhoods Teams
Anti Social Behaviour Services

**Manchester Partnership**
Sustainable Neighbourhoods
Adults Well Being and Health
Communities of Interest Report

**Third Sector Team**
Third Sector Team
Ward coordination
Corporate complaints

**Chief Executives - Executive, Legal & Comms**

**Executive**
Executive
Lord Mayor's Office

**Legal**
Democratic Services
Registrars and Coroners
Neighbourhood
Regeneration
Children's
Business Support Unit

**Communications**
Internal and External Communications
Mfour
Events
Press Office

**Directorate of Transformation**

**Directorate of Transformation**
Service Improvement Projects
ICT
Town Hall & Central Library Relocation & Refurbishment
Environment on Call
Neighbourhood Services

Adult Social Care
Adaptations
Adult Placement
Alcohol Service
Assessment for Equipment and Adaptations
Asylum Accommodation
Benefits Advice
Blue Badge Parking Scheme
Carers Grant
Care Commissioning
Care Management for Older People
Care Management for People with Learning Disabilities
Care Management for People with Physical Disabilities
Care Management for Asylum Seekers
Care Management for People with Sensory Needs
Care Management for People with Mental Health Problems
Community Alarm
Community Support for Mental Health
Consumer Advice
Day Care:-
Day Care - Older People
Day Care - Adults with Learning Disabilities
Dare Care for Adults with Mental Health Problems
Day Care for Adults with Physical Disabilities
Domiciliary Care for Physical Disability
Drug Rehabilitation
Emergency Duty Service
Employment / Training (TESS)
Equipment Store
Event Planning
HIV / AIDS
Home Care
Housing Advice
Internet and Internet Development
Linkworkers for other languages
Linkworkers for the Deaf community
Luncheon Clubs
Manchester Advice
Meals Service
Money Advice
Multi-Agency Refugee Integration in Manchester
North West Consortium for Asylum Seekers
Performance Measurement
Policy Development
Reablement
Re-housing to Adapted Properties
Safe Case Transfer of Unaccompanied Asylum Seeking Children
Sensory Needs Provision
Short Term Respite Care
Short Term Team
Statutory Social Work for Asylum Seekers
Supported Housing for Learning Disability
Supported Accommodation for Mental Health
Supporting People
Supplier Payments
Technical Workshop for Daily Living Equipment
Training into Employment Service
Welfare Advice

Trading Services
Bereavement Services
Fleet Management and Support Services
Catering Services
Building Cleaning
Community Transport
Public Conveniences
Security
Fleet Management and Support Services
Manchester Contracts
Manchester Markets
Street Scene Services
Support Services

Libraries & Library Theatre Company
Central Libraries
Field Work Services
Library Theatre Company
Greater Manchester County Records Office
Manchester Library and Information Service
Business Support

Manchester Leisure
Indoor Leisure
Outdoor Leisure
Sports Development
Community Activity
Cross Cutting Delivery
Business Support

Environmental Services (Street Management / Enforcement / Env Strategy)
Regulatory and Enforcement Services
Street Management
Waste and Recycling
Green City
Environmental Campaigns
Chief Executives – Regeneration

Cultural Services
City Galleries: curatorial services
City Galleries: public services
City Galleries: public programmes
City Galleries: finance and business services
Regional Museums & Galleries Development Programme
Cultural Strategy Team

Regeneration and Economic and Urban Policy
Regeneration Programmes Group
North Manchester Regeneration
South Manchester Regeneration
Wythenshawe Regeneration
New East Manchester
HMR
MDDA
Economic Development Unit
Policy Unit

Adult Education
Teaching and Learning
District & Partnership
Resource & Performance

Housing - Implementation of Strategic Housing Function
Affordable housing
Annual monitoring of housing market
Promoting and preventing homelessness (supporting ASC)
Assess housing stock in social and private sectors (PSH)
Allocations scheme
Develop applicant choice in housing allocation policy
Address poor housing (PSH)
Bring empty properties into use (PSH)
Improve property management standards in private rented sector (PSH)
Improve private homes (+ assistance to private home owners on low incomes to maintain homes to decent standard)
Identify land for housing (partnership with Planning)
Partnership with Homes & Community Agency & others
Partnerships with developers
Address housing needs of vulnerable groups
Tenant involvement
Partnership with Tenant Services Authority
Make best use of resources via LSP
Identify housing design and management needs of client groups (e.g. disabled people)
Enforcement of HMO licensing schemes (PSH)
Implementing Tenancy Deposit Protection scheme
Administration of Selective Licensing
Promotion of energy efficient homes
Grants for house renovation / aids / adaptations (PSH & MEAP)

**Planning and Building Control**
Building Control
City centre environment
Heritage and conservation
Planning applications
Planning enforcements
Local land charge
Strategic planning

**Highway Services**
Highway Client
Major Projects
Highway Maintenance and Improvements
Network Management

**Transport**
Transport Policy
Greater Manchester Transport Unit
Urban Traffic Control

**Strategic Cultural Projects**
Royal Opera House / Library Theatre Relocation
Bridgewater Hall/Urbis
Appendix 2 – 2009/10 List of EIAs
(Please note 2010/11 and 2011/2012 timetables will be developed as part of the annual review and refresh of the Gender, Disability and Race Equality Scheme 2009/12)

Adult Social Care:
- Individual Budgets
- Reablement
- Information Prescriptions

Chief Executives – Executive, Legal & Communications:
- Registrars & Coroners
- Events

Organisational Development:
- Skills Pledge (People Strategy)
- Organisational Development SIP
- Leadership Programme
- Cultural Change Programme

Joint Health Unit:
- Manchester Ageing Strategy
- Physical Activity Service

Crime and Disorder Reduction Partnership:
- Safer Neighborhoods Team
- Hate Crime worker – service specification
- Community Safety Network

Chief Executives – Regeneration:
North Manchester Regeneration Team
- North Manchester Strategic Regeneration Framework
- Cultural Services – City Galleries Public Services
- Cultural Services – City Galleries Public Programmes

Regeneration & Economic & Urban Policy:
- Regeneration Programme Group
- Economic Development Group

Adult Education:
- Teaching and Learning, safeguarding and learner support and fees

Children’s Services:
• Looked After Children Placement Provider
• Safeguarding Improvement Service
• Governor Support Service
• Strategic Inclusion – Education Services
• Family Information Service

Corporate Services:
• Finance Shared Service Centre
• Revenues & Benefits – Discretionary Housing Payments Policy and administration
• Corporate Procurement

Corporate Personnel:
• Dignity at work
• Management of Attendance
• Manchester 200
• Competency Assessment
• Grievance
• Disciplinary
• Managing Capability
• Employee Code of Conduct
• Email Policy
• Internet and Intranet Policy
• Recruitment and Selection
• Senior Recruitment Initiatives
• Pay and Grading
• Health and Safety

Environmental Services:
• Street Management

Highway Services:
• Major Projects

Housing – Implementation of Strategic Housing Functions:
• Housing strategy
• Housing Allocations policy
• Homelessness
• Resident Involvement

Libraries Service:
• Central Library Relocation Programme
• Powerhouse Library

Manchester Leisure:
• Sports Development
• Community Activity
• Allotments and Parks

**Directorate of Transformation:**
• Town Hall Extension and Central Library Relocation Programme

**Planning and Building Control:**
• Building Control
• Planning Applications
• Local Development Framework

**Trading Services:**
• 3 EIAs will be conducted across the North, South and Central areas to assess how effectively Trading Services meet diverse customer expectations.

**Ward Coordination & Third Sector Team:**
• BME funding
## Race Equality Scheme Action Plan - Draft

### Strategic objective 1-
Knowing your communities and equality mapping

<table>
<thead>
<tr>
<th>Target</th>
<th>Activities</th>
<th>Officer responsible</th>
<th>Deliver by</th>
<th>Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1 Establish a corporate system for collecting and monitoring consistent equality based information for customers across the authority. (1,2)</td>
<td>• Support the integration of equality fields into the Customer Relations Management System.</td>
<td>ICT Research and Intelligence Organisational Improvement and Service Inclusion Team</td>
<td>June 2011</td>
<td>The availability of reliable equality monitoring data about residents accessing services that is held centrally and which will inform the business planning process</td>
</tr>
<tr>
<td>1.2 Include more detail about how communities are a) physically located and b) developing, in the 2010/2011 Communities of Interest (COI) Report. This will inform the annual review process for the Gender Equality Scheme (GES), Race Equality Scheme (RES) and the Disability Equality Scheme (DES) (1, 2, 3) EFLG assessment area 3.3</td>
<td>• Analyse current information held by the Council and identify gaps in knowledge</td>
<td>Organisational Improvement and Service Inclusion team</td>
<td>June 2010</td>
<td>An up to date and improved knowledge of the BME communities and their needs which will inform service planning, development and delivery A local intelligence base and local story around equalities that is built by the involvement of partners, including communities</td>
</tr>
</tbody>
</table>
### Strategic objective 2 –
**Place shaping, leadership, partnership and organisational commitment**

<table>
<thead>
<tr>
<th>Target</th>
<th>Activities</th>
<th>Officer responsible</th>
<th>Deliver by</th>
<th>Outcome</th>
</tr>
</thead>
</table>
| 2.1 Develop a programme of information and training to support under-represented groups to become more involved in civic and public life. (1, 2, 3) | • Collate the existing work taking place around this by MCC services and in our partnerships to develop an effective and coordinated approach to the programme of work  
• Review the approach to recruitment into these roles by the various agencies to identify existing barriers to the engagement of BME communities  
• Ensure that Ward coordinators and ward support officers have attended and completed training on equality and diversity issues  
• Ensure that measures | Organisational Improvement and Service Inclusion team  
OISI team to lead  
Ward Co-ordination team | September 2010 | Barriers to participation in public life are removed and the city benefits from individuals within equality groups taking up civic and public posts.  
Better understanding and support for under represented groups |
are established to ensure that all relevant officers within the council have knowledge and awareness of changes in the diversity of residents and neighbourhood groups at ward level

- Engage with equality groups and groups presently under-represented to identify barriers to their participation in civic and public life.
- Ward Co-ordinators and ward support officers will actively utilise all opportunities to promote and encourage participation in volunteer activities by promoting awareness of local opportunities e.g. school governor opportunities

<table>
<thead>
<tr>
<th>OISI team working with CEIG</th>
<th>ongoing</th>
</tr>
</thead>
<tbody>
<tr>
<td>OISI team CEIG Group Ward Co-ordination team</td>
<td>ongoing</td>
</tr>
<tr>
<td>Ward Co-ordination team</td>
<td>ongoing</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2.2 Council contractors, commissioned services and grant receivers regularly review their services to ensure they continue to be appropriate and accessible</th>
<th>Attendance by procurement and contract management officers on equality and diversity training to be monitored with measures put in</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Organisational Improvement and Service Inclusion Team Corporate</td>
</tr>
<tr>
<td></td>
<td>On going</td>
</tr>
<tr>
<td></td>
<td>Procurement officers all attend and complete Equality and Diversity training</td>
</tr>
<tr>
<td></td>
<td>Tendered services are</td>
</tr>
</tbody>
</table>
### Place to Address Non-attendance/Non-completion of Compulsory Equality and Diversity Training Provided by the Council

- Procurement officers to use the procurement processes to ensure that the Council’s service equality objectives are delivered in practice by contractors and service providers through contract management.
- Ensure that the pool of providers includes representation of qualifying BME companies and organisations.

### Procurement

- Clear on their responsibilities with regard to equal opportunity practices.
- The contract management process includes terms and conditions related to Equality and Diversity practices.
- Contracted services provide appropriate and accessible services to all of Manchester’s communities.
- More BME companies and organisations become providers of services via procurement and commissioning service.

### Review of Manchester City Council's Corporate Equality of Opportunities in Service Provision Policy

<table>
<thead>
<tr>
<th>Step</th>
<th>Action</th>
<th>Date</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.2.3</td>
<td>Ensure that Race equality is explicitly prioritised in the policy review process.</td>
<td>Race Officer Corporate Equalities Improvement Group</td>
<td>Dec 2009</td>
</tr>
<tr>
<td></td>
<td>Undertake engagement with staff groups, Corporate Equalities Improvement Group.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.4 Continue to work in partnership with NHS Manchester to deliver the activities set out within the Race for Health national programme in order to reduce health inequalities in mental health, diabetes, coronary heart disease, stroke and tuberculosis for BME communities as identified in the NHS Manchester Single Equality Scheme</td>
<td>• Provide support via the Agenda 2010 partnership that will enable NHS Manchester to develop and deliver the detailed plans of activity that will improve the health of BME communities in the target areas defined</td>
<td>Agenda 2010 steering group</td>
<td>ongoing</td>
</tr>
<tr>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>2.5 Provide targeted programmes to reduce the numbers of young black and Asian males at risk of becoming involved in gangs</td>
<td>Identify funding and sustainable projects to be delivered through the commissioning process of the Crime and Disorder Agenda 2010 Crime and Reduction Thematic group</td>
<td>October 2009</td>
<td>The support to young people via project work will prevent their involvement in gang related activities.</td>
</tr>
</tbody>
</table>
Reduction Partnership

Identify alternative programmes and diversionary activities that will tackle criminal and anti-social behaviour that leads to recruitment and entrenchment into the gang culture

Organisational Development will actively support members of staff to become mentors in existing schemes for school children and young people at risk

Organisational Development team

March 2010

Ongoing

The numbers of young Black and Asian males engaging in activities that lead to gang membership will reduce

MCC will enable its staff to support the work of the Crime and Disorder partnership

---

**Strategic objective 3 – Community engagement and satisfaction**

<table>
<thead>
<tr>
<th>Target</th>
<th>Activities</th>
<th>Officer responsible</th>
<th>Deliver by</th>
<th>Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.1 Strengthen engagement mechanisms in place with newer groups engaged through work on the Communities of Interest (COI) report (1,2,3)</td>
<td>Develop wider networks to consult with for the next Communities of Interest report</td>
<td>Race Officer</td>
<td>April 2010</td>
<td>More community ownership of document Ensure that the changing communities of Manchester are identified, engaged and</td>
</tr>
</tbody>
</table>
### Strategic objective 4 – Responsive services and customer care

<table>
<thead>
<tr>
<th>Target</th>
<th>Activities</th>
<th>Officer responsible</th>
<th>Deliver by</th>
<th>Outcome</th>
</tr>
</thead>
</table>
| 4.1 Identify Race Equality champions across the council services to guide and support services and managers (1, 2,3) | • Promote awareness and understanding of issues for people of BME communities to services to ensure fair, equal and accessible service delivery  
• Organisational Development service will provide support in order to develop a link between this initiative and the Customer Strategy project based in the | Lead officer for Race            | March 2010     | • The diverse needs of (BME) communities will be promoted in services  
• Appropriate service knowledge related to race awareness will be developed leading to appropriate development and delivery of |
<table>
<thead>
<tr>
<th>4.2 Provide information to People New to Manchester to help them settle and integrate in Manchester (1,2,3)</th>
<th>Department of Transformation</th>
<th></th>
<th>services</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Support the pilot of the North Manchester Welcome Pack with a view to rolling it out in other areas</td>
<td>Community engagement officer</td>
<td>March 2010</td>
<td>People New to Manchester will be informed about the services and resources available to them that will support them to settle and integrate into the life of Manchester. That new arrival communities can be supported to reach their full potential in all aspects of life such as education, skills and employment.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>4.3 To ensure the target set for improving the educational attainment of BME pupils for the year 2009/2010 is achieved (target is based on national indicator target for Key stage 4 pupils)</th>
<th>Department of Transformation</th>
<th>Agenda 2010 thematic group on Children and Young People (Education)</th>
<th>Sept 2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Targeted work within schools (i.e. teaching assistants who speak the relevant language if English as an Additional Language)</td>
<td></td>
<td></td>
<td>That the attainment levels of BME children continue to improve. That barriers to educational attainment levels are identified and measures put in place to address them.</td>
</tr>
<tr>
<td>• Projects such as Black Children Achievement Programme (BCAP) &amp; Black Pupils Achievement Programme (BPAP) provide additional funding support to schools.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Re-drafting of funding formula as to focus money on under-</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
achieving BME groups not all BME groups.
• School Improvement Partners (SIP’s) & School Effectiveness Officer’s (SEO’s) to be trained in how to interpret BME data

