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No	Summary of recommendations and CYC responses
5 & 15	<i>Facilitate sustainable economic growth to boost long term income, focus on quality and accessibility as well as quantity of jobs and on inclusion as well as growth.</i>
	<p>The first priority in the Council Plan is to create jobs and grow the economy. Only by working towards this aim with partners in the business community and by attracting inward investment can the Council help to establish a strong platform for future growth and protect the city against the worst effects of the recession.</p> <p>Cabinet is considering proposals to establish an Economic Infrastructure Fund of £28.5m over 5 years for projects to grow the economy, pump prime developments and encourage investment in the city.</p> <p>York Economic Strategy 2011-15, published for consultation in November 2011 adopts the twin track approach recommended by the Fairness Commission – not just growth but inclusion.</p> <p>Activity already in hand to deliver the strategy includes a wide range of work from: putting in place the right messages and value propositions to attract inward investment and support indigenous growth through to measures to enable individuals to explore business start up; working through Higher York with Science City York, the universities and colleges to ensure that the further and higher education offer is available to businesses; preparation of an enterprise framework to ensure a culture of enterprise from early years, allowing equal opportunity to starting and growing a business; expansion of workplace training in schools and colleges to encourage a wide range of residents to access work opportunities. The continuing work programme of Future Prospects helps people understand and access the job and training opportunities that are available.</p> <p>The York Future Workforce Forum has recently been launched to ensure a better skills match between the training available to young people and the job opportunities that are available. This employer-led group is developing a new Skills and Employability Framework that can be used with young people to ensure that they are developing the skills, behaviours and attitudes that employers are seeking.</p>

8	<i>Act as a role model for best practice procurement processes</i>
	<p>This recommendation reflects exactly the Council's own ambitions to exploit the full potential of procurement to promote equality and diversity at the same time improving our procurement activity to create savings and ensure we focus our spend on delivering our priorities. In March Cabinet will agree a new Procurement and Commissioning Strategy that sets out a commitment to use council spend on goods and services to deliver a triple bottom line of social, economic and environmental benefits. It contains a commitment to move towards a Living Wage throughout the supply chain and to build in criteria to all contracts for sustainability and ethical employment practices. The strategy and its delivery plan will also set out a commitment to encourage local economic development, collaboration with other public sector partners, to ensure specifications are customer focussed, and finally to make it easier for all sectors to do business with us.</p>
9 & 30	<i>Collaborate more and better across sectors especially with the voluntary sector to deliver better services and get more from the available resource. Work together with and support the voluntary sector more closely and extensively.</i>
	<p>The Council and voluntary sector partners are currently collaborating on the production of the first formal Voluntary Sector Strategy. Despite council budget cuts and overall funding reductions the Strategy will ensure that in a number of key areas the council and voluntary sector can collaborate and support each other's aims: more effective use of volunteering, developing new forms of income generation for voluntary organisations, ensuring the voluntary sector is able to have voice and influence in the commissioning and procurement of services are central themes.</p> <p>The Council is committed along with its strategic partners to a Without Walls action plan for 2012-2015 shaped around three priority themes for the city: enabling growth, creating the environment for growth and sharing growth.</p> <p>We have established a shadow Health & Wellbeing Board to drive greater cross-sector collaboration in the definition and prioritisation of health services to meet local needs and address health inequalities. Initiatives such as HealthWatch should help to integrate and co-ordinate private, voluntary and public sector practice – leading to sustained health improvements for the City as a whole.</p>

10	<i>Work towards more even distribution of pay, fairness in terms and conditions, performance-related pay</i>
	<p>The Council's Pay and Grading Scheme ensures that people are fairly paid in accordance with the level of responsibility of their job role as determined through a consistent job evaluation scheme. Incremental progression linked to performance is due to be introduced for chief officers and there are proposals for a full senior manager reward review. There is a commitment in the Workforce Strategy to develop a competency framework for all staff to be embedded by 2014. This will enable effective performance management. However, to move to widespread performance-related pay would require a complete review of the Council's pay structure which is not currently a Council Plan priority.</p> <p>In March Cabinet will consider the Council's first statutory Pay Policy which includes a commitment to transparency about the pay of senior officers and the overall pay range of the council. This information will be published on the council website.</p>
12	<i>Ensure the Council is best in class for efficient delivery systems, co-ordination across services, and a culture where staff are engaged, valued and respected</i>
	<p>The Council Plan sets out a series of core capabilities that are being developed to enable the delivery of the Council's priorities. The Council is committed to becoming a confident, collaborative organisation; completely in touch with our communities and with a relentless focus on our priorities. This will be delivered through a wide range of initiatives, from the implementation of a new Workforce Strategy, a programme of management development that will accompany our Organisation review through to a large amount of behavioural and culture change work to support our move into new office accommodation in the coming year. This will result in a shift in the organisational working style and delivery systems that will be open, inclusive, innovative and collaborative. Particular care is already being taken to ensure we offer as much support as possible to staff at risk of redundancy and ensure that all change initiatives pay attention to the impact upon the diversity of the workforce.</p>
13	<i>Put benefits advisors where they are most easily accessible to users</i>
	<p>The Council recognises the importance of accessible benefits advice services to tackle poverty and promote financial inclusion. Our Child Poverty Strategy and a programme of actions to promote financial inclusion are key to the delivery of this priority</p>

