

## City of York Council's Self Assessment for Level Achieving - Equality Framework for Local Government (June 2011)

1. Not in place
2. Currently being established
3. In place, but needs improving
4. In place and effective

Knowing your community-equality mapping	1	2	3	4	How was this done and what is the evidence? Questions/ issues authorities might consider.	Comments
2.1 Relevant and appropriate information is gathered efficiently using a range of techniques, across the local community, to inform the authority: corporate policy and strategy, sustainable community strategy, local area agreements and to identify key equality gaps			3		<p>Are different techniques being deployed to gather data? How often is data gathered? Are national and regional data used and analysed? What systems are in place to assess the changing nature of local communities? Is information from ward councillors gathered in a systematic way? How are equality gaps identified and measured?</p>	<p>We have recently signed up to a partnership with <b>Experian</b> to use their Mosaic Public Sector customer profiling licence. Mosaic will help services understand the needs of different groups of customers and local areas to optimise the allocation of resources, develop personalised communication that is relevant to the audience, as well as anticipate and plan future resource requirements.</p> <p>Equalities information within Experian and the profiled groups can be used to fill gaps in service data, helping to provide a more complete understanding of our customers. This will allow for more accurate targeting of resources and ensure services are designed to meet individual needs.</p> <p>A joint <b>Local Information System (LIS)</b> is currently being developed in conjunction with North Yorkshire County Council to enable the integration, sharing and dissemination of spatial and statistics information.</p>

Knowing your community-equality mapping	1	2	3	4	How was this done and what is the evidence? Questions/ issues authorities might consider.	Comments
						<p>The council’s newly established Business Intelligence Team is currently working on producing a city-wide <b>Business Intelligence Hub</b> to provide intelligence covering the following:</p> <ul style="list-style-type: none"> <li>• The city – Ward profiles, demographic profiles</li> <li>• Our residents and customers – Customer profiles, customer research &amp; consultation</li> <li>• Services – Member and Service Scorecards, Staff digests, VFM data</li> <li>• Strategies and priorities – City Plan Dashboard, Priority scorecards</li> </ul> <p>The Hub will ensure that business intelligence and customer insight data is used to inform priorities for the city, customise service delivery and address issues through understanding the city and the changes it faces now and in the future.</p>

Knowing your community-equality mapping	1	2	3	4	How was this done and what is the evidence? Questions/ issues authorities might consider.	Comments
2.2 Information and data are disaggregated and analysed corporately and at service/unit level to monitor and assess and set equality objectives. (Links to 2.4, 2.17 and 2.25)			3		Is information disaggregated and analysed on a regular basis? What changes have been made as a result?	<p>Where possible returns from consultation and surveys are disaggregated and analysed in the different protected characteristics. This helps the council to identify differences in satisfaction levels or opinions of services.</p> <p>Results from the 2008/09 Place Survey were analysed in this way. As a result focus groups were held for those groups that were identified as less satisfied – BME established communities, BME new communities, those aged 18-24 years and over 50 years old, and those living in the Acomb area. Results from the focus groups were used as part of the evidence based on which the Sustainable Communities Strategy ( now called “The City Plan”) and the One City Strategy ( our community cohesion plan) were developed.</p>
2.3 Relevant and appropriate information and data (including data relating to the National Indicator Set) is mapped, disaggregated and used with partners, to assess and set equality objectives.			3		What information is available across partnerships? Is data disaggregated using the same or similar categories? How is the information being used to inform and achieve equality outcomes?	<p>In social housing, education, leisure and life-long learning we have invested extensively in collecting and using disaggregated data. We use this information to plan action and monitor the effect it has had in dealing with inequality in outcomes in these services..</p> <p>The introduction of the <b>Business Intelligence Hub</b> will allow for a similar approach across all council services and their partners. This will ensure a joined up approach to assessing, setting and monitoring progress with equality objectives for the city.</p>

Knowing your community-equality mapping	1	2	3	4	How was this done and what is the evidence? Questions/ issues authorities might consider.	Comments

Place shaping, leadership, partnership and organisational commitment	1	2	3	4	How was this done and what is the evidence? Questions/ issues authorities might consider.	Comments
2.4. Clear organisational and partnership equality priorities have been set and are owned and understood by all key stakeholders, including the voluntary and community sector.				4	Is there evidence of a link between equality schemes, equality objectives, corporate and service plans, and the corporate performance management system? Are equality objectives integrated into partnership strategies? What evidence exists to demonstrate challenge by all stakeholders? Does this challenge contribute directly to the development of the authority's targets and	<p>With the active involvement of and following challenges from the wider community and voluntary sector, (such as the Without Wall Inclusive York Forum and the council's Equality Advisory Group), Equality Impact Assessments (EqIAs) were carried out for all LSP and Council corporate priorities. As a result actions were agreed by council and its partners to ensure equality in outcomes and enhanced community cohesion. They included actions to:</p> <ul style="list-style-type: none"> <li>• reduce fuel poverty and improve energy efficiency for poorer households;</li> <li>• tackle homelessness by reducing the number of people in temporary accommodation, bed and breakfasts or who were sleeping rough</li> <li>• improve opportunities for third sector involvement in the shaping, influencing and delivery of services.</li> <li>• support residents to improve employment and life opportunities in the Kingsway West area of the city which is rated as one of the most disadvantaged areas in the country</li> </ul>