4.4 To ensure that the Best Value Performance Indicator target for reducing the levels of school exclusions for Black Caribbean pupils and dual heritage (white and black Caribbean pupils) is achieved

<table>
<thead>
<tr>
<th>Activities</th>
<th>Officer responsible</th>
<th>Deliver by</th>
<th>Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Targeted work within schools (i.e. teaching assistants who speak the relevant language if pupils have English as an Additional Language (EAL)) • Recruit more representative school governing bodies- • Higher attainment and educational engagement will in turn lead to better behaviour- One-to-one tutoring for over 300,000 (nationwide) pupils that fall below the expected level at the transition stage.</td>
<td>Agenda 2010 thematic group on Children and Young People (Education)</td>
<td></td>
<td>That the number of school exclusions for Black Caribbean pupils and dual heritage pupils (white and Black Caribbean pupils) is reduced to 1.6% from 1.8%</td>
</tr>
</tbody>
</table>

### Strategic objective 5 – Modern and diverse workforce

<table>
<thead>
<tr>
<th>Target</th>
<th>Activities</th>
<th>Officer responsible</th>
<th>Deliver by</th>
<th>Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.1 Increase the % of Black Staff at levels at or above Grade 10 to 7.8% of the</td>
<td>Review the current approach and process for recruitment and selection processes and</td>
<td>Corporate Personnel</td>
<td>December 2010</td>
<td>MCC has representative workforce at all levels and achieves its BME</td>
</tr>
<tr>
<td>Workforce population - MCC (1,2)</td>
<td>Establish effective development programmes to achieve targets</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>---------------------------------</td>
<td>-------------------------------------------------------------</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Identify areas for positive action</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Organisational Development will work with Corporate Personnel</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>to gather and analyse information to define where actions</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>are needed</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Work will be linked with the Clear Leadership Pathway</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>to ensure clear focus on the needs of BME communities</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Comparisons to take place between different programmes</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>such as the Black Leadership Programme and the Senior</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Career Development Programme to learn and share good</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>practice.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Continually review the effectiveness of the existing</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>appraisal processes. Monitor uptake of secondment and</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>mentoring opportunities to ensure people of different BME</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>ethnic origins have equal access, opportunity and means to</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>progress to higher positions</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

| Corporate Personnel and         | December 2010 |
| Organisational Development      |               |
|                                 |               |

| Organisational Development      | December 2010 |
|                                 |               |

| Corporate Personnel and          |               |
| Organisational Development      |               |

| December 2010                    |               |

| December 2010                    |               |

| December 2010                    |               |

| Targets: -                       |               |
|                                 |               |
|                                 |               |
|                                 |               |
|                                 |               |
| Learning from compared programmes will lead to an understanding of what leads to successful career progression programmes |
| The review and monitoring will recognise needs and aspirations of Black staff that will build on existing work to enable the appropriate mechanisms are established |

<p>| | | | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Draft race equality scheme action plan October 2009
<table>
<thead>
<tr>
<th>Paragraph</th>
<th>Action</th>
<th>Responsible Body</th>
<th>Timeline</th>
<th>Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>Support the development of the Corporate Black Staff Steering Group (CBSSG) to ensure that it is embedded in the review and monitoring of BME targets and development programmes</td>
<td>Corporate Personnel</td>
<td>ongoing</td>
<td>That CBSSG is involved in the monitoring review of BME targets</td>
<td></td>
</tr>
<tr>
<td><strong>5.2 Establish mainstream ESOL provision in Manchester, which supports integration and community cohesion (1,2,3)</strong></td>
<td>Increase volunteer led pre entry level ESOL courses for communities to support integration, engagement and access to further education and employment - in community settings</td>
<td>Economic and Urban Policy</td>
<td>Ongoing</td>
<td>Increased integration and participation within and between local communities and public service providers</td>
</tr>
<tr>
<td>Reaching full potential in education, skills and employment</td>
<td>Individual and collective self esteem</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>5.3 Deliver the actions identified in the A2010 Employment Delivery Plan</strong></td>
<td>Provide support via the Agenda 2010 partnership that will enable NHS Manchester to develop and deliver the detailed plans of activity that will improve the health of BME communities in the target areas defined</td>
<td>A2010 Employment thematic group</td>
<td>October 2010</td>
<td>Agenda 2010 partnership work led by the Employment thematic group will reduce the gap in employment outcomes between the BME communities and the wider White community</td>
</tr>
</tbody>
</table>
Gender Equality Scheme
2009 - 2012
## Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Foreword</td>
<td>4</td>
</tr>
<tr>
<td>Introduction</td>
<td>5</td>
</tr>
<tr>
<td><strong>Section 1: The city context</strong></td>
<td>6</td>
</tr>
<tr>
<td>The city</td>
<td></td>
</tr>
<tr>
<td>Core values</td>
<td></td>
</tr>
<tr>
<td>Gender overview</td>
<td></td>
</tr>
<tr>
<td><strong>Section 2: The legal context</strong></td>
<td>10</td>
</tr>
<tr>
<td>General and specific duties</td>
<td></td>
</tr>
<tr>
<td>New and emerging legislation</td>
<td></td>
</tr>
<tr>
<td><strong>Section 3: Local evidence base</strong></td>
<td>13</td>
</tr>
<tr>
<td>Communities of Interest report</td>
<td></td>
</tr>
<tr>
<td>Consultation and involvement</td>
<td></td>
</tr>
<tr>
<td>Consultation findings</td>
<td></td>
</tr>
<tr>
<td><strong>Section 4: Strategic governance and delivery</strong></td>
<td>16</td>
</tr>
<tr>
<td>Strategic context</td>
<td></td>
</tr>
<tr>
<td>Delivery arrangements</td>
<td></td>
</tr>
<tr>
<td>Governance arrangements</td>
<td></td>
</tr>
<tr>
<td><strong>Section 5: Priorities for 2009 - 2012</strong></td>
<td>18</td>
</tr>
<tr>
<td>Key strategic priorities</td>
<td></td>
</tr>
<tr>
<td>Action plan</td>
<td></td>
</tr>
<tr>
<td><strong>Appendix</strong></td>
<td>20</td>
</tr>
<tr>
<td>List of services and functions</td>
<td></td>
</tr>
<tr>
<td>Equality Impact Assessment Timetable</td>
<td></td>
</tr>
</tbody>
</table>
Foreword
For over 20 years Manchester City Council has been a leading authority in tackling the causes of inequality and demonstrating the benefits that inclusivity brings to the success of a city.

We are justifiably proud of this track record. This Gender Equality Scheme is one element of Manchester’s approach and commitment to embed equality and inclusion for women and men, including trans women and trans men, throughout all our services.

We are committed to providing the highest level of leadership for this agenda. This is essential to ensure the success of this scheme and to ensure that promoting gender equality becomes part of the ‘way we do things’.

The Council also has an important role to play in partnership with our key stakeholders. These include individual people and key organisations working with women, men and the trans community. We can only be sure of success if we have the direct involvement of stakeholders and residents in helping shape the agenda.

I welcome this scheme and look forward to helping deliver real equality of opportunity for all women and men, including trans women and trans men in Manchester.

Councillor Val Stevens
Deputy Leader
Executive member for Equality and Diversity
Introduction
This document is Manchester City Council’s second Gender Equality Scheme. This scheme sets out the Council’s commitment to embedding the Gender Equality Duty across the authority for the period 2009 - 2012. This commitment is set out in the action plan towards the end of this document and highlights how we intend to promote equality of opportunity for women and men, including trans women and trans men in our services, policies and employment practices.

For Manchester City Council, equality and diversity extends beyond just meeting statutory obligations. Indeed, the concept of tackling inequality is nothing new to Manchester and we are proud of our diverse populations. Only by truly understanding the rights, requirements and expectations of our diverse communities can we really deliver exceptional services.

Therefore this scheme, in conjunction with our ongoing work to tackle inequality in race, disability, age, religion and belief and sexuality forms a strong basis for Manchester to continue to be a welcoming and inclusive city.

This document has been divided into five sections, the first section The City Context, creates a picture of Manchester and provides some key facts about women and men (including trans women and men) living in the city. Section two, The Legal Context, sets out the gender general and specific duties and new and emerging equality legislation that will impact upon gender equality in the future. Section three, Local Evidence Base, highlights how we have identified our key priorities and ways in which we have gathered information and consulted and involved stakeholders. Section four, Strategic Governance and Delivery, illustrates how this scheme is linked into internal and external frameworks working to ensure we deliver equality as a provider of services and as an employer. Section five, Priorities for 2009 – 2012, highlights how the new Equalities Framework for Local Government provides a structure for the strategic priorities for this scheme.
Section one – The City Context

1.1 The city
Manchester City Council provides services to 441,200 diverse people and is the sixth largest Metropolitan district outside London. Part of the council’s vision as set out in the Community Strategy 2006 – 2015 is to create a city with people that are highly skilled, motivated and wealth creating. The population will contribute to, and benefit from, Manchester’s success. With everyone achieving their full potential and having a great sense of participation and wellbeing. The strategy identifies three ‘spines’ which are the core drivers of success for the city and underneath which our priorities are grouped.:  

Spine 1: Reaching full potential in education, skills and employment
Our priorities:
- Routes into work for young people
- Raising resident wages and skills and increasing employment
- Improving education with better attainment and attendance
- Supporting positive parenting
- Promoting health and wellbeing
- Encouraging cultural involvement to enable individual change

Spines 2: Individual and collective self-esteem
Our priorities:
- Promoting aspirations, wellbeing and happiness
- Building social capital
- Supporting vulnerable residents
- Promoting and supporting community cohesion
- Developing localised and personalised services in partnership with residents and organisations

Spine 3: Neighbourhoods of Choice
Our priorities:
- Quality sustainable physical environment
- Safer communities
- Quality and choice of housing
- Developing locally focussed services
- Encouraging and supporting cultural activities to promote local ownership of neighbourhoods
- Developing a sense of place and community pride
- Cleaner greener city

- Gender Equality Scheme 2009 - 2012
The city has a high concentration of social problems and is ranked the third most deprived district in England. Some 28.8% of the city’s population of working age are claiming key benefits. Manchester City Council is committed to tackling these issues and recognises that gender equality plays an important part in the development of a world-class city.

1.2 The Council
Manchester City Council is an organisation that is equally ambitious with plans in place to transform the way in which we deliver services in order to be as accessible, responsive and effective in meeting the needs of our customers and residents. Over the next five years the council will be delivering a broad portfolio of projects and programmes to support the vision for service improvement across the council, and ultimately the vision of the Community Strategy. The vision is captured in the following key strategies.

- **The Customer Strategy** – will deliver effective services through improved customer focus.
- **The Information Strategy** – will enable us to deliver intelligence led services and drive up performance.
- **The ICT Strategy** – will exploit the full potential of ICT to deliver the most effective and efficient services to customers using the latest technology.
- **The Town Hall Transformation Project** – this project will transform the way we use space, technology, manage our people, the way we communicate and the way we work (for example flexible working), and will demand changed behaviours from all of us.

Collectively, these strategies are referred to as the Service Transformation Strategies, which form a core element of a broader corporate improvement framework. This will drive change across the council whether it is in our role as an employer through initiatives such as the People Strategy, or as a delivery of services to communities though the Neighbourhood Focus Strategy.

These strategies are subject to ongoing consultation with staff and residents supported through the equality impact assessment process.

1.3 Core Values
The Council works to a series of core values which underpin our equality schemes.

Firstly, we have pride in our city and the contribution we can all make to its continued success. But this success is dependent on the strength of our diverse neighbourhoods and communities. We want all our communities to thrive and be sustainable. As a public service provider we do of course place people at the heart of everything we do. This involves acting with speed, efficiency and respect. Excellent customer service also means being accountable to and communicating clearly with residents, employees and our partners. Finally, we value our employees who represent the public face of the Council. We will work to support and encourage their development in working hard to deliver better services.
1.4 Gender Overview
Manchester City Council aims to ensure that its services are responsive to the needs of residents regardless of gender, race, disability, sexuality, age, religion and belief. Our vision of gender equality is that women and men including trans women and men are able to reach their full potential as residents and employees.

Key statistics about Manchester’s population:
- 23% of the population are from black and minority ethnic communities
- 49% of the population are women and 51% of the population are men
- Manchester has the second largest urban lesbian, gay and bisexual population after London
- Over 150 languages are spoken in schools
- 9.12% of residents are Muslim
- 50% of disabled people of working age are in employment, compared to 80% of non-disabled people
- Disabled people are twice as likely as non-disabled people to have no qualifications
- Disabled people are four times more likely to be victims of crime than non-disabled people.

Key facts about men and women (including trans men and women) in Manchester:
- 71.6% of people working part time are women
- Mortality rates for men are higher than women in all age groups
- 75% of trans people said they didn’t transition to their preferred gender because of their job or workplace*
- 75% of trans people have experienced verbal or physical abuse while out socially*
- In 2008/9 17,193 reported domestic violence, 76.29% of the victims were female
- In 1997 men earned on average 22% more a week than women. There has been a positive decrease in Manchester and although a pay gap still exists, it is now 12% (2008 Annual Survey of Hours and Earnings).

In Manchester 89.5% of lone parents are women; nationally 6.4% of all households are lone parent families this is nearly double in Manchester 11.2% (ONS Oct 07 – Sept 09 figures). Some 43% of children living in poverty are from lone parent families. This evidence has helped set the objectives and actions for this scheme.
Just over half (51%) of Manchester residents are male, 49% are female. Women have a slightly older age profile than men; this is shown below in Table 1.

