

# **Race 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 Race Equality Scheme is one element of Manchester's approach and commitment to embed equality and inclusion issues for BME communities 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 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 and the Community Strategy**

Manchester City Council provides services to 441,200 diverse people and is the sixth largest Metropolitan district outside of 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.

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 way 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 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 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.

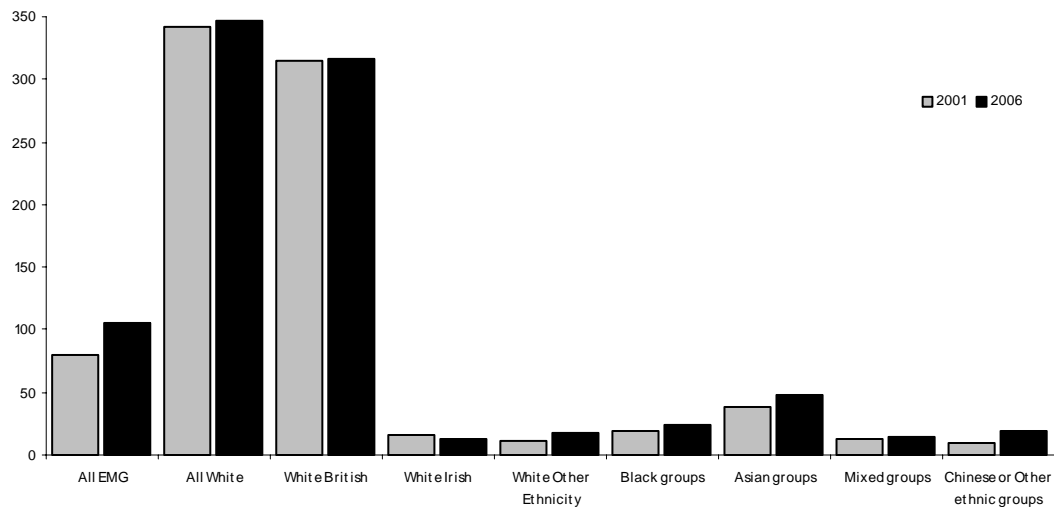
Everybody has an ethnic origin, often referred to as 'race' and the Race Relations Act (RRA) 1976 applies to everyone. Therefore anyone can use it if they feel they have been discriminated against on the ground of their race. However the Black and Minority Ethnic (BME) populations tend to be the people 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 following tables 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**



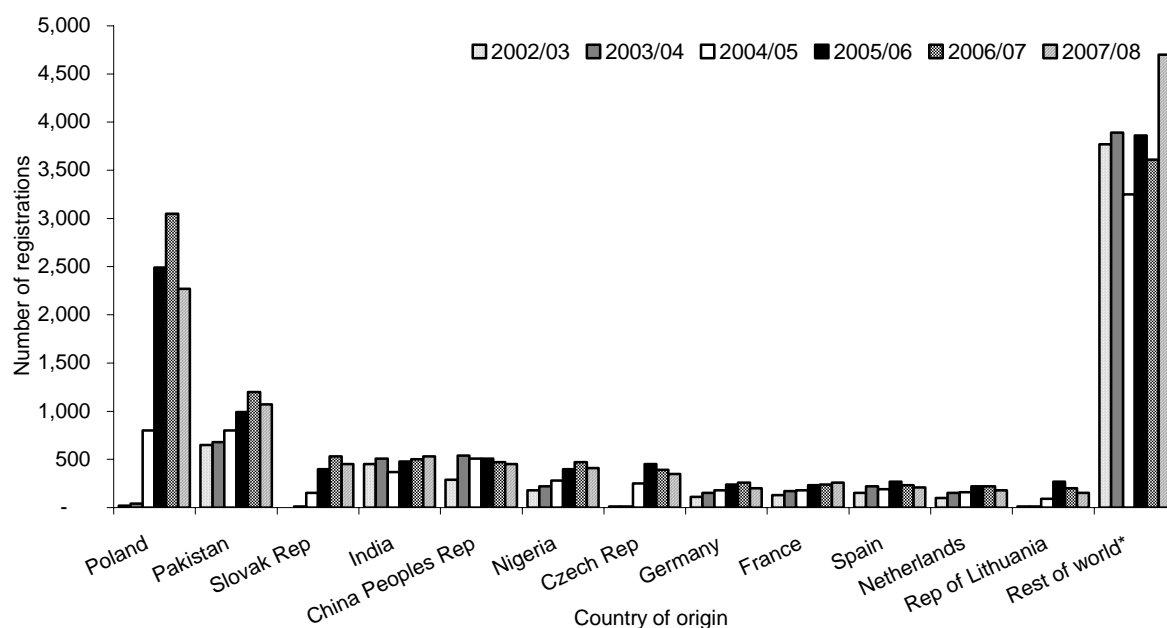
Source: ONS Mid Year Estimates experimental statistics.