Place shaping, leadership, partnership and organisational commitment	1	2	3	4	How was this done and what is the evidence? Questions/ issues authorities might consider.	Comments
					objectives?	<ul style="list-style-type: none"> <li>• reduce child poverty in the city</li> </ul>
2.5 Equality and cohesion priorities are monitored regularly by partners, the authority political and senior managerial leadership, and appropriate resources are being allocated. (Links to 2.20)			3		<p>In what ways do partners and the authority's leadership demonstrate that they continuously monitor, review and evaluate the performance of equality objectives? Is equality integrated into performance management frameworks? Do</p>	<p>Performance against Without Walls (WoW) / LAA priorities and council priorities is monitored and reported quarterly- both to councilors as well as the WoW Executive Board and each of its thematic executive boards. The reports include progress with equality and inclusion targets and are published on the WoW and council internet sites.</p> <p>Until mid 2010, WoW and council performance management reporting was based on the set of national performance indicators most of which were measuring results with reducing inequalities and supporting community cohesion.</p>

Place shaping, leadership, partnership and organisational commitment	1	2	3	4	How was this done and what is the evidence? Questions/ issues authorities might consider.	Comments
					<p>councillors/partners scrutinise EqIAs and action plans which lead to major new policies or initiatives?</p>	<p>Before we finalise our revised performance frameworks, like other councils and partners, we are waiting for the finalization of the data-set that the current Government will propose for us use to collect and report our performance. We expect that these new frameworks supported by the Business Intelligence hub will embed equalities into the council's business and performance cycles more comprehensively than before.</p> <p>Our community cohesion strategy (The One City Strategy), which is currently being finalised, includes specific equality and cohesion targets.</p>
<p>2.6 Action is being taken to implement the commitments within the equality schemes and monitored regularly by the political and senior managerial leadership.</p>			3		<p>How are the schemes monitored and reviewed? How often? What steps are taken if deficiencies are identified? Is the community involved in the monitoring?</p>	<p>Since May 2009, the corporate Single Equality scheme is monitored and reviewed regularly as follows:</p> <ul style="list-style-type: none"> <li>• Up to March 2011, the Executive Portfolio Holder reported progress with aspects of the scheme to the Executive regularly.</li> <li>• The Equality Leadership Group (that reports to Council Management Team) discusses progress with the scheme every time it</li> </ul>

Place shaping, leadership, partnership and organisational commitment	1	2	3	4	How was this done and what is the evidence? Questions/ issues authorities might consider.	Comments
					How?	<p>meets. Since November 2010, the group now meets on a monthly basis.</p> <ul style="list-style-type: none"> <li>• Council Management Team receives regular reports either about the whole scheme or aspects of the scheme, for example progress related to the customer strategy or with work related to customer and staff insight.</li> <li>• Every time it meets, the Equality Advisory Group of councilors and community groups considers aspects of the scheme, such as progress with making council communication inclusive; developing an equality profiling form that is accessible and user-friendly; and progress with Equality Impact Assessments related to the design of the new council HQ; access to transport services etc</li> <li>• The Audit and Governance Committee receives reports every quarter about how risks associated with the scheme are managed</li> <li>• Progress with the scheme is scrutinized by the Effective Organisation Overview and Scrutiny committee</li> </ul>



Place shaping, leadership, partnership and organisational commitment	1	2	3	4	How was this done and what is the evidence? Questions/ issues authorities might consider.	Comments
						Directorate Schemes: Directorate management teams frequently review actions in their schemes- particularly in Adult Children and Education as well as in Communities and Neighbourhoods ( see 2.7 below for example).
2.7 Appropriate resources have been allocated and action has been taken to mitigate adverse impact and improve equality outcomes where shortfalls have been identified. (Links to 2.18)			3		Are the outcomes of all EqlAs fed into service planning and corporate business planning processes? Are there clear links between EqlAs and service improvements? Have corporate priorities been revisited as a result? Have resource implications been properly assessed?	The council's <u>business &amp; service planning guidance</u> includes a specific section on equalities, which requires services to list all equality-related outcomes they plan to achieve in the next 1-3 years. These include actions that aim to: <ul style="list-style-type: none"> <li>• narrow the gap in outcomes for customers and stakeholders who face disadvantage because of on a combination of protected characteristics.</li> <li>• support community cohesion by promoting equality diversity in general.</li> <li>• promote and support inclusive employment practice aiming to proactively meet the needs of employees the six equality strands like flexible working, home-working etc.</li> </ul>