<table>
<thead>
<tr>
<th>Age</th>
<th>Males</th>
<th>Females</th>
</tr>
</thead>
<tbody>
<tr>
<td>0 - 14</td>
<td>17%</td>
<td>17%</td>
</tr>
<tr>
<td>15 - 24</td>
<td>20%</td>
<td>21%</td>
</tr>
<tr>
<td>25 - 34</td>
<td>21%</td>
<td>18%</td>
</tr>
<tr>
<td>35 - 44</td>
<td>14%</td>
<td>13%</td>
</tr>
<tr>
<td>45 - 54</td>
<td>10%</td>
<td>10%</td>
</tr>
<tr>
<td>55 - 64</td>
<td>8%</td>
<td>8%</td>
</tr>
<tr>
<td>65 - 74</td>
<td>5%</td>
<td>6%</td>
</tr>
<tr>
<td>75 plus</td>
<td>4%</td>
<td>7%</td>
</tr>
<tr>
<td>All ages</td>
<td>100%</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source: ONS 2007 population projection

Manchester City Council as an employer- key statistics:
BVPI 11 a % Women in top 5% of earners June 2009

<table>
<thead>
<tr>
<th>Directorate</th>
<th>All</th>
<th>Women</th>
<th>% Women</th>
</tr>
</thead>
<tbody>
<tr>
<td>Corporate Services</td>
<td>78.91</td>
<td>21</td>
<td>26.59%</td>
</tr>
<tr>
<td>Chief Executives</td>
<td>167.86</td>
<td>82.17</td>
<td>48.96%</td>
</tr>
<tr>
<td>Childrens Services</td>
<td>164.13</td>
<td>119.56</td>
<td>72.85%</td>
</tr>
<tr>
<td>Neighbourhood Services</td>
<td>81.78</td>
<td>36.78</td>
<td>44.98%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>492.68</strong></td>
<td><strong>259.51</strong></td>
<td><strong>52.68%</strong></td>
</tr>
</tbody>
</table>

Percentage of Women that work job share or part time at higher grades
Currently in Manchester 26% of local councillors are female

Section two – Legal context

2.1 General Duty
The Equality Act 2006 introduced a new positive duty for public authorities to promote gender equality. Public authorities are required to have due regard in carrying out their functions to:

- Eliminate unlawful sex discrimination
- Promote equality of opportunity between men and women

Specific Duty
There are a number of specific duties to support the general duty:

- Publish a gender quality scheme
- Consult stakeholders in determining the objectives of the scheme
- Consider the need to include objectives aimed at tackling the causes of any gender pay gap
- Assess the impact of current and proposed policies and practices on gender equality
- Implement action points of the scheme and report against progress annually
- Review the entire scheme every three years

2.2 New and emerging legislation
The Equality Act 2006 introduced changes to the sex discrimination act and placed a new duty on Local Authorities to eliminate gender discrimination and promote gender equality. However, the law around equalities legislation is changing and a new Equalities Bill is being considered by Parliament. This bill proposes a Single Equality Duty, in which public bodies such as Manchester City Council will be required to produce one equality scheme.

<table>
<thead>
<tr>
<th>Department and grade</th>
<th>% Job share</th>
<th>% Part time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chief Executives</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grade 9 to 10</td>
<td>6%</td>
<td>11%</td>
</tr>
<tr>
<td>Above grade 10</td>
<td>0%</td>
<td>5%</td>
</tr>
<tr>
<td>Children's services</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grade 9 to 10</td>
<td>1%</td>
<td>18%</td>
</tr>
<tr>
<td>Above grade 10</td>
<td>2%</td>
<td>16%</td>
</tr>
<tr>
<td>Corporate services</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grade 9 to 10</td>
<td>7%</td>
<td>3%</td>
</tr>
<tr>
<td>Above grade 10</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>Neighbourhood services</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grade 9 to 10</td>
<td>2%</td>
<td>13%</td>
</tr>
<tr>
<td>Above grade 10</td>
<td>9%</td>
<td>5%</td>
</tr>
</tbody>
</table>
covering all six equality strands (disability, race, gender, age, sexuality and faith and belief). This duty is likely to become law in 2011. While many other public bodies are already publishing single schemes Manchester City Council is continuing to publish specific schemes. This decision was based on consultation with community groups in 2008.

There are a number of proposed clauses within the Single Equality Bill directly linked to improving gender equality.

- Production of gender pay reports. This will apply to the public sector first and the private sector will follow in 2013 if sufficient voluntary progress is not made in the meantime. The Bill will also ban secrecy clauses that prevent employees discussing their pay with colleagues.
- Use public procurement to improve equality. For example, a Government department contracting out its recruitment services will be required to advertise all its jobs on a part-time basis or with flexible working unless there is a business reason why this is not possible. This will help to ensure that its work is available to all groups of people, in particular women.
- Extend the use of positive action in the workplace - employers can choose to make their workforce more diverse when selecting between two job candidates who are equally suitable.
- Extend the power of employment tribunals – the Bill will ensure that employment tribunals can make recommendations that benefit the whole workforce and not just the individual who brought the claim, who often ends up leaving the company.
- Implement new Equality Duty on public bodies - the Duty will mean public bodies need to think about the needs of everyone who uses their services or works for them, whatever their gender. This will specifically apply to pregnant women and new mothers.
- Extend the permission to use women-only shortlists to 2030 - this will help to increase the proportion of women in Parliament.
- Protect carers from discrimination - the Equality Bill will protect women (and men) who are, for example, caring for a disabled child or an older relative. They will be protected by virtue of their link to that person.
- Protect breastfeeding mothers - the Equality Bill will make it clear that it is unlawful to force breastfeeding mothers and their babies out of places like coffee shops, public galleries and restaurants.
- Ensuring private members’ clubs do not discriminate against women - women will have to be treated equally if they belong to clubs with over 25 members.

Manchester City Council welcomes the Single Equality Bill and is ensuring services strive to meet the proposed duties.

The Sex Discrimination (amendment of legislation) Regulations 2008, implement (in the United Kingdom) the EU Gender Directive concerning equal treatment between men and women in the access to and supply of goods and services which are available to the public. The Regulations, which came into
operation on 6 April 2008, amend both the Sex Discrimination Act 1975 and
the Sex Discrimination (Northern Ireland) Order 1976.
The EU Gender Directive prohibits sex discrimination in goods and services. This includes:
- Discrimination against men and women
- Discrimination against transsexual people (on grounds of gender reassignment)
- Discrimination for reasons of pregnancy and maternity

The Sex Discrimination Act 1975 already applies to the provision of goods, facilities and services. The Government Equalities Office (GEO) website lists the 'main changes' needed to implement the Directive as follows:
- Extend protection from discrimination on grounds of gender reassignment to the provision of goods, facilities and services.
- Make explicit that sexual harassment, sex harassment and gender reassignment harassment in access to and the provision of goods, facilities, services or premises unlawful.
- Make explicit that less favourable treatment on the ground of a women's pregnancy or maternity in the provision of goods and services is unlawful.
- In relation to financial and insurance products, make clear that where there are proportionate differences in an individual's premiums and benefits as a result of sex being a determinant factor in risk assessment, then these differences must be based on relevant and accurate data, and this data must be compiled, published and regularly updated.
Section three – Local Evidence Base

3.1 Communities of Interest Report
An important part of the Gender Equality Scheme is understanding the needs of men and women, including trans men and women, across the city. For the first time this year Manchester City Council has produced the State of the City - Communities of Interest report based on local and national evidence and consultation. The State of the City Report – Communities of Interest is one aspect of the Manchester Partnership's commitment to understanding its communities better, with a particular focus on equality groups. It follows from a suite of reports that focus on Manchester, including the Story of the City (Locality Self-Evaluation), Manchester’s State of the City Report, and Manchester’s State of the Wards Report. Together they provide an annual evidence base for decision-making and priority setting by Manchester City Council and its partners. The primary focus of the first year of this report is on race, disability, gender, including transgender, age, sexuality and religion or belief.

This report provides detailed information on issues facing specific communities gathered from a variety of sources. However, it is not intended to cover every single facet of city life; unfortunately, data and information does not exist for all areas. The report does not constitute a strategic response to the issues it highlights; moreover, it offers a position statement and evidence base for future decision-making in Manchester. The Gender Equality Scheme seeks to respond to the issues and priorities highlighted in the Gender Chapter of the Communities of Interest Report 2009/10. A copy of the Communities of Interest report 2009 to 2010 can be obtained from www.manchesterpartnership.org.uk.
3.2 Consultation and Involvement
The Communities of Interest report identifies a set of priorities for each equality group based on local and national research and consultation. The following priorities were identified for Gender:

Women
- Affordable childcare
- Pay gap
- Domestic abuse awareness
- Employment and the recession
- Women only leisure sessions
- ESOL provision delivered in primary schools
- Support for women fleeing domestic abuse with no recourse to public funds

Specifically, priorities for women were identified through consultation at Manchester’s International Women’s Day celebration held on 8 March 2009. Manchester has celebrated International Women’s Day for over 20 years and the council hosts a free event inviting women’s organisations and local businesses to share information and network whilst enjoying entertainment and debates. Approximately 500 women attended the 2009 event, with additional local and national research supplementing the evidence gathered through consultation.

Men
- Access to health services – including mental health services
- Mortality rates
- Educational Attainment (of boys)

The priorities for men were identified through local and national research.

Trans men and women
- Housing – homelessness provision and social housing
- Crime and personal safety – protection from harassment and abuse
- Employment – discrimination at work, redundancy and unemployment
- Staff training and awareness – for local authority staff and in schools

Because of the lack of data about the experiences of trans people living in the city, Manchester City Council conducted an open consultation in April 2009, inviting trans people living in the city to identify what they felt were the priority areas. Over 30 trans people attended and there was representation from nearly every trans support organisation in the city.

Wider involvement and consultation in the production of the Gender Equality Scheme has also been gained through questionnaires to key stakeholders that work with women and men in the city. A full list of agencies are available in the appendix.
3.4 Summary of key areas of progress since the last Gender Equality Scheme (2007-10)

Since the last Gender Equality Scheme the Council has continued to progress the gender equality agenda. Notable achievements include:

- The Stepping Stones project was set up to deliver the Council’s strategy in response to the national Equal Pay challenges facing Local Government in late Sep/Oct 2006, primarily to plan, organise and deliver the Council’s agreed approach to addressing this issue. This was a multi-disciplinary project across the HR, Finance and Legal professions with a smaller core delivery team operating to City Council project management methodology with support from a Programme Manager from within Capital Programmes.
  - There were three key prongs to this project to ensure optimum outcomes overall. Different aspects of the strategy were led by key disciplines:
    - Job Evaluation
    - Address legal challenges
    - Delivery of compensation arrangements
  - Manchester City Council has to date achieved the most successful response in the region to this key challenge facing Local Government nationally.
- Manchester now has a gender proofed pay structure as a result of the job evaluation work
- Development of a trans consultation and involvement network which has led to a new engagement forum in Manchester, the first of its kind
- City wide celebration of International Women’s Day
- Manchester Women’s Awards celebrating local women’s achievements and contribution to the city
- Supported the development of a Manchester section of the Women’s Design group looking at the design and planning needs of women in the city. This group has developed a gender checklist to help the planning department when developing new policies and regenerating the city
- Manchester City Council have established a multi-agency Forced Marriage Working Group, chaired by the Domestic Abuse Coordinator for the Manchester Partnership which co-ordinates all work around Forced Marriage and feeds into the strategic work around domestic abuse. This forum leads and informs all work on domestic abuse in the city ranging from effective support for children in schools to public awareness campaigns around forced marriage. This group raises the profile of forced marriage within the city and ensures that forced marriage continues to be an important issue within the domestic abuse debate.
- Manchester has its own domestic abuse website – www.endthefear.co.uk which has a section on forced marriage.
Section four: Strategic leadership and governance

4.1 Leadership and Performance Management

Manchester’s suite of ‘State of the City’ reports, provide the core evidence base for decision making in the Council and with its partners, including the Community Strategy and Corporate Plan. The ‘State of the City: Communities of Interest’ report, provides the specific evidence base on the six equality strands of race, disability, sexuality, gender, religion and belief and age. This document informs the Council's response to equality issues and specifically its statutory duties, including the publication of Gender, Race and Disability Equality Schemes.

Through the Council’s Corporate Business Planning Process, services identify and respond to equality issues highlighted by the schemes, producing an Equality Action Plan, as part of the annual Business Plan document.

To ensure effective delivery of the council’s ambitions around equality, the following leadership and governance arrangements are in place;

- The Deputy Leader of the Council and Deputy Chief Executive each have explicit responsibility for all elements of equalities and diversity at a political and officer level respectively. In addition, Lead Members and officers are in place for all equality strands, inc. Race, Disability, Gender, Gay Men and Lesbian issues. Their role is to promote equality and diversity and challenge progress across the council and the city.
- Strategic Management Team Sub Group - Use of Resources and Governance - This team has a strategic remit, on behalf of the City Council Management Team, to coordinate and support the development and delivery of all Equality Schemes, ensure we meet our legal duties, and provide leadership and strategic development of our approach.

- Corporate Equality Improvement Group - This consists of equality representatives from all services together with members of the corporate team responsible for equality issues. It meets bi-monthly to consider the strategic equality and diversity challenges we face as a council, how effectively we are tackling these and what we need to do to improve. It also has responsibility for monitoring progress against the equality action plan and hold teams and individuals to account for delivering the activities set out in the plan.

- Trans consultation and Involvement Network – this group is representative of the trans community and meets quarterly to discuss policy development and service improvement. The Women’s Gender Equality Scrutiny group – a group of women representing third sector organisations working with women in the city. The men’s health forum – chaired by the PCT.

4.2 Equality Impact Assessments

We have a duty to publish in this Gender Equality Scheme, a list of the Council’s functions and services that we have assessed as relevant to the duty to promote gender equality. ‘Functions’ means our duties and powers. A list of the functions and services that we have assessed as relevant can be found in appendix 1.

We use the process of Equality Impact Assessment (EIA) to ensure that we assess and consult on the likely impact of our proposed functions and services in promoting equality. An EIA is a process by which a policy or service is examined to see if it has a negative or positive impact on certain particular groups. This form of assessment is crucial to understand:

- How services and policies impact on customers
- Whether services and there associated policies are fit for purpose

The Council has recently revised its equality impact assessment toolkit for departments, in conjunction with a ‘train the trainers’ support package. This will be rolled out across the authority, in tandem with business planning guidance, to ensure that equality impact assessments are an integral part of business design, delivery and review.

The list of priority EIAs for the period 2009/10 can be found in appendix 2. In addition all new or changing services or functions will be subject to an EIA.
addition, new policies are reported to Executive for approval. When we report to Executive we use a standard report which must include details of the Equality Impact Assessment screening which has been carried out on the policy.

4.3 Publication and Access to Information

We recognise the importance of public access to assessment, consultation and monitoring activities for the Council’s performance. This openness will help to increase customer confidence and improve staff morale. The Council currently publishes a wide range of information for residents, for example: Manchester People, a quarterly newsletter sent to all residents, and the Ward Newsletters sent to all residents annually. In addition, the following key documents are published on our website:

- The Manchester Way, Community Strategy
- State of the City Report
- State of the Ward Report
- State of the City: Communities of Interest Report
- All Statutory Equality Schemes
- Race Equality Workforce monitoring and action plan

We will also make information available on request. Information about how to contact us is included at the end of this Scheme.

4.4 Training and Employment

- Employment monitoring – Disabled, BME and female staff levels are monitored at all grades on a monthly basis. This information feeds into the annual business planning process. In addition lesbian, gay and bisexual (LGB) staff representation is monitored at all grades and feeds into the LGBT Development and Interdepartmental groups.
- Staff groups – The LGBT staff group feeds into the LGBT development group and Interdepartmental strategic group. The Corporate Disabled Strategic Staff group feeds into the multi-agency Disabled People’s Engagement Network.
- Jobs Fairs - In 2008 we held jobs fairs for the following equality groups, LGBT, disabled and BME.
- Training - we provide “Making a difference” equality and diversity training to staff at all levels. “Making a difference” is a blended programme which includes an online (e-learning) element, together with a classroom-based programme. Outlines for these programmes are available here: http://www.mcc/learning/corepolicies/cex/cxcpeds.htm

4.5 Procurement and commissioning

- Gender Equality Scheme 2009 - 2012 79
Many of the service provided by the Council are carried out through contracts with private companies and voluntary organisations. Equality requirements are part of the standard terms and conditions which every contractor must abide by, with further specific equality requirements to contracts where relevant.

Over the past the year the Council and its partners have developed a new Commissioning Strategy – The Manchester Model. This will help the Council identify and purchase the right services.

This is very important in making sure that our services reflect the needs of our communities. Further work will take place over the next year to make sure the Commissioning Strategy is understood by all Council departments. We will also train our commissioning managers so that the importance of involving service users is understood.