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, (the White Irish group showed 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.

## NINo registrations 2002-2008



## Manchester City Council as an employer- key statistics:

Equality Monitoring Report (Payscale Banding) - July09				
BAND	Number of Employees	Number of BME Employees	BME as % of Employees With EO Data	% BME Target 2010
Grade 1 - 5 (and equiv)	7,106	1,242	18.47 %	19.00 %
Grade 6 - 8 (and equiv)	4,366	680	16.18 %	18.00 %
Grade 9 - 10 (and equiv)	621	53	8.91 %	9.50 %
Above Grade 10	461	18	4.12 %	7.80 %
<b>Total</b>	<b>12,554</b>	<b>1,993</b>	<b>16.67 %</b>	<b>17.80 %</b>

## **Section two - Legal context**

### **2.1 Introduction**

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 about 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; the intention is to offer 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](http://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 (i.e. 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 Delivery 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 or more GCSE's at grades 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 (1, 2)
- 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. This supports work by the 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, 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.

- 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 policies 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 policies 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 function is examined to see if it has a negative or positive impact on equality 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 policies or functions will be subject to an EIA. In addition, new policies are reported to the Executive Committee for approval. When we report to the 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**

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 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 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 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 the Agenda 2010 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 Comprehensive 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 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, the equality proofing of procurement and commissioning processes 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.

## **RES 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.

**Target 3** - Develop a programme of information and training to support under- represented groups to become more involved in civic and public life.

**Activities**

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

**Officer responsible**

Service Improvement Team

**Deliver by:**

September 2010

**Activity**

Ensure that Ward coordinators and ward support officers have attended and completed training on equality and diversity issues

**Officer responsible**

December 2009

**Activity**

Ensure that measures 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

**Officer responsible**

Ward Co-ordination Team

**Delivery by**

On-going

**Activity**

Engage with equality groups and groups presently under-represented to identify barriers to their participation in civic and public life

**Officer responsible**

OISI team CEIG group ward co-ordination team

**Delivery by:**

ongoing

**Activity**

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

**Officer responsible**

Ward Co-ordination team

**Delivery by:**

Ongoing

**Target 4-** Council contractors, commissioned services and grant receivers regularly review their services to ensure they continue to be appropriate and accessible

**Activity**

Attendance by procurement and contract management officers on equality and diversity training to be monitored with measures put in place to address non-attendance/non completion of compulsory equality and diversity training provided by the Council

**Officer responsible**

OISI team, Corporate Procurement

**Delivery by:**

ongoing

**Target 4-**Review of Manchester City Council's Corporate Equality of Opportunities in service provision policy

**Activities**

Ensure race equality is explicitly prioritised in the policy review process

Undertake engagement with staff groups, Corporate Equalities Improvement Group (CEIG) and Voluntary and Community Sector representatives

Identify and involve representatives from newly arriving communities and from white minority ethnic communities who are not presently involved

**Officer responsible**

Race officer /CEIG

**Delivery by**

December 2009

**Target 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

**Activity**

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

**Delivery by**

ongoing

**Target-5-** Provide targeted programmes to reduce the numbers of young black and Asian males at risk of becoming involved in gangs

**Activity**

Identify funding and sustainable projects to be delivered through the commissioning process of the Crime and Disorder 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

**Officer responsible**

Agenda 2010 CDRP

**Delivery by:**

October 2009

**Activity**

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

**Delivery by:**

Organisational Development team

**Delivery by**

Ongoing

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

**Target 1-** Strengthen engagement mechanisms in place with newer groups engaged through work on the Communities of Interest

**Activity**

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

**Officer Responsible**

Race Officer

**Deliver by**

April 2010

**Target 2 -** To provide a funding strategy for the period 2011-2014 for the BME funding programme

**Activity**

To work directly with the BME Network to define the process that will be used to formulate the funding strategy

**Officer Responsible**

Third Sector Team

**Deliver by**

Funding to be in place by April 2010/

Strategy to be in place by 2011

**Strategic objective 4- Responsive services and customer care**

**Target 1**

Identify Race Equality champions across the council services to guide and support services and managers

**Activity**

Promote awareness and understanding of issues for people of BME communities to services to ensure fair, equal and accessible service delivery

**Officer responsible**

Lead Officer race

**Activity**

Organisational Development service will provide support in order to develop a link between this initiative and the Customer Strategy project based in the Department of Transformation

**Officer responsible**

Organisational Development team

**Deliver by**

March 2010

**Target 2-** Provide information to People New to Manchester to help them settle and integrate in Manchester

**Activity**

Support the pilot of the North Manchester Welcome Pack with a view to rolling it out in other areas

**Officer responsible**

Community engagement Officer

**Deliver by**

March 2010

**Target 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)

**Activity**

Targeted work within schools (i.e. teaching assistants who speak the relevant language if English as an Additional Language)

Projects such as Black Children Achievement Programme (BCAP) & Black Pupils Achievement Programme (BPAP) provide

additional funding support to schools.