Place shaping, leadership, partnership and organisational commitment	1	2	3	4	How was this done and what is the evidence? Questions/ issues authorities might consider.	Comments
						<p>We are confident that EqlAs lead to improvements in outcomes in areas where we know our customers and are working to meet their needs – like adult and children services, housing, etc</p> <p>This is not always the case in universal service areas. To tackle this, and because the directorate is responsible for the delivery of the greatest majority of universal, the Communities and Neighbourhoods Directorate has led the development of an approach that will soon be adopted in all universal service areas.</p> <p><b>Performance Managing the Communities and Neighbourhoods Directorate Single Equality Scheme (CAN SES):</b> Actions that arise from EqlAs are initially fed into the relevant team annual service plans. Team service plans are monitored at least on a quarterly basis - so we can challenge service managers on actions that have not been delivered on time. The CAN SES then includes equality related actions found in team service plans (either from EIAs completed in the previous financial year, or from other sources) and groups them alongside</p>

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						<p>equality process actions such as training or awareness-raising. The SES then becomes a single statement of the pre-planned equality work being delivered by the directorate in that year. The SES is monitored quarterly alongside the service plans and directorate plan. The Directorate Management Team gets an overview of progress against the directorate plan and SES, and receives information on significant performance exceptions within the lower level service plans. "Service Arm" management teams get more detailed information about failure to deliver on relevant equality actions within the SES.</p> <p>The Directorate Equality Network (DEN) - made up of heads of service and led by the Assistant Director for Communities and Culture-acts as the lead body on developing equality practice in the directorate. It also takes responsibility for progress with the SES and receives detailed progress reports quarterly. Any performance issues are then taken forward across the directorate as necessary. <b>Example:</b> The DEN meeting in February 2011 considered SES progress during financial quarter 3. At that meeting,</p>

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						<p>the DEN members decided to drop a number of the cross directorate EqIAs, but to redouble efforts to ensure that the programme of service level EIAs was completed by end March. For the most part this did happen.</p> <p>The CAN SES actions are all set out and flagged within the CAN Performance Management spreadsheet. This means that we can draw together a picture of progress against the SES very quickly, using data input by managers across the full range of teams.</p> <p>CAN's DEN met on 20th May to consider the SES for 2011/12. At that meeting, we looked at how well managers delivered on the 2010/11 planned programme as part of the data we use to set out this year's 2011/12 SES actions. As basic equality processes have become embedded within the directorate, and taking a lead from the new Equality Act, the CAN 2011/12 SES will focus on delivering strategic outcomes for specific groups within the community.</p>

Place shaping, leadership, partnership and organisational commitment	1	2	3	4	How was this done and what is the evidence? Questions/ issues authorities might consider.	Comments
2.8 Political overview and scrutiny processes review equality impacts and objectives.			3		<p>How does the overview and scrutiny function scrutinise equality issues? How are the public involved? How challenging is the scrutiny? Is information available on the website? How do councillors scrutinise EqlAs and action plans or other equality issues? Is progress on equality issues included in scrutiny reports?</p>	<p><b>Informal scrutiny</b> of the corporate single equality scheme, the findings of EqlAs and equality in council policy and practice, takes place during meetings of the Equality Advisory Group (EAG). The EAG comprises councilors and representatives of equality community groups in York. All EAG meetings are organized so that community representatives are able and supported to raise equality and diversity issues. Officers then look into the issues and report back to the group with details of action to remedy any gaps in service delivery and outcomes. EAG minutes and reports are available on the council website. EAG minutes are produced in Easy Read.</p> <p>Formal scrutiny, takes place through the Council's five themed scrutiny committees. The committees receive performance information relating to their areas and undertake reviews. They frequently</p>

Place shaping, leadership, partnership and organisational commitment	1	2	3	4	How was this done and what is the evidence? Questions/ issues authorities might consider.	Comments
						<p>scrutinize and review equality issues. In 2010-11, areas they reviewed included:</p> <ul style="list-style-type: none"> <li>• Safer Neighbourhood Teams Priorities &amp; Public Attitude Survey Results</li> <li>• Childhood obesity and dental services provision in York</li> <li>• A review of youth services in York</li> <li>• Carers review</li> </ul> <p><b>The Effective Organisation O&amp;S</b> scrutinizes progress with the corporate single equality scheme, at least once a year.</p> <p>Increasingly Executive councilors proactively ask for additional information regarding the impact of proposed decisions – one example is the decision regarding re-ablement services taken on 14<sup>th</sup> December 2010 by the Executive.</p> <p>The standard Committee report template includes equalities implications within it.</p>

Place shaping, leadership, partnership and organisational commitment	1	2	3	4	How was this done and what is the evidence? Questions/ issues authorities might consider.	Comments
2.9 The authority communicates effectively about its equality and cohesion priorities, how it is responding to its communities needs and promoting good relations.			3		<p>How is 'equality' success defined and communicated? What methods are used? How does the authority promote good relations across the whole community?</p>	<p>The WoW Inclusive York Forum and the council's Equality Advisory Group are key mechanisms for groups and communities of interest to engage in setting community cohesion and equality priorities and to communicate "successes".</p> <p><b>The Inclusive York Forum</b> champions the causes of the most marginalized and excluded residents in the City. Excluded individuals (and their representatives) attend bi-monthly Inclusive York Board meetings – establishing a clear two-way communication channel between residents and the strategic decision making structures in the City.</p> <p>Another key function of the Inclusive York Forum is to oversee the work of the other Without Walls thematic partnerships (Healthy City, Thriving City) and quality- assess their performance in terms equality and inclusion.</p> <p>Key areas of work upon which the Inclusive York Forum will concentrate in 2011-12 include strengthening community cohesion, reducing poverty and disadvantage and developing a thriving and</p>