Section five – Priorities for 2009 – 2012

5.1 Key strategic priorities
Manchester City Council have adopted the new equality performance and improvement framework led by the Improvement Development Agency for Local Government (IdeA) The Equality Framework for Local Government (EFLG) builds on the strengths of the Equality Standard for Local Government, adopting a simpler, smarter and proportional and relevant approach. The new framework has three levels of achievement for authorities to benchmark their success.

1. **A Developing Authority** – understanding the importance of equality
2. **An Achieving Authority** – developing better outcomes
3. **An Excellent Authority** – making a difference

The new framework is based on a wider more aspirational definition of equality focussing on what we can do to create a fairer society. The framework includes five performance areas with specific actions for authorities to assess their progress. Manchester has built its five strategic key priorities for this scheme based on the five areas of the EFLG.

1. **Knowing your communities and equality mapping**
The EFLG recognises that this priority will provide the evidential base for other work on community cohesion and customer care and will be the basis for work on the public sector duties and the CAA. Improving quality data and information about our staff and customers is essential for us to understand the impact our services have on our communities and the experience of our staff.

2. Place shaping, leadership, partnership and organisational commitment
Under this priority the framework requires evidence of organisational commitment in terms of resource allocation, compliance with public duties, democratic engagement, scrutiny, service planning and procurement. The framework also recognises the importance of partnership working with local primary care trusts, the police, fire and rescue services and the voluntary and community sector through the LAA structures. Manchester has a history of strong political and strategic leadership on equality issues. Manchester understands that partnership working is key to developing a richer picture of equality and identifying barriers to reaching full potential. Manchester will further develop existing political strategic scrutiny of the schemes and associated actions. It is essential that our procurement processes are robust enough to ensure that services we procure promote equality and seek to eliminate discrimination. We understand that cohesive empowered communities involved in political life is an essential part of achieving equality in Manchester.

3. Community engagement and satisfactions
The EFLG recognises that communities of place are not always synonymous with communities of interest and feel its important that communities of interest are involved in decision making as well as service and workforce planning. This year Manchester produced the first Communities of Interest Report for the city outlining some of the barriers our communities of interest face, this scheme will address the barriers identified in the Gender section of the report.

4. Responsive services and customer care
The framework specifies the particular importance of a robust process for equality impact assessments and the implementation of action plans, equality proofing procurement and commissioning and monitoring of access to services. Manchester is committed to ensuring services are designed and delivered to meet our diverse residents needs.

5. A modern and diverse workforce
The framework looks at ensuring that:
- Relevant equality objectives are built into workforce strategies
An understanding of the local labour market and the barriers equality groups face informs the setting of equality employment objectives.

All major employment policies are equality assessed.

Plans are in place to improve representation at senior levels of women and BAME officers.

Training and development programmes address equality issues.

There is effective action to address equal pay.

There is a workplace culture in which staff are treated with dignity and respect.

Manchester City Council has a long history of working towards attracting a workforce that is representative of the diverse city. There are a number of initiatives in place to support this aim. Only with a diverse workforce will Manchester be able to achieve its ambitious vision to provide responsive personalised services.

Appendix 1 - List of, services and functions assessed as relevant to the Gender Equality Duties

Childrens Services

Children Young People & Families
- Aiming High for Disabled Children
- Child Health & Disability Services
- Family Support
- Family Placement
- District Based Social Work
- Looked After Children Placement Provider
- Homeless Families
- CAFRAS
- Safeguarding Improvement Service
- Youth Service
- Early Years
- Extended Services to Schools
- Play Service

Education

- Gender Equality Scheme 2009 - 2012
14-19 Education Services
Education Improvement Partnership
Governor Support Service
School Improvement Partnership
Strategic Commissioning - Education Services
Strategic Inclusion - Education Services
Traded Services

**Strategy & Performance**
Admissions
Business Change & Improvement
Business Support & Access
Management Support to Schools
School Org & Development

**Corporate Services**

**Capital Programme Division**
Capital Programme Group
Programme Management and Project Management Unit
Corporate Technical Services
Public Private Partnerships Unit
Framework One Team

**Financial Management**
Corporate Finance
Departmental Finance Support
Shared Service Centre and Payroll
Business Support
Internal Audit
Risk & Insurance

**Corporate Personnel**
Corporate Personnel contact
Departmental Personnel Services
HR Shared Service
Client Agency Group
Job Evaluation
Employee relations
Manchester Temps
Strategy and Change Management

**Revenues and Benefits**
Council Tax Administration
Benefits Processing
Fraud Investigations Group
Business Rates Administration

**Corporate Property**
Regeneration
Property Strategy
Corporate Property Support team

**Corporate Procurement**
- Systems and Strategies Group
- Procurement Operations Team
- Contract Management and Benefits Realisation Team

**Chief Executives - Public Sector Performance**

**Corporate Performance and Organisational Development**
- Corporate Performance
- Research and Intelligence
- Organisational Development

**Joint Health Unit**
- Valuing Older People
- Health Intelligence
- Teenage Pregnancy
- Food Futures
- Health and Regeneration
- NHS Jobs
- NHS Resources
- Smoke Free Manchester

**Crime and Disorder**
- Crime & Disorder Team
- Drug & Alcohol Strategy Team
- Youth Offending Service
- Manchester Multi-Agency Gang Strategy
- Safer Neighbourhoods Teams
- Anti Social Behaviour Services

**Manchester Partnership**
- Sustainable Neighbourhoods
- Adults Well Being and Health
- Communities of Interest Report

**Third Sector Team**
- Third Sector Team
- Ward coordination
- Corporate complaints

**Chief Executives - Executive, Legal & Comms**

**Executive**
- Executive
- Lord Mayor's Office

**Legal**
- Democratic Services
- Registrars and Coroners
Neighbourhood
Regeneration
Children's
Business Support Unit

Communications
Internal and External Communications
Mfour
Events
Press Office

Directorate of Transformation

Directorate of Transformation
Service Improvement Projects
ICT
Town Hall & Central Library Relocation & Refurbishment
Environment on Call

Neighbourhood Services

Adult Social Care
Adaptations
Adult Placement
Alcohol Service
Assessment for Equipment and Adaptations
Asylum Accommodation
Benefits Advice
Blue Badge Parking Scheme
Carers Grant
Care Commissioning
Care Management for Older People
Care Management for People with Learning Disabilities
Care Management for People with Physical Disabilities
Care Management for Asylum Seekers
Care Management for People with Sensory Needs
Care Management for People with Mental Health Problems
Community Alarm
Community Support for Mental Health
Consumer Advice
Day Care:-
Day Care - Older People
Day Care - Adults with Learning Disabilities
Dare Care for Adults with Mental Health Problems
Day Care for Adults with Physical Disabilities
Domiciliary Care for Physical Disability
Drug Rehabilitation
Emergency Duty Service
Employment / Training (TESS)
Equipment Store
Event Planning
HIV / AIDS
Home Care
Housing Advice
Internet and Internet Development
Linkworkers for other languages
Linkworkers for the Deaf community
Luncheon Clubs
Manchester Advice
Meals Service
Money Advice
Multi-Agency Refugee Integration in Manchester
North West Consortium for Asylum Seekers
Performance Measurement
Policy Development
Reablement
Re-housing to Adapted Properties
Safe Case Transfer of Unaccompanied Asylum Seeking Children
Sensory Needs Provision
Short Term Respite Care
Short Term Team
Statutory Social Work for Asylum Seekers
Supported Housing for Learning Disability
Supported Accommodation for Mental Health
Supporting People
Supplier Payments
Technical Workshop for Daily Living Equipment
Training into Employment Service
Welfare Advice

Trading Services
Bereavement Services
Fleet Management and Support Services
Catering Services
Building Cleaning
Community Transport
Public Conveniences
Security
Fleet Management and Support Services
Manchester Contracts
Manchester Markets
Street Scene Services
Support Services

Libraries & Library Theatre Company
Central Libraries
Field Work Services
Library Theatre Company
Greater Manchester County Records Office
Manchester Library and Information Service
Business Support
Manchester Leisure
Indoor Leisure
Outdoor Leisure
Sports Development
Community Activity
Cross Cutting Delivery
Business Support

Environmental Services (Street Management / Enforcement / Env Strategy)
Regulatory and Enforcement Services
Street Management
Waste and Recycling
Green City
Environmental Campaigns

Chief Executives – Regeneration

Cultural Services
City Galleries: curatorial services
City Galleries: public services
City Galleries: public programmes
City Galleries: finance and business services
Regional Museums & Galleries Development Programme
Cultural Strategy Team

Regeneration and Economic and Urban Policy
Regeneration Programmes Group
North Manchester Regeneration
South Manchester Regeneration
Wythenshawe Regeneration
New East Manchester
HMR
MDDA
Economic Development Unit
Policy Unit

Adult Education
Teaching and Learning
District & Partnership
Resource & Performance

Housing - Implementation of Strategic Housing Function
Affordable housing
Annual monitoring of housing market
Promoting and preventing homelessness (supporting ASC)
Assess housing stock in social and private sectors (PSH)
Allocations scheme
Develop applicant choice in housing allocation policy
Address poor housing (PSH)
Bring empty properties into use (PSH)
Improve property management standards in private rented sector (PSH)
Improve private homes (+ assistance to private home owners on low incomes to maintain homes to decent standard)
Identify land for housing (partnership with Planning)
Partnership with Homes & Community Agency & others
Partnerships with developers
Address housing needs of vulnerable groups
Tenant involvement
Partnership with Tenant Services Authority
Make best use of resources via LSP
Identify housing design and management needs of client groups (e.g. disabled people)
Enforcement of HMO licensing schemes (PSH)
Implementing Tenancy Deposit Protection scheme
Administration of Selective Licensing
Promotion of energy efficient homes
Grants for house renovation / aids / adaptations (PSH & MEAP)

Planning and Building Control
Building Control
City centre environment
Heritage and conservation
Planning applications
Planning enforcements
Local land charge
Strategic planning

Highway Services
Highway Client
Major Projects
Highway Maintenance and Improvements
Network Management

Transport
Transport Policy
Greater Manchester Transport Unit
Urban Traffic Control

Strategic Cultural Projects
Royal Opera House / Library Theatre Relocation
Bridgewater Hall/Urbis
Appendix 2 – 2009/10 List of EIAs
(Please note 2010/11 and 2011/2012 timetables will be developed as part of the annual review and refresh of the Gender, Disability and Race Equality Scheme 2009/12)

Adult Social Care:
- Individual Budgets
- Reablement
- Information Prescriptions

Chief Executives – Executive, Legal & Communications:
- Registrars & Coroners
- Events
Organisational Development:
- Skills Pledge (People Strategy)
- Organisational Development SIP
- Leadership Programme
- Cultural Change Programme

Joint Health Unit:
- Manchester Ageing Strategy
- Physical Activity Service

Crime and Disorder Reduction Partnership:
- Safer Neighborhoods Team
- Hate Crime worker – service specification
- Community Safety Network

Chief Executives – Regeneration:
North Manchester Regeneration Team
- North Manchester Strategic Regeneration Framework
- Cultural Services – City Galleries Public Services
- Cultural Services – City Galleries Public Programmes

Regeneration & Economic & Urban Policy
- Regeneration Programme Group
- Economic Development Group

Adult Education:
- Teaching and Learning, safeguarding and learner support and fees

Children’s Services:
- Looked After Children Placement Provider
- Safeguarding Improvement Service
- Governor Support Service
- Strategic Inclusion - Education Services
- Family Information Service

Corporate Services:
- Finance Shared Service Centre
- Revenues & Benefits – Discretionary Housing Payments Policy and administration
- Corporate Procurement

Corporate Personnel
- Dignity at work
- Management of Attendance
- Manchester 200
- Competency Assessment
- Grievance
- Disciplinary
- Managing Capability
• Employee Code of Conduct
• Email Policy
• Internet and Intranet Policy
• Recruitment and Selection
• Senior Recruitment Initiatives
• Pay and Grading (to be conducted by Angela Beadsworth (Organisational Change)
• Health and Safety (to be conducted by David Grayson (Health and Safety Department)

Environmental Services:
• Street Management

Highway Services:
• Major Projects

Housing – Implementation of Strategic Housing Functions:
• Housing strategy
• Housing Allocations policy
• Homelessness
• Resident Involvement

Libraries Service:
• Central Library Relocation Programme
• Powerhouse Library

Manchester Leisure:
• Sports Development
• Community Activity
• Allotments and Parks

Directorate of Transformation:
• Town Hall Extension and Central Library Relocation Programme

Planning and Building Control:
• Building Control
• Planning Applications
• Local Development Framework

Trading Services:
• 3 EiAs will be conducted across the North, South and Central areas to assess how effectively Trading Services meet diverse customer expectations.

Ward Coordination & Third Sector Team:
BME funding
**Gender Equality Scheme Action Plan 2009 – 2012**  
**Draft**

### Strategic objective 1  
**Knowing your communities and equality mapping**

<table>
<thead>
<tr>
<th>Target</th>
<th>Activities</th>
<th>Officer responsible</th>
<th>Deliver by</th>
<th>Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1 Establish a corporate system for collecting and monitoring consistent equality monitoring information for customers across the authority</td>
<td>Support the integration of equality fields into the Customer Relations Management System.</td>
<td>ICT Research and Intelligence Service Improvement Team</td>
<td>June 2011</td>
<td>Reliable equality monitoring data about residents accessing services that is held centrally.</td>
</tr>
</tbody>
</table>
1.2 Include more detail about how communities are a) physically located and b) developing, in the 2010/2011 Communities of Interest Report. This will inform the annual review process for the Gender Equality Scheme (GES), Race Equality Scheme (RES) and Disability Equality Scheme (DES)

EFLG assessment area 3.3

- Analyse current information held by the Council and identify gaps in knowledge
- Work with our partners to determine the requirements of new and emerging communities
- Undertake specific work researching the requirements of people who identify with more than one equality group
- Publish a detailed Communities of Interest report in 2010 highlighting the findings of the research

| Organisational Improvement and Service Inclusion Team (OI & SI) | June 2010 | Better understanding of our diverse communities and barriers to reaching full potential. Improved planning, design and delivery of quality services |

---

### Strategic objective 2

**Place shaping, leadership, partnership and organisational commitment**

<table>
<thead>
<tr>
<th>Target</th>
<th>Activities</th>
<th>Officer responsible</th>
<th>Deliver by</th>
<th>Outcome</th>
</tr>
</thead>
</table>
| 2.1 Develop a programme of information and training for under represented groups to become more involved in civic and public life. | - Train Ward coordinators in equality and diversity issues and community cohesion  
- Examine diversity of residents and neighbourhood groups at | Organisational Improvement and Service Inclusion team Ward Coordinators | September 2010 | Barriers to participation in public life are removed and the city benefits from more individuals within equality groups taking up civic and public posts. |
| 2.2 Council contractors, commissioned services and grant receivers regularly review their services and access to them to ensure they continue to be appropriate and accessible | EFLG Assessment Area 2.10 and 2.19 | • Train procurement and contract management officers in equality and diversity priorities  
• Council’s service equality objectives are delivered by contractors and service providers through contract management | Organisational Improvement and Service Inclusion Team | On going | Contracted service provide accessible services to all of Manchester’s communities |

| 2.3 Gender Equality is explicitly prioritised in the review of Manchester City Council’s Corporate Equality of Opportunities in service provision policy | | Consult the External Gender Equality Scrutiny group on changes to the policy and the transgender consultation group | Gender Officer | Jan 2010 | The Corporate Equality of Opportunity in service provision policy is up to date and relevant |

| 2.4 Gender issues are embedded in the development of the new ‘Manchester Model’ for commissioning | | Work with the Commissioning Steering Group to embed gender equality within the strategy | Gender Officer | March 2010 | Commissioned services are aware of gender equality issues and work to ensure gender equality |

| 2.5 Increase transphobic hate crime reporting. | | Support third sector transgender group to improve transphobic reporting mechanisms and awareness in the community. | Crime and Disorder Partnership Gender Officer | June 2010 | Increased reporting |
2.6 Mainstream the successful pilot ESOL Integration and Inclusion project as best practice across the public sector

| Increase volunteer led pre entry-level ESOL courses for communities to support integration, engagement and further education in community settings. |
| Economic & Urban Policy | December 2010 | Value for money ESOL provision, improved community relations and increased confidence in integrating within the local community |

