

Gender Equality Scheme 2009 - 2012



MANCHESTER
CITY COUNCIL

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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

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 deliverer of services to communities through the Neighbourhood Focus Strategy.

These strategies are subject to on going 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 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.

*Information from the research report, Equalities Review: Transgender and Transsexual people's experience of inequality and discrimination in 2006. Press for Change and Manchester Metropolitan University

Just under half (49%) of Manchester residents are female, 51% are male.

Women have a slightly older age profile than men; this is shown below in **Table 1**.

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

Source ONS 2007 population projection

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

Directorate	All	Women	%Women
Corporate Services	78.91	21	26.59%
Chief Executives	167.86	82.17	48.96%
Childrens Services	164.13	119.56	72.85%
Neighbourhood Services	81.78	36.78	44.98%
Total	492.68	259.51	52.68%

Percentage of Women that work job share or part time at higher grades

Department and grade	% Job share	% Part time
Chief Executives		
Grade 9 to 10	6%	11%
Above grade 10	0%	5%
Children's services		
Grade 9 to 10	1%	18%
Above grade 10	2%	16%
Corporate services		
Grade 9 to 10	7%	3%
Above grade 10	0%	0%
Neighbourhood services		
Grade 9 to 10	2%	13%
Above grade 10	9%	5%

Currently in Manchester 26% of local councillors are female

Section two – Legal context

2.1 Introduction

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:

2.2 General Duty

- 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

2.3 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 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.

3.3 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 coordinates 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, including 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. 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 bi-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 front of this scheme.

4.4 Training and Employment

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- **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 lesbian, Gay, Bisexual and Transgender (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 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 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 October 2010, and 2011 and in the revised scheme in October 2012

On going scrutiny and community involvement will continue with key stakeholders, and through the Corporate Equality Improvement Group.

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 Corporate Area Assessment (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 Local Area Agreement (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 satisfaction

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 specifics the particular importance of a robust process for equality impact assessments and the implementation of action plans, equality proofing of procurement and commissioning and the 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 BME 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.

Section six – Gender Equality Action Plan

This action plan has been developed to align with the five strategic priorities of the Equalities Framework for Local Government and will be reviewed every year.

Strategic objective 1 – Knowing your communities

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.

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

3) 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.

4) 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.

5) Target:

Build on the revised Equality of Opportunity in Service Provision policy.

Activities:

Consult the External Gender Equality Scrutiny group and the transgender consultation group on changes to the policy.

Officer responsible:

Organisational Improvement and Service Inclusion Team

Deliver by:

March 2010

Outcome:

Publication and implementation of a new Equality of Opportunity in Service Provision policy.

6) 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.

7) Target:

Increase transphobic hate crime reporting.

Activities:

Support third sector transgender group to improve transphobic reporting mechanisms and awareness in the community.

Officer responsible:

Tim Dibble (Crime and Disorder Partnership) Gender Officer

Deliver by:

June 2010

Outcome:

Increased reporting of transphobic hate crime

8) Target:

Mainstream the successful pilot ESOL Integration and Inclusion project as best practice across the public sector

Activities:

Increase volunteer led pre entry-level ESOL courses for communities to support integration, engagement and further education in community settings.

Officer responsible:

Economic and Urban Policy – Gender Officer

Deliver by:

December 2010

Outcome:

Value for money ESOL provision, improved community relations and increased confidence in integrating within the local community.

9) Target:

Partnership working with PCT on men's health issues to improve access to health services.

Activities:

Work in partnership to host National Men's Health week event in the city

Officer responsible:

Assistant director access, and inclusion NHS Manchester – Gender Officer

Deliver by:

June 2010

Outcome:

Improved access to health services for men.

Strategic objective 3 – Community engagement and satisfaction

10) Target:

Strengthen engagement mechanisms in place with newer groups engaged, through work on the Communities of Interest Report.

Activities:

Develop wider networks to consult with for the next Communities of Interest report.