Place shaping, leadership, partnership and organisational commitment	1	2	3	4	How was this done and what is the evidence? Questions/ issues authorities might consider.	Comments
						<p>sustainable voluntary sector in the city.</p> <p>While there is a set membership, meetings are often opened-up to participation from a wider range of community and voluntary organizations, enabling them to express their thoughts or opinions regarding key city-wide issues or developments.</p> <p>In addition, good relations are promoted through engaging equality community groups in the work of the council Equality Advisory Group and also through a wide range of festivals and celebrations promoted via community groups that are members of both Inclusive York and EAG. (These are outlined in the self- assessment narrative report.)</p>
2.10 The authority ensures that contractors, commissioned services and grant receivers regularly review their services and access to them to ensure they continue to be appropriate and accessible.		2			<p>How does it ensure that contractors, grant receivers and others continue to meet the changing needs of clients? What is written into the contract? How is</p>	<p>Procurement and commissioning in services for vulnerable groups (such as those related to Supporting People) has been managed in a way that consistently contributes to equality outcomes.</p> <p>Corporate procurement (now known as the Commercial Procurement Hub) has historically focused on ensuring compliance with the council</p>



Place shaping, leadership, partnership and organisational commitment	1	2	3	4	How was this done and what is the evidence? Questions/ issues authorities might consider.	Comments
(Links to 2.19)					the contract managed over time to support good practice and continuing service improvement?	<p>financial regulations and European Union procurement legislation.</p> <p>In the past 12 months the function has been reviewed and changed to ensure that it contributes to efficiency and increasingly to equality outcomes. This led to the standardization of documentation, including a revised Pre Qualification Questionnaire (PQQ) that addresses equality and diversity across all protected characteristics. The Commercial Procurement Hub is committed to supporting and developing suppliers in the local community and voluntary sector. The team regularly meet with community and voluntary sector groups (such as the Disabled Worker's network) to provide advice and guidance about how to do business with the council, how to respond to tender request etc.</p> <p>Funding was recently obtained from the RIEP to undertake spend analysis on the goods and services purchased by the council. This provided category spend (e.g. charity sector) and is being used to benchmark the gaps in our supplier diversity portfolio.</p>

Place shaping, leadership, partnership and organisational commitment	1	2	3	4	How was this done and what is the evidence? Questions/ issues authorities might consider.	Comments
						<p>We are in the process of buying a new supplier and contract management system that will enable us to actively monitor supplier diversity and adherence to the council's equality requirements (e.g. monitoring if suppliers comply with the equalities legislation). The system will support the newly established post of Procurement Compliance Officer.</p> <p>Since spring 2010, the corporate procurement team has been requesting a copy of the relevant EqIA before the procurement process starts.</p> <p>There are also plans in place to increase information about council tender opportunities and how to do business with the Council. A Contract Management Document is being finalised ready for launch in July 2011. It will provide guidance for contract s managers on how to monitor contracts including equality outcomes.</p> <p>The aim is for the whole organization to adopt the same approach as in adult social care, where best practice exists.</p>

Place shaping, leadership, partnership and organisational commitment	1	2	3	4	How was this done and what is the evidence? Questions/ issues authorities might consider.	Comments
2.11 Work is being undertaken to promote equality of opportunity in terms of the participation of under-represented groups in civic and public life, including as elected representatives.			3		How is the community being made aware of the opportunities that are available? Has any outreach work or public campaigning been undertaken?	<p>The council Equality Advisory Group, Ward Committee meetings, residents' associations, the Federation of council tenants associations, community centre committees and groups, and services that support engagement in public and civic life, such as the school governors' support service, are key to ensuring that under-represented groups participate in civic and public life.</p> <p>Examples of work in this area include:</p> <ul style="list-style-type: none"> <li>• <b>Take Part York</b>, a pathfinder programme promoted by neighbourhood management to support young people across the city (including primary and secondary children) to take a more active role in local democracy..</li> <li>• <b>Equality Advisory Group</b> events, such as “<b>Help Us to Get it Right Days</b>” and the annual meeting of equality community groups with Council Management Team.</li> <li>• When internal assessment highlighted that <b>the representation of school governors from BME</b></li> </ul>