2.7 Partnership working with PCT on Men’s Health issues to improve access to health services

| Work in partnership to host National men’s Health Week event for the city |
| Gender Officer Assistant Director Access and Inclusion NHS Manchester | June 2010 | Improved access to health services for men |

### Strategic objective 3
Community engagement and satisfaction

<table>
<thead>
<tr>
<th>Target</th>
<th>Activities</th>
<th>Officer responsible</th>
<th>Deliver by</th>
<th>Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.1 Strengthen engagement mechanisms in place with newer groups engaged, through work on the Communities of Interest (COI) report (1,2,3)</td>
<td>Develop wider networks to consult with for the next Communities of Interest report</td>
<td>Gender Officer</td>
<td>April 2010</td>
<td>More community ownership and support to evidence the experiences of communities for the communities of interest report</td>
</tr>
</tbody>
</table>

| 3.2 Continue to facilitate and support the Transgender consultation and involvement network | Continue to organise the quarterly meetings to work through the agreed priority list | Gender Officer | On-going | Policy development to improve services |

### Strategic objective 4
Responsive services and customer care

<table>
<thead>
<tr>
<th>Target</th>
<th>Activities</th>
<th>Officer</th>
<th>Deliver by</th>
<th>Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.1 Continue to promote women only leisure services</td>
<td>Continue to provide women only Sessions (provided by Leisure Services Sports Development) The following women only sessions guarantee a female lifeguard and are free of charge in South Manchester. Continue to support subsidized women only swim sessions across the city.</td>
<td>Leisure Services Kathy Clayton</td>
<td>On going</td>
<td>Increased uptake of women only leisure services</td>
</tr>
<tr>
<td>-----------------------------------------------------</td>
<td>---------------------------------------------------------------------------------------------------------------</td>
<td>---------------------------------</td>
<td>---------</td>
<td>-----------------------------------------------</td>
</tr>
</tbody>
</table>
| 4.2 Recognise particular vulnerability of different victims and ensure effective support | Women with no recourse to public funds  
- Develop a protocol  
- Review and promote guidance  
- Fund survivor group | Domestic abuse management group | December 2009 | 40 members of staff trained in providing support to women with no recourse to public funds. Greater awareness |
| 4.3 Improve transphobic support in housing. | Develop a new corporate housing policy relating to issues of transphobic harassment in the home due to gender identity. | Housing Gender Officer | November 2009 | New policy in place |
| 4.4 Improve the experience of transgender homeless people accessing direct hostels. | Develop new policy for homeless transgender people accessing direct access hostels. | Homelessness Services Gender Officer | December 2009 | Positive feedback |
| 4.5 Continue to narrow the educational attainment gap between girls and boys at GCSE level | Continue to disseminate attainment analysis for schools. Individual schools respond using:  
- 1 to 1 tuition for underachieving boys  
- Reading projects for under achieving boys | Children’s Services Strategic Lead for Secondary Schools | On going | Further reduce the gap |
### 4.6 Raise Awareness about the risks of Forced Marriage, and Honour Based Violence

<table>
<thead>
<tr>
<th>Activities</th>
<th>Officer responsible</th>
<th>Deliver by</th>
<th>Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Posters in schools and leaflets available</td>
<td>Domestic abuse management group</td>
<td>December 2009</td>
<td>Raise awareness of forced marriage and honour based violence amongst staff and pupils</td>
</tr>
<tr>
<td>• Multi agency training</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Systems in place and operating effectively for monitoring missing children</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### 4.7 Change young people’s attitude to domestic abuse

<table>
<thead>
<tr>
<th>Activities</th>
<th>Officer responsible</th>
<th>Deliver by</th>
<th>Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>Education pack promoted throughout Manchester primary and secondary schools, teachers trained in use, supported by domestic abuse practitioners</td>
<td>Domestic abuse management group</td>
<td>December 2009</td>
<td>Raise awareness of domestic abuse and challenge attitudes</td>
</tr>
</tbody>
</table>

---

### Strategic objective 5 – Modern and diverse workforce

<table>
<thead>
<tr>
<th>Target</th>
<th>Activities</th>
<th>Officer responsible</th>
<th>Deliver by</th>
<th>Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>5.1 To become an employer of choice for women and men, including transgender women and men</strong></td>
<td>• Guide for managers supporting staff through gender reassignment.</td>
<td>Directorate of Transformation Gender Officer Personnel</td>
<td>Dec 2010</td>
<td>Increase in percentage of officers that work part time or job share at higher grades</td>
</tr>
<tr>
<td></td>
<td>• Guide to maternity leave and support for managers</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Guide on Flexible Working</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>5.2 Maintain the percentage of top 5% female earners across all Council Directorates.</strong></td>
<td>Continue to monitor top 5 % of earners.</td>
<td>Personnel Service Inclusion Team Gender Officer</td>
<td>Bi Annually</td>
<td>Positive percentages of top 5 % of earners are maintained and celebrated.</td>
</tr>
</tbody>
</table>
Disability Equality Scheme
2009 to 2012
This document is also available in a variety of alternative formats, including large print, Braille and Easy Read. To discuss your requirements please contact the disability lead officer on 0161 234 3036 (tel. and text) or t.raines@manchester.gov.uk
# Contents

- **Foreword** 4
- **Introduction** 5
- **Section One: The City Context** 6
  - The City and Community Strategy 6
  - The Council 7
  - Core Values 8
  - Disability Overview 8
- **Section Two: The Legal Context** 10
  - Introduction 10
  - The Disability Equality Duty: General and Specific Duties 10
  - New and Emerging Legislation 11
- **Section Three: The Local Evidence Base** 12
  - The Communities of Interest Report 12
  - The Social Model of Disability 13
  - Involvement and Gathering Information 13
  - Summary of Progress 14
- **Section Four: Strategic Governance and Delivery** 15
  - Leadership and Performance Management 15
  - Equality Impact Assessments 16
  - Publication and Access to Information 17
  - Training and Employment 17
  - Procurement 18
  - Action Planning and Delivery 18
- **Section Five: The Equality Framework for Local Government** 19
  - Priorities for 2009 to 2012 19
- **Section 6: Disability Action Plan** 22
  - **Appendix One:** List of service areas relevant to the Disability Equality Duty 31
  - **Appendix Two:** Timetable for EIAs over next 12 months 39
Foreword
For over 20 years Manchester City Council has been a leading authority in tackling the causes of inequality and demonstrating the benefits that inclusivity bring to the success of a city.

We are justifiably proud of this track record. This Disability Equality Scheme is one element of Manchester’s approach and commitment to embed equality and inclusion for disabled people throughout all our services.

We are committed to providing the highest level of leadership for this agenda. This is essential to ensure the success of this scheme and make sure that promoting equality for disabled people becomes part of the ‘way we do things’.

The Council also has an important role to play in partnership with our key stakeholders. These include individual disabled people, and their organisations. We can only be sure of success if we have the direct involvement of disabled people in helping shape the agenda.

I welcome this scheme and look forward to helping deliver real equality of opportunity for all disabled people in Manchester.

Councillor Val Stevens
Deputy Leader
Executive member for Equality and Diversity

Disability Equality Scheme 2009-2012
Introduction

This document is Manchester City Council’s second Disability Equality Scheme. This scheme sets out the Council’s commitment to embedding the Disability Equality Duty across the authority for the period 2009 – 12. This commitment is set out in the action plan towards the end of this document and highlights how we intend to promote equality of opportunity for disabled people in our services, policies and employment practices.

For Manchester City Council, equality and diversity extends beyond just meeting statutory obligations. Indeed, the concept of tackling inequality is nothing new to Manchester and we are proud of our diverse populations. Only by truly understanding the rights, requirements and expectations of our diverse communities can we really deliver exceptional services.

Therefore this scheme, in conjunction with our ongoing work to tackle inequality in race, gender and sexuality forms a strong basis for Manchester to continue to be a welcoming and inclusive city.

This document has been divided into five sections, the first section The City Context, creates a picture of Manchester and provides some key facts about BME communities living in the city. Section two, The Legal Context, sets out the gender general and specific duties and new and emerging equality legislation that will impact upon race equality in the future. Section three, Local Evidence Base, highlights how we have identified our key priorities and ways in which we have gathered information and consulted and involved stakeholders. Section four, Strategic Governance and Delivery, illustrates how this scheme is linked into internal and external frameworks working to ensure we deliver equality as a provider of services and as an employer. Section five, Priorities for 2009 – 2012, highlights how the new Equalities Framework for Local Government provides a structure for the strategic priorities for this scheme.
Section one: the city context

1.1 The City and Community Strategy
Manchester City Council provides services to 441,200 diverse people and is the sixth largest Metropolitan district outside London. Part of the council’s vision as set out in the Community Strategy 2006 – 2015 is to:

“...create a city with people that are highly skilled, motivated and wealth creating. The population will contribute to, and benefit from, Manchester’s success, with everyone achieving their full potential and having a great sense of participation and wellbeing”.

The strategy identifies three ‘spines’ which are the core drivers of success for the city and underneath which our priorities are grouped.:

Spine 1: Reaching full potential in education, skills and employment

Our Priorities:
- Routes into work for young people
- Raising resident wages and skills and increasing employment
- Improving education with better attainment and attendance
- Supporting positive parenting
- Promoting health and wellbeing
- Encouraging cultural involvement to enable individual change

Spine 2: Individual and collective self-esteem

Our Priorities:
- Promoting aspiration, wellbeing and happiness
- Building social capital
- Supporting vulnerable residents
- Promoting and supporting community cohesion
- Developing localised and personalised services in partnership with residents and organisations

Spine 3: Neighbourhoods of Choice

Our Priorities:
- Quality sustainable physical environment
• Safer communities
• Quality and choice of housing
• Developing locally focused services
• Encouraging and supporting cultural activities to promote local ownership of neighbourhoods
• Developing a sense of place and community pride
• Cleaner and greener city

The city has a high concentration of social problems and is ranked the third most deprived district in England. Some 28.8% of the city’s population of working age are claiming key benefits. Manchester City Council is committed to tackling these issues and recognises that disability equality plays an important part in the development of a ‘world class’ city.

One way in which this history of innovation can be continued is via the delivery of the Community Strategy and in supporting the aims of the Directorate of Transformation (DoT).

1.2 The Council
Manchester City Council is an organisation that is equally ambitious with plans in place to transform the way in which we deliver services in order to be as accessible, responsive and effective in meeting the needs of our customers and residents. Over the next five years the council will be delivering a broad portfolio of projects and programmes to support the vision for service improvement across the council, and ultimately the vision of the Community Strategy. The vision is captured in the following three key strategies:

The Customer Strategy – will deliver effective services through improved customer focus
The Information Strategy – will enable us to deliver intelligence led services and drive up performance
The ICT Strategy – will exploit the full potential of ICT to deliver the most effective and efficient services to customers using the latest technology.

Collectively, these strategies are referred to as the Service Transformation Strategies. In addition there are a number of other key drivers for change:
**The Neighbourhood Strategy:** will enable us to deliver seamless services to customers

**The Town Hall Transformation Project** – this project will transform the way we use space, technology, manage our people, the we communicate and the way we work and will demand changed behaviours from all of us.

**The People Strategy** – will support both the development of skills and capacity within our workforce and the employability of Manchester residents.

These strategies are subject to ongoing consultation with staff and residents supported through the equality impact assessment process.

**1.3 Core Values**

The Council works to a series of core values which underpin our equality schemes.

Firstly, we have pride in our city and the contribution we can all make to its continued success. But this success is dependent on the strength of our diverse neighbourhoods and communities. We want all our communities to thrive and be sustainable. As a public service provider we do of course place people (our customers) at the heart of everything we do. To meet high customer expectations we need to act with speed, efficiency and respect. Excellent customer service also means being accountable to, and communicating clearly with, residents, employees and our partners. Finally, we value our employees who represent the public face of the Council. We will work to support and encourage their developing in working hard to deliver better services.

**1.4 Disability overview**

We are proud that Manchester has a history of innovation in respect of disability issues. As a city it has long been recognised as a ‘hub’ for the disabled people’s movement and is well served by a number of disabled people’s organisations. Key achievements include:

- the first city to provide accessible black cabs
- hosting the first accessible Commonwealth Games
• the first local authority to establish equality posts designated for disabled people.

However, disabled people still experience serious disadvantage and discrimination. National research reveals that:

• 50% of disabled people of working age are in employment, compared to 80% of non-disabled people
• disabled people are twice as likely as non-disabled people to have no qualifications
• disabled people are four time more likely to be victims of crime than non-disabled people.
Section two: The legal context

2.1 Introduction
This document deals with disability equality and the rights and requirements of disabled people. Much of this is underpinned by specific legislation such as the Disability Discrimination Act (DDA) 1995 and 2005.

The DDA 2005 confers two duties on public bodies in the United Kingdom. These are:

2.2 The General Duty
When carrying out their functions, the General Duty requires all public bodies to have due regard to the need to:

- Promote equality of opportunity between disabled persons and other persons.
- Eliminate discrimination that is unlawful under the Disability Discrimination Act.
- Eliminate harassment of disabled persons that is related to their disabilities.
- Promote positive attitudes towards disabled persons.
- Encourage participation by disabled persons in public life.
- Take steps to take account of disabled persons' disabilities, even where that involves treating disabled persons more favourably.

2.3 The Specific Duties
The specific duties require certain public bodies (including all local authorities) to produce a Disability Equality Scheme.

A Disability Equality Scheme essentially packages the key requirements of the Disability Equality Duty into a coherent strategy and action plan. It will help authorities to meet the overarching General Duty. The scheme sets out how the Council intends to meet its obligations under the Act.
For further information on the Disability Equality Duty visit: www.dotheduty.org

However, it should be noted that the forthcoming Single Equality Act (see below) will change the general and specific duties relating to disability. This scheme will be amended as necessary when the Act becomes law.

2.4 New and emerging legislation
As mentioned above, the law around equalities legislation is changing and a new Equalities Bill is being considered by Parliament. This bill proposes a Single Equality Duty, in which public bodies such as Manchester City Council will produce one equality scheme covering all six equality strands (disability, race, gender, age, sexuality and faith and belief). This duty is likely to become law in 2011. While many other public bodies are already publishing single schemes the Council is continuing to publish specific schemes. This decision was based on consultation with community groups in 2008.

Disability equality in the Council is also informed by other policy initiatives. We are currently exploring the Right to Control programme. This is a government initiative (led by the Office for Disability Issues) and is about disabled people having control over the support they need to live their lives. It also involves public bodies streamlining the funding and support they provide to disabled customers and improving the customer ‘experience’ when accessing services. Right to Control could potentially lead to significant changes to how the Council and its partners deliver their services.
Section three: The local evidence base

3.1 The Communities of Interest report
A key aim of the Disability Equality Scheme is to understand what actions are needed to promote and deliver equality for disabled people across the city.