	<p>as part of the Council Plan commitment to protecting vulnerable people. There is a range of benefits and money advice services either delivered directly by the Council or by our partners. The Benefits Service, Future Prospects, the CAB and other voluntary sector agencies all have a role to play in delivering accessible advice in the city-centre, targeted benefits take-up using Experian data in key communities, through a co-located service within GP surgeries, from other outreach venues such as Community Centres, Schools, Children’s Centres, pubs and local businesses. In addition there are door to door campaigns which link people in to benefits advice services and adopt a holistic approach that tackles financial exclusion. This approach allows people to be introduced to financial management in a way that is meaningful for them, accessible and confidential.</p> <p>Evidence points to genuine demand for more neighbourhood-based benefits advice and targeted advice that is accessible to particular interest groups such as carers and families with disabled members. The CAB is looking to develop more highly trained volunteer outreach advisors across the City in the longer-term but their ability to do this relies heavily on the success of an external grant-funding application.</p>
14	<p><i>Continue and expand work to reduce the living costs/bills of those in greatest need (e.g. through energy efficiency measures and tackling fuel poverty)</i></p>
	<p>The Child Poverty Strategy published in December 2011 shares the national ambition to eradicate child poverty by 2010 and demonstrates the council’s commitment to tackling family poverty. Many of its priorities coincide with the Fairness Commission’s own recommendations and a programme of work is in place to address the priorities and monitor our progress.</p> <p>The Cabinet member for Corporate Services has also recently convened a joint member and officer Financial Inclusion Working Group bringing together a range of interests across the Council to further this agenda. The Group has committed to develop a corporate Financial Inclusion Strategy for the council and will be working with voluntary sector partners to extend the reach of the strategy across the city.</p> <p>In terms of tackling fuel poverty, work to date has centred on maximising household incomes and minimising outgoings through a wide range of interventions; improvement of all council homes</p>

	<p>to the Decent Homes standard by the end of 2011; exploring the installation of solar panels to reduce the energy costs for social housing tenants; commitment to sustainable zero carbon homes in the LDF; completion of 19 new energy efficient council homes in June 2012 and ongoing work with the Yorkshire Energy Partnership to increase the energy efficiency of private sector homes.</p> <p>New work planned for 2012 includes the government's Green Deal and Energy Company Obligations which will help households minimise fuel costs and help the city meet its ambitious carbon reduction targets.</p>
15	See 5 above
16	<i>Deliver a programme of action that tackles barriers to work (e.g. child care).</i>
	<p>The Council Plan includes the commitment to continue to help residents into employment and training. York is well resourced in terms of programmes tackling work barriers with Future Prospects the Council's arms-length partner taking a lead role. The Council also has a role in assessing, promoting and supporting the provision of quality childcare in the city.</p> <p>Future Prospects delivers an extensive integrated programme of activities in city centre and community settings to tackle barriers to work including specialist provision for offenders, parents, families, carers, those with disabilities and health problems, redundancy services, benefits, finance, and homelessness support, young people, older workers, career changes, BME individuals and ESOL speakers, and those with skills barriers to gaining entry in to the labour market.</p> <p>Recent initiatives include a Bike 2 Work scheme to combat transport barriers and an enterprise club which offers a low risk option for unemployed residents to try alternative models of employment by offering the chance to try self employment through our Market Stall test trading opportunity.</p> <p>Future plans include: work with employers to make recruitment and selection procedures more inclusive; additional advice and support to businesses (SMEs) with staff retention issues - particularly focused on staff support in order to prevent employees losing work through absence caused by health problems; and support to implement a 'job carving' tool to</p>