Officer responsible:

Gender Officer

Deliver by:

April 2010

Outcome:

More community ownership and support to evidence the experiences of communities in Manchester.

11) Target:

Continue to facilitate and support the transgender consultation and involvement network.

Activities:

Continue to organise quarterly meetings to work through the agreed priority list.

Officer responsible:

Gender Officer

Deliver by:

On-going

Outcome:

Policy development to improve services.

Strategic objective 4 – Responsive services and customer care

12) Target:

Continue to promote women only leisure services

Activities:

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.

Officer responsible:

Kathy Clayton Leisure Services

Deliver by:

On -going

Outcome:

Increased uptake of women only leisure services

13) Target:

Partnership working with PCT on men's health issues to improve access to health services.

Activities:

Work in partnership to host National Men's Health week event in the city

Officer responsible:

Assistant director access, and inclusion NHS Manchester – Gender Officer

Deliver by:

June 2010

Outcome:

Improved access to health services for men.

14) Target:

Recognise particular vulnerability of different victims of domestic abuse and ensure effective support.

Activities:

Women with no recourse to public funds:

- Develop new protocol
- Review and promote guidance
- Fund survivor group

Officer responsible:

Domestic abuse management group

Deliver by:

December 2009

Outcome:

40 members of staff trained in providing support to women with no recourse to public funds. Greater awareness.

15) Target:

Improve support for tenants that are victims of transphobic harassment.

Activities:

Develop a new corporate housing policy relating to issues of transphobic harassment in the home due to gender identity.

Officer responsible:

Housing policy officer and Gender Officer

Deliver by:

November 2009

Outcome:

New policy in place – improved services

16) Target:

Improve the experience of transgender homeless people accessing direct hostels.

Activities:

Develop new policy for homeless transgender people accessing direct hostel services and train front line staff.

Officer responsible:

Head of Homelessness and Gender Officer

Deliver by:

June 2010

Outcome:

Improved customer feedback from transgender service users

17) Target:

Continue to narrow the educational attainment gap between girls and boys at GCSE level.

Activities:

Continue to disseminate attainment analysis for schools: Individual schools respond using:

- 1 to 1 tuition for underachieving boys
- Reading projects for under achieving boys
- All boy GCSE classes

Officer responsible:

Children's Services Strategic Lead for Secondary Schools

Deliver by:

On-going

Outcome:

Further reduce the educational attainment gap between boys and girls at GCSE level

18) Target:

raise awareness about the risks of forced marriage and honour based violence

Activities:

Posters in school and leaflets available, multi agency training, systems in place and operating effectively for monitoring missing children

Officer responsible:

Domestic abuse management group

Deliver by:

December 2009

Outcome:

Raise awareness of forced marriage and honour based violence amongst staff and pupils

19) Target:

Change young peoples attitude to domestic abuse

Activities:

Education packs promoted throughout Manchester primary and secondary school, teachers trained in use of packs and supported by domestic abuse practitioners.

Officer responsible:

Domestic abuse management group

Deliver by:

December 2009

Outcome:

Raise awareness of domestic abuse and challenge attitudes

Strategic objective 5 – Modern and diverse workforce

20) Target:

To become an employer of choice for women and men, including transgender women and men

Activities:

- Guide for managers supporting staff through gender reassignment
- Guide to maternity leave and support for managers
- Guide on flexible working

Officer responsible:

Corporate personnel, personnel shared services

Deliver by:

Dec 2010

Outcome:

Increased awareness of support available for staff and managers

21) Target:

Maintain the percentage of top 5% female earners across all council directorates

Activities:

Continue to monitor top 5% female earners

Officer responsible:

Corporate personnel, personnel shared services

Deliver by:

Bi annually

Outcome:

Positive percentages of top 5% earners are maintained and celebrated

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

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 - 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 Dailey 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

Chief Executives - Performance

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 Neighbourhoods Team
- Hate Crime worker – service specification
- Community Safety Network

Ward Coordination & Third Sector Team:

- BME funding

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.