To help us develop this understanding Manchester City Council has produced its first Communities of Interest report, based on local and national evidence and consultation. The Communities of Interest report is one aspect of the Manchester Partnership’s commitment to understanding its communities better, with a particular focus on equality groups. It follows from a suite of reports that focus on Manchester, including the Story of the City, Manchester’s State of the City Report, and Manchester’s State of the Wards Report. Together they provide an annual evidence base for decision-making and priority setting by Manchester City Council and its partners. The primary focus of the first year of this report is on race, disability, gender, including transgender, age, sexuality and religion or belief.

The disability section of the Communities of Interest report was delivered in partnership with Breakthrough UK’s Policy Think Tank, a collective of disabled academics and policy makers and a key partner of the City Council. A key aim of the disability section was to address the lack of social model knowledge about disabled people and their experiences. Much of the current information relates only to disabled people and their medical conditions. This approach does not reveal what disabled people need to achieve independent living.

The Communities of Interest report identifies a set of priorities for each equality group based on local and national research and consultation. The following priorities were identified for disability:

- Tackling hate crime
- Improving disabled people’s access to education and employment
- Improving access to public transport
- Identifying the number of accessible homes in Manchester.
A copy of the Communities of Interest report 2009 to 2010 can be obtained from [www.manchesterpartnership.org.uk](http://www.manchesterpartnership.org.uk).

### 3.2 The Social Model of Disability

In the 1980s Manchester City Council adopted the social model of disability. The social model of disability has come about as disabled people and their own organisations have challenged the traditional view that they are disabled by their individual conditions of mind, body or senses (impairments).

The social model of disability is best defined in the following statement:

Disability is the disadvantage or restriction of activity caused by a society that takes little or no account of people who have impairments, and thus excludes them from mainstream activity. Impairment is certain individual appearance or certain functional limitations of the mind, body or senses.\(^1\)

The actions contained in this scheme will be impact assessed to ensure that they meet the definition of the social model and contribute to independent living.

### 3.3 Involvement and Gathering Information

The main involvement forum for developing this scheme has been Manchester City Council’s Disabled People’s Engagement Network (DPEN). The DPEN is a recent group, having first met in November 2008 and replaced the previous Access Review Forum. It is made up of local organisations of disabled people as well as the Corporate Disabled Strategic Staff Group. The DPEN has a remit to oversee Council strategy and monitor the development and implementation of this scheme.

Other groups involved in the development of this scheme include the Learning Disability Partnership Board and Physical Disability Partnership Board (both convened by Manchester City Council).

Information has also been provided via the Communities of Interest report (this will be built upon year by year). The Council is

---

\(^1\) Credit: Union of Physically Impaired Against Segregation 1976: this wording copyright Breakthrough UK Ltd
about to implement the Equality Framework for Local Government and deliver new systems for embedding equalities within business planning. This will also help to generate information as research, mapping of communities and involvement are key elements of each.

3.4 Summary of key areas of progress since the last Disability Equality Scheme (2006-09)

Since the last Disability Equality Scheme the Council has continued to progress the disability equality agenda. Notable achievements include:

- The successful delivery of the Aiming High for Disabled Children programme.
- The Council continuing to target Blue Badge abuse, with a 100% successful prosecution rate.
- The Council becoming a leading authority in the implementation of Individual Budgets.
- Service user involvement has been embedded within the Commissioning Strategy.
- The Corporate Disabled Strategic Staff Group has been re-established.
- The formation of the Disabled People’s Engagement Network.
Section four: Strategic leadership and governance

4.1 Leadership and Performance Management

Manchester’s suite of ‘State of the City’ reports, provide the core evidence base for decision making in the Council and with its partners, including the Community Strategy and Corporate Plan. The ‘State of the City: Communities of Interest’ report, provides the specific evidence base on the six equality strands of race, disability, sexuality, gender, religion and belief and age. This document informs the Council’s response to equality issues and specifically its statutory duties, including the publication of Gender, Race and Disability Equality Schemes.

Through the Council’s Corporate Business Planning Process, services identify and respond to equality issues highlighted by the schemes, producing an Equality Action Plan, as part of the annual Business Plan document.

To ensure effective delivery of the council’s ambitions around equality, the following leadership and governance arrangements are in place;

• The Deputy Leader of the Council and Deputy Chief Executive each have explicit responsibility for all elements of equalities and diversity at a political and officer level respectively. In addition, Lead Members and officers are in place for all equality strands, inc. Race, Disability, Gender, Gay Men and Lesbian issues. Their role is to promote equality and diversity and challenge progress across the council and the city.

• Strategic Management Team Sub Group - Use of Resources and Governance - This team has a strategic remit, on behalf of the City Council Management Team, to coordinate and support the development and delivery of all Equality Schemes, ensure we meet our legal duties, and provide leadership and strategic development of our approach.

• Corporate Equality Improvement Group - This consists of equality representatives from all services together with
members of the corporate team responsible for equality issues. It meets bi-monthly to consider the strategic equality and diversity challenges we face as a council, how effectively we are tackling these and what we need to do to improve. It also has responsibility for monitoring progress against the equality action plan and hold teams and individuals to account for delivering the activities set out in the plan.

- The Disabled People’s Engagement Network has a remit to oversee the development of Council policy and will monitor the implementation of this scheme.

4.2 Equality Impact Assessments

We have a duty to publish in this Disability Equality Scheme, a list of the Council’s functions and services that we have assessed as relevant to the duty to promote equality for disabled people. ‘Functions’ means our duties and powers. A list of the functions and services that we have assessed as relevant can be found in appendix 1.

We use the process of Equality Impact Assessment (EIA) to ensure that we assess and consult on the likely impact of our proposed functions and services in promoting equality. An EIA is a process by which a policy or service is examined to see if it has a negative or positive impact on certain particular groups. This form of assessment is crucial to understand:

- How services and policies impact on customers
- Whether services and there associated policies are fit for purpose

The Council has recently revised its equality impact assessment toolkit for departments, in conjunction with a ‘train the trainers’ support package. This will be rolled out across the authority, in tandem with business planning guidance, to ensure that equality impact assessments are an integral part of business design, delivery and review.

The list of priority EIAs for the period 2009/10 can be found in appendix 2. In addition all new or changing services or functions will be subject to an EIA. In addition, new policies are reported to
Executive for approval. When we report to Executive we use a standard report which must include details of the Equality Impact Assessment screening which has been carried out on the policy.

4.3 Publication and Access to Information

We recognise the importance of public access to assessment, consultation and monitoring activities for the Council’s performance. This openness will help to increase customer confidence and improve staff morale. The Council currently publishes a wide range of information for residents, for example Manchester People, a quarterly newsletter sent to all residents, and the Ward Newsletters sent to all residents annually. In addition, the following key documents are published on our website:

- The Manchester Way, Community Strategy
- State of the City Report
- State of the Ward Report
- State of the City: Communities of Interest Report
- All statutory equality schemes

We will also make information available on request. Information about how to contact us is included at the end of this Scheme.

4.4 Training and Employment

**Employment monitoring** – Disabled, black and minority ethnic and female staff levels are monitored at all grades on a monthly basis. This information feeds into the annual business planning process. In addition lesbian, gay and bisexual staff representation is monitored at all grades and feeds into the LGBT (lesbian, gay, bisexual and transgender Development and Interdepartmental groups).

**Staff groups** – The LGBT staff group feeds into the LGBT development group and Interdepartmental strategic group. The Corporate Disabled Strategic Staff group feeds into the multi-agency Disabled People’s Engagement Network.

**Jobs Fairs** - In 2008 we held jobs fairs targeting disabled, BME and LGBT people.

**Training** - we provide “Making a difference” equality and diversity training to staff at all levels. “Making a difference is a blended programme which includes an online (e-learning) element,
together with a classroom-based programme. Outlines for these programmes are available here: [http://www.mcc/learning/corepolicies/cex/cxpeds.htm](http://www.mcc/learning/corepolicies/cex/cxpeds.htm)

### 4.5 Procurement and Commissioning

Many of the services and functions provided by the Council are carried out through contracts with private companies and voluntary organisations. Equality requirements are part of the standard terms and conditions which every contractor must abide by, with further specific equality requirements to contracts where relevant.

Over the past the year the Council and its partners have developed a new Commissioning Strategy – The Manchester Model. This will help the Council identify and purchase the right services.

This is very important in making sure that our services reflect the needs of our communities. Further work will take place over the next year to make sure the Commissioning Strategy is understood by all Council departments. We will also train our commissioning managers so that the importance of involving service users is understood.

### 4.6 Action Planning and Delivery

Monitoring of the action plan will take place on an ongoing basis. Annual progress reports will take place at the end of August 2010, and 2011 and in the revised scheme in August 2012.

On going scrutiny and community involvement will continue with the Disabled People’s Engagement Network, Corporate Disabled Strategic Staff Group, Physical Disability Partnership Board and Learning Disability Partnership Board.
Section five: the Equality Framework for Local Government

5.1 Priorities for 2009 - 2012

Manchester City Council has adopted the new equality performance and improvement framework led by the Improvement and Development Agency for Local Government (IDeA). The Equality Framework for Local Government (EFLG) builds on the strengths of the Equality Standard for Local Government, adopting a simpler, smarter and proportional and relevant approach. The new framework has three levels of achievement for authorities to benchmark their success.

1. A Developing Authority – understanding the importance of equality
2. An Achieving Authority – developing better outcomes
3. An Excellent Authority – making a difference

The new framework is based on a wider more aspirational definition of equality focussing on what we can do to create a fairer society. The framework includes five performance areas with specific actions for authorities to assess their progress. Manchester has built its five strategic key priorities for this scheme based on the five areas of the EFLG.

1. Knowing your communities and equality mapping
   The EFLG recognises that this priority will provide the evidential base for other work on community cohesion and customer care and will be the basis for work on the public sector duties and the CAA. Quality data and information about our staff and customers is essential for us to understand the impact our services have on our communities and the experience of our staff.

2. Place shaping, leadership, partnership and organisational commitment
   Under this priority the framework requires evidence of organisational commitment in terms of resource allocation, compliance with public duties, democratic engagement, scrutiny, service planning and procurement. The framework also recognises the importance of partnership working with local primary care trusts, the police, fire and rescue services and the voluntary and community sector through the LAA structures. Manchester has a history of strong political and
strategic leadership on equality issues. Manchester understands that partnership working is key to developing a richer picture of equality issues and barriers to reaching full potential and will further develop existing political strategic scrutiny of the schemes and associated actions. It is essential that our procurement processes are robust enough to ensure that services we procure promote equality and seek to eliminate discrimination.

- We recognise that cohesive empowered communities involved in political life is an essential part of achieving equality in Manchester

3. Community engagement and satisfactions
The EFLG recognises that communities of place are not always synonymous with communities of interest and feel its important that communities of interest are involved in decision making as well as service and workforce planning. This year Manchester produced the first Communities of Interest report for the city outlining some of the barriers our communities of interest face, this scheme will address the barriers identified in the Gender section.

4. Responsive services and customer care
The framework specifics the particular importance of a robust process for equality impact assessments and the implementation of action plans, equality proofing procurement and commissioning and monitoring of access to services. Manchester is committed to ensuring services are designed and delivered to meet our diverse residents needs.

5. A modern and diverse workforce
The framework looks at ensuring that:

- Relevant equality objectives are built into workforce strategies
- An understanding of the local labour market and the barriers equality groups face informs the setting of equality employment objectives
- All major employment policies are equality assessed
- Plans are in place to improve representation at senior levels of women and BAME officers
Manchester City Council has a long history of working towards attracting a workforce that is representative of the diverse city. There are a number of initiatives in place to support this aim. Only with a diverse workforce will Manchester be able to achieve its ambitious vision to provide responsive personalised services.

Training and development programmes address equality issues
There is effective action to address equal pay
There is a workplace culture in which staff are treated with dignity and respect
Section 6: Disability Action Plan

This action plan contains three year strategic targets underpinned by actions to be achieved over a 12 month period, as agreed in consultation with the Disabled People’s Engagement Network. These targets have also been aligned with the 5 strategic objectives of the Equality Framework for Local Government.

These objectives will be reviewed every year, in partnership with the DPEN and reported on in the Communities of Interest report.

Strategic objective 1- Knowing your communities and equality mapping

1) Target:
Develop a corporate system for collecting consistent equality monitoring information across the authority.

Activities:
Support the integration of equality fields into the Customer Relations Management System.

Officer responsible:
ICT, Research and Intelligence & the Service Improvement Team

Deliver by:
June 2011

Outcome:
Have reliable equality monitoring data on residents accessing services that is only collected once.

2) Target:
The 2010/11 Communities of Interest report will map in more detail how our communities are a) physically located and b) developing. Key barriers, priorities and requirements of disabled people will also be captured. This will inform the DES, RES and GES as part of the annual review process.

Activities:
- Analyse current information held by the Council and identify gaps of knowledge.
- Work with out partners to determine the requirements of new and emerging communities.
- Undertake specific work researching the requirements of people who identify with more than one equality group.
- Publish a detailed Communities of Interest report in 2010 highlighting the findings of the research.
Officer responsible:
Service Improvement Team

Deliver by:
July 2010

Outcome:
Greater knowledge of the rights and requirements of our diverse communities informs our equality and business planning processes.

3) Target:
Manchester’s new Access Panel to have successfully delivered a programme of work increasing the accessibility of the city to all disabled people.

Activities:
Establish a new ‘Access Panel’. The key aims will include:

- Benchmarking Manchester against other accessible European cities.
- Identifying the key indicators needed for a city to be truly accessible.
- Clarify the roles and responsibilities of key Council departments in improving the physical and built environment for disabled people.
- Publish a comprehensive access guide to the city

Officer responsible:
Dean Cavanagh

Deliver between:
Sep 2009 and Dec 2010

Outcome:
Overall access to the built environment is improved for disabled people.

Strategic objective 2 – Place shaping, leadership, partnership and organisational commitment

4) Target:
The Council develops and delivers a programme of information and training to under-represented groups to become more involved in civic and public life.

Activities:
- Train Ward Coordinators in equality and diversity issues.
• Examine diversity of resident and neighbourhood groups at ward level.
• Engage with under-represented and equality groups to identify barriers to their participation in civic and public life.

Officer responsible:
Organisational Improvement and Service Inclusion Team and Ward Coordinators

Deliver by:
September 2010

Outcome:
Barriers to participation in public life are removed and the city benefits from more people from equality groups taking up civic and public posts.

5) Target:
Council contractors, commissioned services and grant receivers regularly review their services and access to them to ensure they continue to be appropriate and accessible.

Activities:
• Train procurement and contract management officers in equality and diversity priorities.
• Council’s service equality objectives are delivered by contractors and service providers through contract management.

Officer responsible:
Organisational Improvement and Service Inclusion Team

Delivery by:
Outcome: Procurement officers all attend and complete Equality and Diversity training, tendered services are clear on their responsibilities with regard to equal opportunity practices, the contract management process includes terms and conditions related to Equality and Diversity practices and contracted services provide appropriate and accessible services to all of Manchester’s communities

6) Target:
Build on the revised Equality of Opportunity in Service Provision policy.

Activities:
Involve the DPEN, disabled staff group and both partnership boards on the changes.

Officer responsible:
Organisational Improvement and Service Inclusion Team

Deliver by:
Mar 2010

Outcome:

7) Target:
Ensure disability equality is embedded within the new Commissioning Strategy.