	<p>increase both business efficiency and promote small paid opportunities to people with learning difficulties.</p> <p>York Family Information Service (FIS) provides free and impartial information and support to help families access suitable childcare provision, including a bespoke brokerage service to find a solution when ‘standard’ childcare is not enough (eg unsocial hours, urgent childcare need, English not a first language). FIS also carries out York’s childcare Sufficiency Assessment which looks at how well childcare matches families needs in order for them to return to work or train. Where there are gaps in provision these are shared with partners so that potential solutions can be developed. Particular childcare challenges which we are working on include access to childcare for disabled children and working with CVS to support childcare settings which are struggling to remain financially viable in the current financial climate.</p> <p>From 2013 funding for two year old childcare places becomes a statutory entitlement meaning that families who are economically disadvantaged will be able to access 15 hours of childcare a week further supporting families to access work and training opportunities. We are working to ensure that there will be sufficient high quality places to meet demand in particular areas of the city.</p>
17	<i>Encourage the Creation of ‘green jobs’ in sustainable industries</i>
Green	<p>The Council Plan’s first priority to create jobs and grow the economy includes a commitment to ‘sustainable jobs’.</p> <p>The Council is working with Science City York to support the development of biosciences and particularly the development of the city’s internationally competitive research strengths in bio-renewables. This work builds on the recent successful ERDF bid to develop a pilot facility for bio-renewables activity in York. Future work will include developing and promoting the city’s offer in life and biosciences through intermediaries like UKTI and the Centre for Life Sciences in Newcastle where relationships are being developed to attract future inward investment and R&D links with the city.</p> <p>This builds on work which has been ongoing since October 2009 when the York Green Jobs Taskforce first set out its action plan to develop more ‘green jobs’ in the York economy. Additional work has also been undertaken by Yorkshire Cities to examine</p>

	<p>the potential for Green Jobs in York. The Council is working in partnership with Higher York and others and partnership support is strong. However, there is no direct post within the Council to drive forward a programme of activity and there are also new considerations to look at such as the Government's recent announcements on the Green Deal. These are likely to require additional resource if York is to fully benefit and achieve its ambitions for a low carbon economy.</p>
18	<p><i>Make training and employment opportunities for young people a priority and expand the number of apprenticeships on offer</i></p>
	<p>This recommendation is reflected in the Council Plan's commitment to help residents into employment and training, provide skills to those most marginalised from employment, provide additional apprenticeship opportunities and work with schools to promote an enterprise culture.</p> <p>The Local Area Statement of Need priorities developed with partners include: further developing young people's enterprise and employability skills and their educational attainment, to ensure that they are well placed to succeed in an increasingly challenging and competitive labour market: a focus on developing the market for Apprenticeship provision; programmes to support young people who are not participating; and supporting and challenging schools in their new responsibility for delivering independent information, advice and guidance.</p> <p>Key developments and initiatives in 2011 have included: a new Skills and Employability Framework developed by the York Future Workforce; the York 100 Apprenticeships in 100 Days Challenge which created 199 apprenticeship starts; the Council's corporate apprenticeship programme which offered 36 apprenticeship vacancies across the Council; York Apprenticeship Graduation at The Minster – a new high profile ceremony as part of York Business Week; DfE funded Raising the Participation Age project looking at young people (aged 16-17) in jobs without training and working with employers to convert them to apprenticeships; expanding the range of targeted programmes available to those young people (16-18) not participating in education, employment or training; expanding enterprise education where possible; support for young unemployed 18-24 year olds (circa 1000).</p> <p>Future plans contain a commitment to work with York Economic Partnership and Apprenticeship Providers to:</p>

	<ul style="list-style-type: none"> • run a second high profile ‘Apprenticeship Challenge’ campaign • maximise opportunities through the new national Youth Contract Programme for young people and employers in York • Continue development of the CYC Apprenticeship Programme
22	<p><i>Put in place mechanisms to enable children and young people from low income backgrounds to participate in enriching school based activities (e.g. music, sport, drama and trips) that they otherwise may not be able to afford</i></p>
	<p>Until August 2010 ‘MeToo’ funding allowed schools to fund a broad range of cultural and sporting opportunities for children and young people from low income backgrounds. The pupil premium which replaced it is not ring-fenced so can be used in whatever way the school chooses but must focus on raising the attainment levels of pupils eligible for free school meals. Research has shown that enrichment activities can support this and schools do work hard to give children such opportunities but, as the pupil premium can be used to support other strategies, there is still a reliance on voluntary contributions for enrichment activities particularly trips.</p> <p>The Council is discussing the use and the accountability arrangements for the pupil premium with schools and looking at strategies being used in order to share models of good practice and promote a greater understanding of the flexibility available. Schools currently buy into the Arts Service and also the Sports Partnership led by the Head at York High. There is a strong focus on sports and the community during Olympic year and this is generating increased opportunities and participation. The York Education Partnership recently allocated £23k for the West of York Olympic Festival. This project includes a significant number of children and young people from low income families.</p> <p>To do more to deliver this recommendation we would need to:</p> <ul style="list-style-type: none"> • Ensure a greater focus on Looked After Children through the newly published Looked After Children Strategy. • Continue work with umbrella organisations who support vulnerable children and young people eg Young Carers, Autism Society • Signpost Catalyst workers and Parent Support Advisers (PSAs) to enrichment activities for their vulnerable families. • Encouraging clusters of schools to seek Quality in Study Support Accreditation