Place shaping, leadership, partnership and organisational commitment	1	2	3	4	How was this done and what is the evidence? Questions/ issues authorities might consider.	Comments
						<p><b>backgrounds</b> did not reflect the demographic of the City, we took action. Where community governor vacancies arose on governing bodies, LA clerks to governing bodies were encouraged to raise awareness of the importance of ensuring that the governing body, as far as was possible, should reflect the local community. In 2009/10, the percentage of school governors from B&amp;ME communities rose to 5.4% (the percentage was 0.5% in 2007/08).</p> <ul style="list-style-type: none"> <li>In 2009/10, we held an event called “<b>Me a councillor?</b>”. The purpose was to promote the office of councillor to the public. Amongst others, the event was attended by equality community groups. During the recent council election a number of equality community representatives stood for election. We now have more disabled, women and young councilors than ever before. We have the youngest council Leader in England.</li> </ul>

<b>Place shaping, leadership, partnership and organisational commitment</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>How was this done and what is the evidence? Questions/ issues authorities might consider.</b>	<b>Comments</b>
2.12 The quality of community relations and harassment and hate crimes are monitored and analysed regularly. Appropriate action is taken to address the issues that have been identified.			3		What data is available? How frequently is it analysed and acted upon? Have there been any changes? Are relevant stakeholder groups and customers involved in the monitoring? How?	The hate crime strategy and procedures are led by Safer York our community safety partnership. Having run community conversation workshops, we are currently refreshing them. The workshops explored disability and race hate crime; what hate incidents for people with learning disability 'look' like; barriers' to reporting hate incidents and crimes and presentations explaining what the community Safety Partnership are doing regarding reviewing the Hate Incident strategy.

<b>Community engagement and satisfaction</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>How was this done and what is the evidence? Questions/ issues authorities might consider.</b>	<b>Comments</b>

Community engagement and satisfaction	1	2	3	4	How was this done and what is the evidence? Questions/ issues authorities might consider.	Comments
2.13 Community engagement structures are working efficiently and effectively.				4	<p>Does community engagement take place on an ongoing basis? How is its effectiveness monitored? Are there inclusive, open, and participative forums where community groups can participate? What arrangements are made to meet special needs? What ESOL (English for speakers of other languages) provision is there? How are interpretation services organised? Are there facilities for disabled people who are attending? What is the experience of the community and the voluntary and community sector?</p>	<p>We have a number of inclusive and accessible engagement structures that include the WoW Inclusive York Forum, the council Equality Advisory Group, ward committee meetings, residents' associations, the Federation of council tenants' associations, the Streets Ahead ( tenants' magazine) editorial board, community centre committees and groups. Details are provided in the self assessment report and within the case study material.</p> <p><b>ESOL Provision</b></p> <p>ESOL provision is provided via funding from the Skills Funding Agency. The purpose of the funding is to provide English Language Teaching for those people who intend to settle in the country.</p> <p>ESOL is provided by CYC Adult and Community Education in partnership with York College. There is a full range of provision, at all levels and this is coordinated with York College to ensure that learners have a good choice of times and levels. Some provision is supported by childcare and new provision was developed in 2010 in the evening to support those individuals who work during the day. Recruitment is supported by Future Prospects who</p>

Community engagement and satisfaction	1	2	3	4	How was this done and what is the evidence? Questions/ issues authorities might consider.	Comments
						<p>have a dedicated BME worker, who actively promotes the provision.</p> <p>About 200 individuals were supported through ESOL programmes in 2009/10, most of whom gained a qualification. Many learners return to the programme each year as it takes some years before learners have the level of English they require.</p> <p><b><u>Interpretation Services</u></b></p> <p>Staff in face to face customer service team are training in BSL to improve access to interpretation/translation services to ensure that we offer a service that is accessible to people with different needs. This is important to the YCC as we must provide access to services and information in the right way to our customers.</p> <p>The council has a contract with Language Line to provide us with telephone and on occasions face-to-face interpretation. When a customer comes to a council office or calls us and they are unable to speak much English we can use Language Line for</p>

Community engagement and satisfaction	1	2	3	4	How was this done and what is the evidence? Questions/ issues authorities might consider.	Comments
						<p>immediate interpretation in a wide variety of languages. Language Line availability is promoted on our intranet pages as well as through leaflets in the face to face service areas.</p> <p>We are refreshing all staff training in use of Language Line – the ability to use Language line allows us to ensure that no one is excluded from receiving information or access to services.</p>
2.14. Involvement and consultation influences and informs equality priorities and feedback is given to those consulted.				4	Are there processes and plans throughout the authority to ensure stakeholder and voluntary and community sector involvement in informing equality priorities? How is feedback given? How often? How are people in the community able to challenge? How are their views taken account of?	<p>Our Equality Advisory Group (EAG) is the key mechanism for equality stakeholders and groups to become involved in shaping and challenging council equality priorities and action plans.</p> <p>In addition there are a number of partnerships and groups that supplement what EAG does by offering engagement opportunities in specific areas. They include the Physical and Sensory Impairments partnership; the Older People strategy board; the Valuing People Partnership; the Mental Health partnership, the YorOK partnership children and young</p>