Re-drafting of funding formula as to focus money on under-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

**Officer responsible**

Agenda 2010 thematic group- Children and young people (education)

**Delivery by**

September 2010

**Target 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

**Activity**

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.

**Officer Responsible**

Agenda 2010 thematic group on Children and Young People- Education

**Strategic objective 5- Modern and diverse workforce**

**Target 1-** Increase the % of Black Staff at levels at or above Grade 10 to 7.8% of the workforce population - MCC

**Activity**

Review the current approach and process for recruitment and selection processes and establish effective development programmes to achieve targets

Identify areas for positive action

**Officer responsible**

Corporate Personnel

Organisational Development will work with Corporate Personnel to gather and analyse information to define where actions are needed

Work will be linked with the Clear Leadership Pathway to ensure clear focus on the needs of BME communities

**Officer responsible**

Corporate Personnel/Organisational Development

**Delivery by:**

December 2010

**Activity**

Comparisons to take place between different programmes such as the Black Leadership Programme and the Senior Career Development Programme to learn and share good practice.

**Officer responsible**

Organisational Development

**Delivery by**

December 2010

**Activity**

Continually review the effectiveness of the existing appraisal processes. Monitor uptake of secondment and mentoring opportunities to ensure people of different BME ethnic origins have equal access, opportunity and means to progress to higher positions

**Officer Responsible**

Corporate Personnel and Organisational Development

**Delivery by**

December 2010

**Activity-** 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

**Officer responsible**

Corporate Personnel

**Delivery by**

Ongoing

**Target 2-** Establish mainstream ESOL provision in Manchester, which supports integration and community cohesion

**Activity**

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

**Officer responsible**

Economic and Urban Policy

**Delivery**

Ongoing

**Target 3 -** Deliver the actions identified in the A2010 Employment Delivery Plan

**Activity**

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

**Officer responsible**

A2010 Employment thematic group

**Delivery by**

October 2010

## **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 - 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.

### **Appendix 3 -Summary of Consultation process**

In order to identify the functions, policies and proposed policies which have been assessed as relevant to the duties of the RRA Manchester City Council has consulted with a variety of people and utilized information based on work with services, agencies and organizations these include

- From within MCC - with services and Black Staff groups
- With the voluntary and community sector which includes the Manchester Council for Community Relations, the BME Network, Refugee Action, MRSN, Migrant Workers North West
- Via its work with the Manchester Partnership, specifically with the Agenda 2010 Local Strategic Partnership
- Umbrella meetings with representatives from a range of community and voluntary sector organizations
- From existing research and information such as conference reports, research, forum meetings.

The key issues raised were

Employment –

- The need for policies and services to reflect the needs of the various New Arrival communities
- Mechanisms to allow communities to progress into employment such as placements (this applied for all sections of the community Black minority communities, white working class boys, new arrivals (migrants/refugees/asylum seekers)
- The lack of Black minority communities and other ethnic minority communities holding senior level positions in organisations

General

- The need for current/local/robust data and intelligence
- The need for mapping to identify up to date information on the diversity of the Black and

Minority Ethnic communities in Manchester including new arrival communities

- Better information which is disaggregated on the White Minority Ethnic communities
- That the support networks for new communities was recognized to ensure their inclusion in consultation and involvement work (this includes informal networks as well as groups/agencies/organizations from both VCS and statutory bodies)
- That the communities themselves or their chosen representatives were involved in consultation and involvement
- The need to provide information to New Arrivals that would help them to settle and participate in Manchester
- The need for more Information, Advice and Guidance services and knowledge of the full breadth of what exists – this being accessible and of sufficient provision
- That all staff including senior officers in public authority bodies had a clear understanding of the needs of the communities defined by the communities themselves including being involved in Local Strategic Partnership meetings
- Central government decisions impact on what local authorities can do at a local level especially for some of the most vulnerable or marginalized communities – local government must take notice of the impact that these decisions had on the people locally and feed this back to central government. It is not felt to be sufficient to say that 'it is a central government decision, it is not our fault, there is nothing we can do'. Central government must be made aware of the impact this has on people.
- Involvement in civic roles
- Recognition and reward to the Voluntary and Community Sector and informal networks that
  - help to address the needs of people in Manchester where they are

- restricted from accessing services causing negative impact on their lives
- help to develop the intelligence/data for MCC and public authority bodies by sharing their intelligence e.g offer conference place, provide a base, share resources

## Education

- The value of supplementary schools – community cohesion work should also be a part of the curriculum
- Provision of English for Speakers of Other Languages – availability, level of provision, amount of provision, access (to go into employment and training; for women and asylum seekers for community cohesion purposes)

Agenda 2010 steering group – the community engagement processes of the steering group as well as data and intelligence from the various sectors has informed the key area of the action plans of the priority areas

- Crime and Disorder
- Health
- Education (Children and Young People)
- Employment