23	<i>Explore the reasons behind and take action to combat the gap in educational attainment between pupils from lower income households and others</i>
	<p>The council is committed to enabling all children and young people to benefit equally from their education. It has a range of Closing the Gap strategies in place to help children from lower income households thrive and achieve in school. By 2010 these had begun to reverse the widening of the gap which was occurring between 2008 and 2009.</p> <p>We are raising aspirations in the community and tackling some of the wider barriers (language, literacy, family expectations, community expectations) through partnership projects in Haxby, Clifton and Huntington; there are specific strategies for vulnerable groups and much stronger links have been forged between schools and Children Centres. There are specific strategies and a strong focus already on the primary schools where the gap needs to be closed and the pupil premium will support work here.</p> <p>Additionally, analysis of the impact of programmes in 2011 to support children and young people in school readiness, attendance, attainment and exclusions is complete and will inform our understanding of what works and shape future strategies.</p> <p>Other work already planned includes an expansion of the vulnerable two year olds programme; stronger cross-directorate working around Strengthening Communities and Supporting Vulnerable Families; stronger links embedded between schools and Children Centres, early years and childcare settings; a focussed pilot to identify and break down barriers to supporting vulnerability.</p> <p>Further work that is needed includes the development of a 0-11 Literacy Strategy across the City; specific strategies for looked after children, outcomes and early prevention of children entering care; review of current strategies for closing the gap for vulnerable groups with regard to practice in schools; stronger cross-directorate and CYC working to cover the wider barriers e.g. worklessness, homelessness, impact of the economic situation on families and their vulnerability and the impact this has on pupils in schools; locality developments around “troubled families” incorporating existing practice such as Parent Support Advisers and Catalyst; improved training for Early Years practitioners, more rigorous monitoring of provision and improved Quality Assurance programme that is accessible to all settings and childminders across the City.</p>

24	<i>The City of York Council and the voluntary sector to further collaborate to make the best possible use of the skills of older people and young people as volunteers</i>
	This recommendation will be picked up as part of the workplan of the Citywide Volunteering York Partnership (a sub group of the Inclusive York Forum). Developing young people's volunteering opportunities will be a priority of this partnership during 2012 – developing opportunities for young people and older people to volunteer in tandem will be a central part of this agenda.
25	<i>Routinely involve disabled people in the design of services and facilities.</i>
	<p>The Council's existing approach to service design does include the recognition that the needs and requirements of disabled people and other communities of interest are best expressed by those who will use the services. Disabled people and other service users are involved in user groups routinely in many of the key service areas.</p> <p>Corporately this commitment to involve and consult is mainly but not exclusively delivered via the Equalities Advisory Group (EAG) that includes councillors and representatives of residents, service users and communities of interest) and the Staff Equalities Reference Group (SERG) made up of staff from all equality communities of interest.</p> <p>EAG seeks to involve and engage with all equality communities of interest mainly through a range of workshop style events, formal meetings, topic-specific (eg hate-crime) visits and presentations and inclusive consultation events such as that organised for the Fairness Commission.</p> <p>SERG is drawn from all directorates across the Council; the group has its own dedicated site on the Council's intranet (COLIN); it holds four engagement events annually after which it reports on its recommendations to influence service design and employment practice inclusion. The Chair of the group also leads on disability issues.</p> <p>Currently, in pursuit of our Council Plan commitment to achieve Excellent equalities status we have invited an independent expert to review our approach to equality and diversity. This work is due to be completed in March 2012. We will be acting on these recommendations and those of the Fairness Commission and anticipate that we will be deploying a comprehensive 'Fairness Framework' across the Council.</p>