Community engagement and satisfaction	1	2	3	4	How was this done and what is the evidence? Questions/ issues authorities might consider.	Comments
						<p>people); the Youth Council .</p> <p>All of these have various ways of involving and engaging people from the equality communities. They include Easy Read newsletters/ leaflets, a presence on internet social networks, specific task groups and cohesion events - like the Over 50's Festival, the Young People Festival etc</p> <p>This considerable engagement infrastructure ensures that every voice is heard and listened to. However, we have identified that we need to improve the engagement of hard-to-reach women's groups and the LGB and Trans communities in particular.</p>
2.15 Consultation influences and informs equality priorities and feedback is given to those				4	Are there processes and plans to ensure the involvement of equality stakeholders and representatives of vulnerable and	As in 2.14 above

<b>Community engagement and satisfaction</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>How was this done and what is the evidence? Questions/ issues authorities might consider.</b>	<b>Comments</b>
consulted.					marginalised groups in the planning and delivery of services?	
2.16 Partners work together to balance diverse, but sometimes conflicting interests, in the locality.			3		Are there any examples where the authority and its partners have had to take unpopular decisions to prioritise but still managed to keep local communities on board?	The consultation and setting of 2010-11 and 11-12 council budgets is a primary example of council and its partners working together with equality community groups to prioritise resources and take evidence-based but difficult decisions.

<b>Responsive services and customer care</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>How was this done and what is the evidence? Questions/ issues authorities might consider.</b>	<b>Comments</b>
2.17 A set of equality outcomes/objectives/goals have been produced at service/unit level to meet the needs of identified equality target groups, and those who are most					How have these objectives been arrived at? What will the outcomes for users be? How are the objectives addressing inequality and equality gaps?	Please refer to case studies submitted.

Responsive services and customer care	1	2	3	4	How was this done and what is the evidence? Questions/ issues authorities might consider.	Comments
vulnerable. (Links to 2.2 and 2.4)						
2.18 Appropriate resources have been allocated and action has been taken to mitigate adverse impact and improve equality outcomes where shortfalls have been identified. (Links to 2.6)		2			Are the outcomes of all EqlAs fed into service planning processes? Are there targets with specific accountabilities and timescales? Are there indicators of how success will eventually be measured? How have targets been integrated into service plans? Have resource implications been properly assessed?	Please see text in 2.6 and 2.7 above
2.19 Mechanisms are in place to ensure that service equality objectives are delivered by contractors and providers through contract management, and that		2			Are there monitoring requirements built into contracts to ensure equality issues are addressed? Is there evidence that provision is being monitored	Please see text in 2.10 above regarding commercial (corporate) procurement.  We are confident that the right mechanisms are in place in service areas where the customer and their needs are known. An example from <b>Supporting People</b> is below:

Responsive services and customer care	1	2	3	4	How was this done and what is the evidence? Questions/ issues authorities might consider.	Comments
they are monitored properly.					<p>using quantitative and qualitative analysis, and the results considered and analysed by both contractor and client? How do authorities ensure that contractors, grant receivers and others continue to meet the changing needs of clients? What is written into the contract? How is the contract managed over time to support good practice and continuing service improvement?</p>	<p>All services commissioned by Supporting People deliver equitable services and are monitored accordingly. This is done in the following ways:</p> <ul style="list-style-type: none"> <li>• Services are accredited and reviewed against a national Quality Assessment Framework that monitors fair access and exit from services</li> <li>• Each commissioned service is required to put in place an Equality Action Plan. Each plan has equality outcomes based on the needs of identified equality target groups, and those who are most vulnerable. Services are reviewed to ensure plans are in place and fit for purpose. Any services that do not have them in place fail the review and as a minimum will have this as an action point to be completed within 3 months.</li> <li>• Equality profiling information, for all protected characteristics, is collected and analysed via Client Record Forms. The resulting information is then compared with on equivalent services on a national level</li> </ul>
2.20 Equality and cohesion objectives are monitored regularly by			3		In what ways do portfolio holders and DMTs demonstrate that	The Executive portfolio holder chairs the council Equality Advisory Group (EAG) and is also a member of the Inclusive York Executive. Both groups track

Responsive services and customer care	1	2	3	4	How was this done and what is the evidence? Questions/ issues authorities might consider.	Comments
portfolio holders and departmental management teams (DMTs).					<p>they continuously monitor, review and evaluate performance for equality objectives? Is equality integrated into the service performance management framework?</p>	<p>progress with cohesion and equality objectives.</p> <p>The portfolio holder is also a member of the corporate Equality Leadership Group (ELG) which is mandated by Council Management team to support him/her in monitoring equality and cohesion objectives regularly. Lastly the portfolio holder has monthly meetings with the Corporate Equality and Inclusion Manager, relevant service managers and is a member of a number of partnership groups that monitor and scrutinize progress, including the Valuing People Partnership, the York Access Group etc.</p> <p>Please see 2.6 and 2.7 regarding monitoring undertaken by departmental management teams.</p>
2.21 The identified needs of vulnerable and marginalised groups are addressed and services are designed to ensure that customers and citizens are treated with dignity and respect.			3		<p>How are the needs of vulnerable and marginalised groups taken account of? What specific initiatives have been taken?</p>	<p>There are various ways in which needs of vulnerable and marginalized groups are addressed in service planning and delivery . These include group-specific strategies like the Children’s Plan; the developing Older People strategy; plans to meet the housing needs of B&amp;ME groups based on needs assessments including the Gypsy and Traveller housing needs assessment; Future Prospects, York’s free Learning and Work Advice and Skills Development service</p>