Activities:
Work with the Commissioning Steering Group to embed disability equality within the strategy.

Officer responsible:
Tom Raines

Deliver by:
Sep 2010

Outcome:
Commissioning Strategy reflects the rights and requirements of disabled people.

Strategic objective 3 – Community engagement and satisfaction

8) Target:
Reduce the incidences of disability hate crime in the city and raise awareness of the issues amongst disabled and non-disabled people.

Activities:
- Establish a partnership with the Greater Manchester Crown Prosecution Service.
- Develop a project aimed at children and young people, delivered in schools, to raise their awareness of disability hate crime and the impact it can have.
- Work in partnership with the Crime and Disorder Reduction Partnership to raise awareness of disability hate crime at a neighbourhood level.

Officer responsible:
Tom Raines / North West Crown Prosecution Service / Crime and Disorder Reduction Partnership.

Deliver by:
Sep 2010
Outcome:
Partnerships established, schools based project in early stages of delivery.

9) Target:
Aiming Higher for Disabled Children: to significantly increase the number and range of short breaks available to disabled children, young people and their families.

Activities:
• Improve data collection database so that access to Short Breaks can be proactively monitored.
• Commission new short breaks from range of providers.
• Ongoing engagement of disabled children, young people and their families in shaping short breaks provision in Manchester.
• Ensure staff delivering short breaks have skills and confidence to meet needs of disabled children and young people.
• Pilot individual budgets for Short Breaks.

Officer responsible:
Kath Smythe, Children’s Services

Deliver by:
Sep 2010

Outcome:
The choice and independence of disabled children and their families is increased and short break provision improves year on year.

10) Target:
Deliver Equality Impact Assessments of key strategic Housing strategies and explore feasibility of developing an accessible housing register.

Activities:
• Identified a number of strategic housing functions to be equality impact assessed (by December 2010).
• Research the evidence base for an accessible housing register (by March 2010).
• Work in partnership with the Disabled People’s Engagement Network and the Strategic Housing Partnership to explore the key housing issues for disabled people (ongoing from September 2009).

Officer responsible:
Housing Policy Team

Outcome:
Disabled people have improved access to accessible housing, thereby improving their life chances and opportunities for independent living.

11) Target: 
Learning Disability Partnership Board: Work in partnership to improve the quality of life for learning disabled people and family carers in Manchester.

Activities:
- Roll out annual health checks for learning disabled people.
- Develop an employment strategy for learning disabled people.
- Improve the process for children in transition to adulthood.

Officer responsible: 
Andrea Libman

Deliver by: 
Sep 2010

Outcome: 
The health, well-being and life chances of people with learning disabilities are increased.

12) Target: 
For Manchester and its partners to deliver a successful Right to Control trailblazer site, supporting the independence and empowerment of disabled people.

Activities:
- Submit a bid for Manchester to be a Right to Control trailblazer site. This will require:
  - The writing of a briefing paper on the ‘Right to Control’ programme.
  - The involvement of the DPEN in writing the bid. Led by Tom Raines and to take place in the September meetings and in individual meetings with member organisations.
  - The involvement of disabled people accessing Individual Budgets and Direct Payments.
- Partnership working with Job Centre Plus.

Officer responsible: Tom Raines & Diane Eaton

Deliver between September 2009 and September 2010

Outcome:
Manchester delivers a successful Right to Control trailblazer with tangible, positive outcomes for the disabled people accessing the services.
13) Target:
By 2012 Manchester will have a thriving and sustainable Centre for Independent Living (CIL).

Activities:

- Identify a preferred bidder to lead on the development of a Centre for Independent Living in Manchester.
- Identify resources to support the preferred bidder.
- The preferred bidder will set up a partnership with key stakeholders (including other organisations of disabled people).
- Develop a long-term delivery plan for the CIL.

Officer responsible: Tom Raines
Deliver by: Mar 2010
Outcome: Manchester has a successful CIL by 2012

Strategic objective 4 – Responsive services and customer care

14) Target:
Council’s commissioning and procurement processes take account of equality issues. Contracts include a requirement to deliver an effective and appropriate service fairly and equitably.

Activities:

- Training to procurement and commissioning staff on equality and diversity priorities and issues.
- Review of procurement and commissioning strategy to ensure that equality and diversity implications are considered and embedded.
- Contracts include statements and actions that include our equality objectives.

Officer responsible: Head of Corporate Procurement
Deliver by: March 2010
Outcome: Contracts for commissioned and procured services demonstrate that equality objectives are delivered effectively and appropriately.
15) Target:
Embed equalities in the business planning process of the organisation.

Activities:
- Establish a new inter-departmental equality group.
- Linking equality priorities to business plan priorities.
- Deliver new business planning guidance that also contains equality planning guidance.
- Develop and roll-out a new equality impact assessment toolkit and timetable across the Council.

Officer responsible:
Organisational Improvement and Service Inclusion Team
Deliver by:
Mar 2010
Outcome:
All Council services demonstrate improved outcomes for embedding equalities within the design, delivery and review of their services.

16) Target:
Involve disabled people at each stage of the Town Hall and Central Library re-development.

Activities:
Involve organisations of disabled people and individual disabled service users in the relocation and refurbishments of the Town Hall Extension and Central Library.

Officer responsible:
Dawn Morris & Helen Hatcher
Deliver by:
Updates at regular DPEN meetings and CDSSG
Outcome:
Disabled people experience a seamless service despite the transition and refurbishment process.

Strategic objective 5 – Modern and diverse workforce

17) Target:
To become an employer of choice for disabled people

Activities:
To further explore with the CDSSG the commissioning of research to determine experiences of disabled staff working for Manchester City Council and develop appropriate action plans based on the findings of such research.

To support in the development of the Corporate Disabled Staff Strategic Group & Disabled Staff Core Group. Through the work programme identified from the survey of disabled staff views.

Review of current pilot undertaken to explore how disabled staff can be better supported in managing their personal assistants and consideration given to extension of the pilot dependant on the findings of this review.

Identify trends in the reasons for disabled staff leaving

**Officer responsible:**
Corporate Personnel, Corporate Performance

**Deliver by:**
Sep 2010 / Dec 2010

**Outcome:**
The Council is seen as an exemplar employer of disabled people.

18) **Target:**
To ensure that the relocation process for disabled staff is accessible and inclusive.

**Activities:**
- Establish a sub-group of the Corporate Disabled Strategic Staff Group to work with Manchester Improvement Programme.
- The on-going delivery of equality impact assessments to monitor the programme for differential impact.

**Officer responsible:**
Dawn Morris, Helen Hatcher

**Deliver by:**
Sub-group by Sep 2009 and equality impact assessments to be monitored quarterly.

**Outcome:**
All disabled staff experience a smooth transition to the new location.
Appendix 1 - List of services and functions assessed as relevant to the Disability Equality Duties

**Childrens Services**

**Children Young People & Families**
Aiming High for Disabled Children
Child Health & Disability Services
Family Support
Family Placement
District Based Social Work
Looked After Children Placement Provider
Homeless Families
CAFRAS
Safeguarding Improvement Service
Youth Service
Early Years
Extended Services to Schools
Play Service

**Education**
14-19 Education Services
Education Improvement Partnership
Governor Support Service
School Improvement Partnership
Strategic Commissioning - Education Services
Strategic Inclusion - Education Services
Traded Services

**Strategy & Performance**
Admissions
Business Change & Improvement
Business Support & Access
Management Support to Schools
School Org & Development

**Corporate Services**

**Capital Programme Division**
Capital Programme Group
Programme Management and Project Management Unit
Corporate Technical Services
Public Private Partnerships Unit
Framework One Team

Financial Management
Corporate Finance
Departmental Finance Support
Shared Service Centre and Payroll
Business Support
Internal Audit
Risk & Insurance

Corporate Personnel
Corporate Personnel contact
Departmental Personnel Services
HR Shared Service
Client Agency Group
Job Evaluation
Employee relations
Manchester Temps
Strategy and Change Management

Revenues and Benefits
Council Tax Administration
Benefits Processing
Fraud Investigations Group
Business Rates Administration

Corporate Property
Regeneration
Property Strategy
Corporate Property Support team

Corporate Procurement
Systems and Strategies Group
Procurement Operations Team
Contract Management and Benefits Realisation Team

Chief Executives - Public Sector Performance

Corporate Performance and Organisational Development
Corporate Performance
Research and Intelligence
Organisational Development
Joint Health Unit
Valuing Older People
Health Intelligence
Teenage Pregnancy
Food Futures
Health and Regeneration
NHS Jobs
NHS Resources
Smoke Free Manchester

Crime and Disorder
Crime & Disorder Team
Drug & Alcohol Strategy Team
Youth Offending Service
Manchester Multi-Agency Gang Strategy
Safer Neighbourhoods Teams
Anti Social Behaviour Services

Manchester Partnership
Sustainable Neighbourhoods
Adults Well Being and Health
Communities of Interest Report

Third Sector Team
Third Sector Team
Ward coordination
Corporate complaints

Chief Executives - Executive, Legal & Comms

Executive
Executive
Lord Mayor's Office

Legal
Democratic Services
Registrars and Coroners
Neighbourhood
Regeneration
Children's
Business Support Unit
Communications
Internal and External Communications
Mfour
Events
Press Office

Directorate of Transformation

Directorate of Transformation
Service Improvement Projects
ICT
Town Hall & Central Library Relocation & Refurbishment
Environment on Call

Neighbourhood Services

Adult Social Care
Adaptations
Adult Placement
Alcohol Service
Assessment for Equipment and Adaptations
Asylum Accommodation
Benefits Advice
Blue Badge Parking Scheme
Carers Grant
Care Commissioning
Care Management for Older People
Care Management for People with Learning Disabilities
Care Management for People with Physical Disabilities
Care Management for Asylum Seekers
Care Management for People with Sensory Needs
Care Management for People with Mental Health Problems
Community Alarm
Community Support for Mental Health
Consumer Advice
Day Care:-
Day Care - Older People
Day Care - Adults with Learning Disabilities
Dare Care for Adults with Mental Health Problems
Day Care for Adults with Physical Disabilities
Domiciliary Care for Physical Disability
Drug Rehabilitation
Emergency Duty Service
Employment / Training (TESS)
Equipment Store
Event Planning
HIV / AIDS
Home Care
Housing Advice
Internet and Internet Development
Linkworkers for other languages
Linkworkers for the Deaf community
Luncheon Clubs
Manchester Advice
Meals Service
Money Advice
Multi-Agency Refugee Integration in Manchester
North West Consortium for Asylum Seekers
Performance Measurement
Policy Development
Reablement
Re-housing to Adapted Properties
Safe Case Transfer of Unaccompanied Asylum Seeking Children
Sensory Needs Provision
Short Term Respite Care
Short Term Team
Statutory Social Work for Asylum Seekers
Supported Housing for Learning Disability
Supported Accommodation for Mental Health
Supporting People
Supplier Payments
Technical Workshop for Daily Living Equipment
Training into Employment Service
Welfare Advice

Trading Services
Bereavement Services
Fleet Management and Support Services
Catering Services
Building Cleaning
Community Transport
Public Conveniences
Security
Fleet Management and Support Services
Manchester Contracts
Manchester Markets
Street Scene Services
Support Services

**Libraries & Library Theatre Company**
Central Libraries
Field Work Services
Library Theatre Company
Greater Manchester County Records Office
Manchester Library and Information Service
Business Support

**Manchester Leisure**
Indoor Leisure
Outdoor Leisure
Sports Development
Community Activity
Cross Cutting Delivery
Business Support

**Environmental Services (Street Management / Enforcement / Env Strategy)**
Regulatory and Enforcement Services
Street Management
Waste and Recycling
Green City
Environmental Campaigns

**Chief Executives – Regeneration**

**Cultural Services**
City Galleries: curatorial services
City Galleries: public services
City Galleries: public programmes
City Galleries: finance and business services
Regional Museums & Galleries Development Programme
Cultural Strategy Team

**Regeneration and Economic and Urban Policy**
Regeneration Programmes Group
North Manchester Regeneration
South Manchester Regeneration
Wythenshawe Regeneration
New East Manchester

Disability Equality Scheme 2009-2012
HMR
MDDA
Economic Development Unit
Policy Unit

**Adult Education**
Teaching and Learning
District & Partnership
Resource & Performance

**Housing - Implementation of Strategic Housing Function**
Affordable housing
Annual monitoring of housing market
Promoting and preventing homelessness (supporting ASC)
Assess housing stock in social and private sectors (PSH)
Allocations scheme
Develop applicant choice in housing allocation policy
Address poor housing (PSH)
Bring empty properties into use (PSH)
Improve property management standards in private rented sector (PSH)
Improve private homes (+ assistance to private home owners on low incomes to maintain homes to decent standard)
Identify land for housing (partnership with Planning)
Partnership with Homes & Community Agency & others
Partnerships with developers
Address housing needs of vulnerable groups
Tenant involvement
Partnership with Tenant Services Authority
Make best use of resources via LSP
Identify housing design and management needs of client groups (e.g. disabled people)
Enforcement of HMO licensing schemes (PSH)
Implementing Tenancy Deposit Protection scheme
Administration of Selective Licensing
Promotion of energy efficient homes
Grants for house renovation / aids / adaptations (PSH & MEAP)

**Planning and Building Control**
Building Control
City centre environment
Heritage and conservation
Planning applications

Disability Equality Scheme 2009-2012
Planning enforcements
Local land charge
Strategic planning

Highway Services
Highway Client
Major Projects
Highway Maintenance and Improvements
Network Management

Transport
Transport Policy
Greater Manchester Transport Unit
Urban Traffic Control

Strategic Cultural Projects
Royal Opera House / Library Theatre Relocation
Bridgewater Hall/Urbis
Appendix 2 – 2009/10 List for EIAs

(Please note 2010/11 and 2011/2012 timetables will be developed as part of the annual review and refresh of the Gender, Disability and Race Equality Scheme 2009/12)

Adult Social Care:
- Individual Budgets
- Reablement
- Information Prescriptions

Chief Executives – Executive, Legal & Communications:
- Registrars & Coroners
- Events

Organisational Development:
- Skills Pledge (People Strategy)
- Organisational Development SIP
- Leadership Programme
- Cultural Change Programme

Joint Health Unit:
- Manchester Ageing Strategy
- Physical Activity Service

Crime and Disorder Reduction Partnership:
- Safer Neighborhoods Team
- Hate Crime worker – service specification
- Community Safety Network

Chief Executives – Regeneration:
North Manchester Regeneration Team
- North Manchester Strategic Regeneration Framework
- Cultural Services – City Galleries Public Services
- Cultural Services – City Galleries Public Programmes

Regeneration & Economic & Urban Policy:
- Regeneration Programme Group
- Economic Development Group

Adult Education:
- Teaching and Learning, safeguarding and learner support and fees

Children’s Services:
- Looked After Children Placement Provider
- Safeguarding Improvement Service
- Governor Support Service
- Strategic Inclusion - Education Services
- Family Information Service
Corporate Services:
- Finance Shared Service Centre
- Revenues & Benefits – Discretionary Housing Payments Policy and administration
- Corporate Procurement

Corporate Personnel:
- Management of Attendance
- Dignity at Work Policy
- Grievance
- Disciplinary
- Managing Capability
- Employee Code of Conduct
- Email Policy
- Internet and Intranet Policy
- Recruitment and Selection
- Senior Recruitment Initiatives
- Pay and Grading
- Health and Safety
- Manchester 200
- Competency Assessment

Environmental Services:
- Street Management

Highway Services:
- Major Projects

Housing – Implementation of Strategic Housing Functions:
- Housing strategy
- Housing Allocations policy
- Homelessness
- Resident Involvement

Libraries Service:
- Central Library Relocation Programme
- Powerhouse Library

Manchester Leisure:
- Sports Development
- Community Activity
- Allotments and Parks

Directorate of Transformation:
- Town Hall Extension and Central Library Relocation Programme

Planning and Building Control:
- Building Control
- Planning Applications
- Local Development Framework

Trading Services:
- 3 EIAs will be conducted across the North, South and Central areas to assess how effectively Trading Services meet diverse customer expectations.