26	<i>Recognise and support the valuable role played by carers</i>
	<p>The Council's ongoing commitment to recognise and support the role of carers including support for young carers is expressed in the York Strategy for Carers and action plan for 2011-2015 http://www.york.gov.uk/health/carers/strategy/2-strategy/ .The budget proposals currently being considered by Cabinet protect carer's grants which are paid to 800 carers each year for a variety of support and respite needs. The strategy recognises that further awareness-raising of the needs of carers is required across the whole council and in particular proposes to develop an approach that recognises and includes the need to provide support for carers in all work at a strategic level.</p> <p>A history of difficulties in ensuring consistent engagement with health partners has meant that work to raise carer awareness in health settings and to ensure carers receive support in health settings as well as support around their own health issues is not as robust as it could be.</p> <p>Central government funding for carers breaks has been allocated to PCTs as part of their base line budgets. To date, In York no additional funding for carers breaks has been available.</p> <p>To fulfil this recommendation and to make a significant difference to the approach and support provided for carers largely depends on closer working with the PCT under the new NHS reforms and the securing of appropriate priority funding.</p>
27	<i>Ensure information gets to those who need it and is easy to understand (e.g. in plain English and in forms accessible to people who have difficulty reading).</i>
	<p>The Council Plan includes as a priority the need to be completely in touch with our communities and a commitment to develop a new Customer Strategy to deliver this. The revised Customer Strategy will be considered by members in March 2012 and includes the aim that the development of our website and all other sources of information will be guided by the principle that they must be accessible to all. There is also focus on ensuring that we are socially inclusive, that our services are clearly signposted and accessible to hard to reach and vulnerable groups and that staff are appropriately trained and aware of their responsibilities and the needs of our customers.</p> <p>There is a comprehensive workplan in place to maintain and improve the consistency, clarity, relevance, accessibility and reach of our information – for both external and internal audiences. This includes: use of 14pt as standard in external</p>

	<p>communications, availability in different formats, languages and easy-read; more use of our website and social media channels to publish information and reduce reliance on print media; improved accessibility of our website through BrowseAloud facility, tools to resize and facility to translate text using online translation tools.</p> <p>Plain English is actively encouraged: training and guidance is available on the Council’s intranet and from the Communications Team including special guidelines on writing plain English for the web.</p> <p>Communications plans for major projects have been introduced to ensure that methods are tailored to meet the needs of each project and the audience it needs to reach by assessing and using a range of different options.</p> <p>In a move to make local democracy more accessible Cabinet meetings now take place in different venues across the city making it easier for residents to attend.</p> <p>Future plans include the introduction of a Communications and Media Toolkit; more extensive use of social media options which can target a younger audience; development of more information–sharing with partners; redesign of the Council website based on customer feedback and allowing more freedom for services to tailor their pages to specific audiences. We are also looking at: an evaluation of our work to date to understand any barriers that still remain for people and assess what further work is needed; improving the use of customer profiling to direct information to the people who need it eg to target benefits information; enabling people to register to receive information on issues relevant to them and the potential for webcasting key council meetings.</p>
<p>28</p>	<p><i>Efficiently manage facilities installed into homes to assist disabled people (eg stairlifts)</i></p>
	<p>The importance of adaptations to property to promote independence for older and disabled people is a key priority within our Council Plan commitment to protecting vulnerable people. Equally we must ensure that these resources are managed efficiently to respond to need and prevent wasted expense. An example of how the council is seeking to achieve this is through a new stairlift contract with one supplier for both council and private householders (owners, social tenants and</p>

	private tenants). The supplier ensures that stair lifts are fitted speedily when required and where a stairlift cannot be used by the occupant it is removed free of charge so that it can be stored and reused if suitable for another person. Further action is planned to raise awareness with professionals to ensure that everyone in the chain is aware of the benefits of the contract and that it is fully implemented by March 31 st 2012.
29	<i>Act upon research into the reasons for health inequalities in York</i>
	<p>The Council will work on a partnership basis with a view to addressing and embedding health inequalities in the core business of the council as part of the transfer of the Public Health responsibilities to the Local Authority.</p> <p>The council and PCT Public Health Team are currently collating and analysing a variety of data to help identify what the health and wellbeing needs and priorities are in York. A first draft of this analysis, the Joint Strategic Needs Assessment (JSNA) will be presented to the shadow Health and Wellbeing Board on 1st February. A joint response to these needs will then be debated and discussed, resulting in a joint Health and Wellbeing Strategy for the city.</p> <p>The shadow Health and Wellbeing Board as a collective recognise the wider social determinants of health and the importance of prevention. The transfer of Public Health responsibilities to the council and an established Health and Wellbeing Board are unique opportunities for a joint response to further embed health and wellbeing within a range of strategies across the city, acting upon a sound evidence base to improve health and wellbeing outcomes with a specific focus on reducing inequality.</p>
30	See 9 above