Responsive services and customer care	1	2	3	4	How was this done and what is the evidence? Questions/ issues authorities might consider.	Comments
						<p>which supports a diverse range of customers who are facing disadvantage in the labour market. (Further information in case study material)</p> <p>Front line staff in adult and children social care and education services attend frequent equality and diversity training. Lastly, there is a programme of training for all staff within the York Customer Centre, Benefits Service and Face to face customer service teams, which includes training in Hate Incident Reporting, Community Conversations, Equalities Awareness, Language Line, BSL accreditation and Mental Health Awareness.</p>
2.22 Human rights issues are considered and addressed when delivering services to customers and clients.		2			How are human rights issues taken into account? What guidance is available for staff? Are manuals updated regularly with regard to changing case law?	<p>This is an area where we have indentified the need for improvement. This will be based on transferring approaches currently being developed in our Children Centres and Planning.</p> <p><b>York Early Years Rights Group:</b> A project working with Global Education to pilot the UNICEF 'Rights Respecting Setting Award for Early Years. Material has been developed to support rigorous self-evaluation of practice in Early Years settings. The</p>

Responsive services and customer care	1	2	3	4	How was this done and what is the evidence? Questions/issues authorities might consider.	Comments
						<p>aim is to develop practice which demonstrates that the United Nations Convention on the Rights of the Child (UNCRC) is central to the settings policy and practice.</p> <p><b>Planning:</b> Human rights are implicitly considered and dealt with as part of the planning process. Officers are aware of the provisions in the Act and of the implications.</p>
<p><b>2.23</b> Access to and appropriateness of services is monitored regularly by portfolio holders and DMTs.</p>		2			<p>How do portfolio holders and DMTs demonstrate that they continuously monitor, review and evaluate access to services?</p>	<p>Access to services is monitored regularly by portfolio holders and DMTs as part of the quarterly performance management reporting cycle.</p> <p>Appropriateness of services is monitored and reported via satisfaction surveys. However this needs to be cross-referenced with the analysis of customer complaints and near-miss incidences. This is an area of development.</p>

<b>Modern, diverse and reflective workforce</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>How was this done and what is the evidence? Questions/ issues authorities might consider.</b>	<b>Comments</b>
2.24 The equality aspects of the workforce strategy are implemented and monitored			3		How are the equality aspects of the workforce strategy being implemented and tracked? Are specific actions being taken? How are processes changing?	Our workforce plan has clear and relevant equality objectives, and it takes into account the nature of our workforce profile, our local labour market and barriers to employment faced by people from the equality strands.
2.25 Employment objectives have been set based on internal monitoring, staff consultation and the assessment of the local labour market and barriers. (Links to 2.2)		2			What objectives have been set? Where workforce data indicates that targets or objectives are not being met, are there appropriate examples of positive action to ensure they can be met? Where there is evidence of disproportionality, what action is being taken to reverse the trends?	We acknowledge that the current workforce does not fully mirror the demographic make-up of the local population, being under-represented in terms of younger people, BAME and people with disabilities. We are committed to having a workforce that is genuinely representative of the local economically active community. To ensure this the workforce plan contains a high level action to remove barriers to enable our employment opportunities to be accessible to all and increase the number of disabled people and BME people at all levels in CYC, and female Chief Officers. This is supported by the more specific actions to: <ul style="list-style-type: none"> <li>• undertake further collaboration with community groups to understand why there are a low numbers of disabled people, BAME people and under 25s working for the council and</li> </ul>



Modern, diverse and reflective workforce	1	2	3	4	How was this done and what is the evidence? Questions/ issues authorities might consider.	Comments
						<ul style="list-style-type: none"> <li>work with BAME groups in York to communicate what the Council does to encourage and enable BAME people to work for us and how they can find out about and apply for CYC jobs.</li> </ul> <p>A new HR management information system is currently being implemented and has a powerful reporting facility. This will make workforces analysis considerably easier and will allow more regular and detailed information to be produced. This will allow us to do more detailed analysis of our workforce profile and address some of the nuances we know exist which otherwise may not be easily identified in high level reports. The new HR system is being implemented in a phased way, with phase 1 being go live of the payroll and reporting functions in June 2011, which will allow more sophisticated reporting of our complete workforce profile after that time.</p> <p>In July 2010 the Effective Organisation Overview &amp; Scrutiny Committee reported on their work examining employment opportunities within the council for younger people, since the council has identified that the under-25s are under-represented within its</p>