Ward Coordination & Third Sector Team:
- BME funding
## Disability Equality Scheme Action Plan Draft

### Strategic objective 1- Knowing your communities and equality mapping

<table>
<thead>
<tr>
<th>Target</th>
<th>Activities</th>
<th>Officer responsible</th>
<th>Deliver by</th>
<th>Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1.1 Include more detail about how communities are a) physically located and b) developing, in the 2010/2011 Communities of Interest Report. This will inform the annual review process for the Gender Equality Scheme (GES), Race Equality Scheme (RES) and Disability Equality Scheme (DES)</strong>&lt;br&gt;<strong>EFLG assessment area 3.3</strong></td>
<td>Analyse current information held by the Council and identify gaps in knowledge&lt;br&gt;Work with our partners to determine the requirements of new and emerging communities&lt;br&gt;Undertake specific work researching the requirements of people who identify with more than one equality group&lt;br&gt;Organisational Improvement and Service Inclusion Team (OI &amp; SI)</td>
<td>July 2010</td>
<td>Greater knowledge of the rights and requirements of our diverse communities to inform our equality and business planning processes.</td>
<td></td>
</tr>
</tbody>
</table>

| **1.2 Establish a corporate system for collecting and monitoring consistent equality monitoring information for customers across the authority** | Support the integration of equality fields into the Customer Relations Management System. | ICT Research and Intelligence Team Organisational Development Service Improvement Team | June 2011 | Have reliable equality monitoring data on residents accessing services that is only collected once. |
## Strategic objective 1- Knowing your communities and equality mapping

<table>
<thead>
<tr>
<th>Target</th>
<th>Activities</th>
<th>Officer responsible</th>
<th>Deliver by</th>
<th>Outcome</th>
</tr>
</thead>
</table>
| 1.3 Manchester's new Access Panel to have successfully delivered a programme of work increasing the accessibility of the city to all disabled people. | Establish a new 'Access Panel'. The key aims will include:  
Benchmarking Manchester against other accessible European cities.  
Identifying the key indicators needed for a city to be truly accessible.  
Clarify the roles and responsibilities of key Council departments in improving the physical and built environment | Dean Cavanagh | First meeting by Oct 09  
Process underway by Jan 2010  
Process underway by Jan 2010  
Process underway by Jan 2010  
From Sep 2009 | Overall access to the built environment is improved for disabled people. |
### Strategic objective 1- Knowing your communities and equality mapping

<table>
<thead>
<tr>
<th>Target</th>
<th>Activities</th>
<th>Officer responsible</th>
<th>Deliver by</th>
<th>Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>for disabled people. Publish a comprehensive access guide to the city</td>
<td></td>
<td></td>
<td>Dec 2010</td>
<td></td>
</tr>
</tbody>
</table>

### Strategic objective 2 – Place shaping, leadership, partnership and organisational commitment

<table>
<thead>
<tr>
<th>Target</th>
<th>Activities</th>
<th>Officer responsible</th>
<th>Deliver by</th>
<th>Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1 Develop a programme of information and training for under represented groups to become more involved in civic and public life. EFLG Assessment Area 2.11</td>
<td>Train Ward Coordinators in equality and diversity issues Examine diversity of resident and neighbourhood groups at ward level. Engage with under-represented and equality groups to identify barriers to their participation in civic and public life.</td>
<td>Organisational Improvement and Service Inclusion Team Ward Coordinators</td>
<td>September 2010</td>
<td>Barriers to participation in public life are removed and the city benefits from more individuals within equality groups taking up civic and public posts.</td>
</tr>
<tr>
<td>2.2 Council contractors, commissioned services and grant receivers regularly review their services to ensure they continue to be appropriate and accessible</td>
<td>Train procurement and contract management officers in equality and diversity priorities Council’s service equality objectives are delivered by</td>
<td>Organisational Improvement and Service Inclusion Team</td>
<td>On going</td>
<td>Contracted service provide accessible services to all of Manchester’s communities</td>
</tr>
<tr>
<td>Target</td>
<td>Activities</td>
<td>Officer responsible</td>
<td>Deliver by</td>
<td>Outcome</td>
</tr>
<tr>
<td>-----------------------------------------------------------------------</td>
<td>-----------------------------------------------------------------------------</td>
<td>---------------------</td>
<td>------------</td>
<td>---------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>EFLG Assessment Area 2.10 and 2.19</td>
<td>contractors and service providers through contract management</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.3 Disability Equality is explicitly prioritised in the review of Manchester City Council’s Corporate Equality of Opportunities in service provision policy</td>
<td>Involve the Disability People’s Engagement Network (DPEN), disabled staff group and both partnership boards in the changes</td>
<td>OI&amp;SI Team</td>
<td>Mar 2010</td>
<td>Publication and implementation of a new Equality of Opportunity in Service Provision policy</td>
</tr>
<tr>
<td>2.4 Ensure disability equality issues are embedded within the new ‘Manchester Model’ for commissioning</td>
<td>Work with the Commissioning Steering Group to embed disability equality within the strategy</td>
<td>Tom Raines</td>
<td>Sep 2010</td>
<td>Commissioning Strategy reflects the rights and requirements of disabled people</td>
</tr>
</tbody>
</table>
### Strategic objective 3 – Community engagement and satisfaction

<table>
<thead>
<tr>
<th>Target</th>
<th>Activities</th>
<th>Officer responsible</th>
<th>Deliver by</th>
<th>Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.1 Reduce the incidences of disability hate crime in the city and raise awareness of the issues amongst disabled and non-disabled people.</td>
<td>Establish a partnership with the Greater Manchester Crown Prosecution Service. Develop a project aimed at children and young people, delivered in schools, to raise their awareness of disability hate crime and the impact it can have. Work in partnership with the Crime and Disorder Reduction Partnership to raise awareness of disability hate crime at a neighbourhood level.</td>
<td>Tom Raines (TR) NW Crown Prosecution Service Crime &amp; Disorder Reduction Partnership</td>
<td>Sep 2010</td>
<td>Partnerships established. Schools based project in early stages of delivery</td>
</tr>
</tbody>
</table>
### Strategic objective 3 – Community engagement and satisfaction

<table>
<thead>
<tr>
<th>Target</th>
<th>Activities</th>
<th>Officer responsible</th>
<th>Deliver by</th>
<th>Outcome</th>
</tr>
</thead>
</table>
| 3.2 To significantly increase the number and range of short breaks available to disabled children, young people and their families. | Improve data collection database so that access to Short Breaks can be proactively monitored  
Commission new short breaks from range of providers  
Ongoing engagement with disabled children, young people and their families in shaping short breaks provision in Manchester  
Ensure staff delivering short breaks have the skills and confidence to meet needs of disabled children and young people  
Pilot individual budgets for Short Breaks | Kath Smythe, Children’s Services | Sep 2010 | The choice of breaks and independence of disabled children and their families is increased and short break provision improves year on year. |
| 3.3 Deliver Equality Impact Assessments of key strategic Housing strategies and explore feasibility of | Identified a number of strategic housing functions to be equality impact assessed. | Housing Policy Team | Dec 2010 | Disabled people have improved access to accessible housing, thereby improving their |
### Strategic objective 3 – Community engagement and satisfaction

<table>
<thead>
<tr>
<th>Target</th>
<th>Activities</th>
<th>Officer responsible</th>
<th>Deliver by</th>
<th>Outcome</th>
</tr>
</thead>
</table>
| developing an accessible housing register. | Research the evidence base for an accessible housing register  
Work in partnership with the Disabled People’s Engagement Network and the Strategic Housing Partnership to explore the key housing issues for disabled people. |  | Mar 2010  
Ongoing from Sep 2009 | life chances and opportunities for independent living |
| 3.4 Learning Disability Partnership Board: Work in partnership to improve the quality of life for learning disabled people and family careers in Manchester | Roll out annual health checks for learning disabled people.  
Develop an employment strategy for learning disabled people.  
Improve the process for children in transition to adulthood. | Andrea Libman | Sep 2010 | The health, well-being and life chances of people with learning disabilities are increased |
| 3.5 For Manchester and its partners to deliver a successful Right to Control trailblazer site, supporting the independence and empowerment of disabled people. | Submit a bid for Manchester to be a Right to Control trailblazer site.  
This will require:  
The writing of a briefing paper on the ‘Right to Control’ programme.  
The involvement of the DPEN in writing the bid. Led by Tom Raines and to take place in the | TR & Diane Eaton | Aug 09  
Nov 09 | Manchester delivers a successful Right to Control trailblazer site with tangible, positive outcomes for the disabled people accessing the services |
<table>
<thead>
<tr>
<th>Target</th>
<th>Activities</th>
<th>Officer responsible</th>
<th>Deliver by</th>
<th>Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>September meetings and in individual meetings with member organisations.</td>
<td>Led by Adult Social Care.</td>
<td>Oct 09</td>
<td></td>
</tr>
<tr>
<td></td>
<td>The involvement of disabled people accessing Individual Budgets and Direct Payments</td>
<td></td>
<td>Sep 09</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Partnership working with Job Centre Plus.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.6 By 2012 Manchester will have a thriving and sustainable Centre for Independent Living (CIL).</td>
<td>Identify a preferred bidder to lead on the development of a Centre for Independent Living in Manchester</td>
<td>TR</td>
<td>Oct 09</td>
<td>Manchester has a successful CIL by 2012</td>
</tr>
<tr>
<td></td>
<td>Identify resources to support the preferred bidder.</td>
<td></td>
<td>Oct 09</td>
<td></td>
</tr>
<tr>
<td></td>
<td>The preferred bidder will set up a partnership with key stakeholders (including other</td>
<td></td>
<td>Dec 09</td>
<td></td>
</tr>
</tbody>
</table>
### Strategic objective 3 – Community engagement and satisfaction

<table>
<thead>
<tr>
<th>Target</th>
<th>Activities</th>
<th>Officer responsible</th>
<th>Deliver by</th>
<th>Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>organisations of disabled people. Develop a long-term delivery plan for the CIL.</td>
<td></td>
<td>Mar 2010</td>
<td></td>
</tr>
</tbody>
</table>

### Strategic objective 4 – Responsive services and customer care

<table>
<thead>
<tr>
<th>Target</th>
<th>Activities</th>
<th>Officer responsible</th>
<th>Deliver by</th>
<th>Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.1 Council's commissioning and procurement processes take account of equality issues. Contracts include a requirement to deliver an effective and appropriate</td>
<td>Training to procurement and commissioning staff on equality and diversity priorities and issues. Review of procurement and commissioning strategy to</td>
<td>Head of Corporate Procurement</td>
<td>March 2010</td>
<td>Contracts for commissioned and procured services demonstrate that equality objectives are delivered effectively and</td>
</tr>
</tbody>
</table>
### Strategic objective 4 – Responsive services and customer care

<table>
<thead>
<tr>
<th>Target</th>
<th>Activities</th>
<th>Officer responsible</th>
<th>Deliver by</th>
<th>Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>service fairly and equitably</td>
<td>ensure that equality and diversity implications are considered and embedded</td>
<td></td>
<td></td>
<td>appropriately</td>
</tr>
<tr>
<td>EFLG assessment area 1.18 and 2.10:</td>
<td>Contracts include statements and actions that include our equality objectives</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.2 Embed equalities in the business planning process of the organisation</td>
<td>Establish a new inter-departmental equality group</td>
<td>OI&amp;SI Team</td>
<td>Aug 09</td>
<td>All Council services demonstrate improved outcomes for embedding equalities within the design, delivery and review of their services.</td>
</tr>
<tr>
<td></td>
<td>Linking equality priorities to business plan priorities</td>
<td></td>
<td>Oct 09</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Deliver new business planning guidance that also contains equality planning guidance</td>
<td></td>
<td>Aug 09</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Roll-out of an Equality Framework for Local Government across the Council</td>
<td></td>
<td>Mar 10</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Develop and roll-out a new equality impact assessment toolkit and timetable across the Council</td>
<td></td>
<td>Oct 09</td>
<td></td>
</tr>
<tr>
<td>Target</td>
<td>Activities</td>
<td>Officer responsible</td>
<td>Deliver by</td>
<td>Outcome</td>
</tr>
<tr>
<td>--------</td>
<td>------------</td>
<td>---------------------</td>
<td>------------</td>
<td>---------</td>
</tr>
<tr>
<td><strong>4.3 Involve disabled people at each stage of the Town Hall and Central Library redevelopment.</strong></td>
<td>Involve organisations of disabled people and individual disabled service users in the relocation and refurbishments of the Town Hall Extension and Central Library.</td>
<td>Dawn Morris</td>
<td>Updates at DPEN meetings and Corporate Disabled Strategic Staff Group (CDSSG)</td>
<td>Disabled people experience a seamless service despite the transition and refurbishment process</td>
</tr>
</tbody>
</table>
### Strategic objective 5 – Modern and diverse workforce

<table>
<thead>
<tr>
<th>Target</th>
<th>Activities</th>
<th>Officer responsible</th>
<th>Deliver by</th>
<th>Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>5.1 To become an employer of choice for disabled people</strong></td>
<td>To further explore with the CDSSG the commissioning of research to determine experiences of disabled staff working for Manchester City Council and develop appropriate action plans based on the findings of such research.</td>
<td>Corporate Performance/ Jane Mortin</td>
<td>Sep 2010</td>
<td>To increase the representation of disabled people in the Council at all levels</td>
</tr>
<tr>
<td></td>
<td>To support in the development of the Corporate Disabled Staff Strategic Group &amp; Disabled Staff Core Group. Through the work programme identified from the survey of disabled staff views.</td>
<td>Jane Mortin</td>
<td>Sep 2010</td>
<td>To increase the representation of disabled people in the Council at all levels</td>
</tr>
<tr>
<td></td>
<td>Review of current pilot undertaken to explore how disabled staff can be better supported in managing their personal assistants and consideration given to extension of the pilot dependant on the findings of this review.</td>
<td>Tom Emery and Jane Mortin</td>
<td>Sep 2010</td>
<td>To increase the representation of disabled people in the Council at all levels</td>
</tr>
<tr>
<td></td>
<td>Identify trends in the reasons for</td>
<td>Sonia Stewart</td>
<td>Dec 2010</td>
<td>Trends identified and</td>
</tr>
</tbody>
</table>
### Strategic objective 5 – Modern and diverse workforce

<table>
<thead>
<tr>
<th>Target</th>
<th>Activities</th>
<th>Officer responsible</th>
<th>Deliver by</th>
<th>Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>disabled staff leaving</td>
<td></td>
<td></td>
<td></td>
<td>measure in place to improve the retention within those target groups</td>
</tr>
</tbody>
</table>

#### 5.2 To ensure that the relocation process for disabled staff is accessible and inclusive

- Establish a sub-group of the Corporate Disabled Strategic Staff Group to work with Manchester Improvement Programme.
- The on-going delivery of equality impact assessments to monitor the programme for differential impact.

Dawn Morris  
Sep 09  
Monitor quarterly  
All disabled staff experience a smooth transition to the new location