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						<p>workforce. The report focused on apprenticeships as a key means of providing a pathway into work and access to new opportunities. The committee explored the availability of external funding streams to target work towards specific vulnerable groups, such as young people with disabilities and those leaving care. As a result, an action plan has been developed and linked to the council's Workforce Plan to increase the available apprenticeships within the council and broaden its reach. For example, recently (Jan 2011) the council employed its first female apprentice within the vehicle and plant maintenance unit at the Ecodepot. Actions in the Workforce Plan are reported to Corporate Management Team and Effective Organisation Overview &amp; Scrutiny Committee, including the actions relating to equalities and the Council's workforce.</p>
<p>2.27 All employment procedures have been impact assessed and action has been taken to mitigate adverse impact and promote equality outcomes.</p>			3		<p>Have people management processes been impact assessed against all the equality strands? What action has been taken to ensure equality outcomes?</p>	<p>We make sure that all our current and proposed employment practices are equality impact assessed; that our training programmes address equality issues and that we promote a workplace culture in which all staff are treated with dignity and respect.</p>

Modern, diverse and reflective workforce	1	2	3	4	How was this done and what is the evidence? Questions/ issues authorities might consider.	Comments
2.28 The authority has made significant progress on its equal pay review and is working towards reaching agreement with unions.				4	<p>Has the review checked for equal pay gaps? Has a new pay structure been agreed, even if not all issues and gradings have been finalised? Have the new proposals been impact assessed? Has an offer been made to the unions in good faith? Are negotiations continuing where final agreement has not been reached? Have managers and employees received information about equal pay?</p>	<p>The council has now successfully implemented a comprehensive pay and grading review (Single Status), and in the process has rationalised over 150 grades and over 90 different pay allowances into a new twelve-grade structure and eight allowances.</p> <p>The new arrangements are underpinned by a systematic approach to job evaluation, being designed to ensure fair and equitable pay and grading across the council as having been subjected to a comprehensive equality impact assessment.</p> <p>Implementation was undertaken by way of a collective agreement with the trade unions. A Joint Pay Board is now in operation, which is empowered to maintain the shape of the new arrangements to deal with pay and grading issues covered by the collective agreement. This partnership approach has been a great success with very high levels of ownership of the decisions being made at the Board.</p>
2.29 It delivers a range of learning and			3		Are different methods used to promote	The workforce plan, which underpins the workforce

<b>Modern, diverse and reflective workforce</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>How was this done and what is the evidence? Questions/ issues authorities might consider.</b>	<b>Comments</b>
development opportunities to support councillors and officers to deliver equality outcomes.				learning to a wide audience? For example standard courses, coaching, mentoring. Does equality and diversity form part of councillor training and development? What evidence is there that that equality issues are mainstreamed into all training (eg training on customer care and segmentation)?	<p>strategy, has a specific diversity objective to develop the skills of staff to better understand diversity issues and this is integrated into the Effective Manager Programme and Leadership and Management Standards (LAMS), our behavioural competency framework, for managers to confirm managers' awareness of diversity implications and requirements in their job roles. Equalities is part of the Effective Manager Programme; modules include all the basics that a manager needs to know including how to carry out an effective EIA. The current spring programme of training for EIAs was oversubscribed.</p> <p>The council delivers a range of learning and development opportunities to support councillors and officers to deliver equality outcomes. Reports are made to the council's Equality Leadership Group (ELG) attended by senior officers across the council. For councillors, equalities training is made available as part of the induction process for new councillors, and seminars/training on topics of specific interest are delivered as required. The council signed the Member Development Charter in 2009, which commits to providing all members with a wide range of training and development opportunities.</p>	

<b>Modern, diverse and reflective workforce</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>How was this done and what is the evidence? Questions/ issues authorities might consider.</b>	<b>Comments</b>
2.30 Harassment and bullying incidents are monitored and analysed regularly. Appropriate action is taken to address the issues that have been identified.			3		Are harassment and bullying incidents monitored? What action is being taken to address problems? What information/ support is available to staff?	The council has a number of questions relating to bullying and harassment in its staff survey and results are analysed by service area, equality strand and the reported source of the behaviour. We have an established and robust prevention of bullying, harassment and discrimination policy and procedure and details of all bullying and harassment cases are held in HR. This area will also be covered by the case management system to be implemented shortly in HR.
2.31 Equality implications inform the setting of objectives in management and individual appraisals.		2			How do appraisal processes ensure staff and managers are aware of their responsibilities and accountabilities? How are employees made aware of equality objectives or any changes or improvements?	In continuing to ensure staff receive the appropriate development opportunities, the council target is to ensure that all staff have an annual Performance and Development Review (PDR) to set objectives for the coming year, linked to service plans, which in turn help deliver the higher level objectives and corporate priorities. In 2010 as part of the PDR process the council has introduced mandatory objectives to focus all staff on improving customer service and ensuring fairness and inclusion.
2.32 Staff are engaged positively in service transformation and in				4	What evidence is there that staff have been proactively engaged?	Staff are engaged and consulted on service transformation and improving equality and diversity in the workplace. The Staff Equality Reference Group

<b>Modern, diverse and reflective workforce</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>How was this done and what is the evidence? Questions/ issues authorities might consider.</b>	<b>Comments</b>
developing new roles and ways of working.					Are there any improvements?	(SERG) was set up in January 2009 and has been heavily involved in supporting key HR and transformation EIAs. The group has its own terms of reference and work-programme.