

Building on Strong Foundations

The City of York Council Corporate
Fairness and Inclusion Strategy
and
Single Corporate Equality Scheme

July 2009 to July 2012

Draft

Contents

Introduction

Part A The Strategy

Section 1 What is Fairness and Inclusion?

Section 2 Why Fairness and Inclusion ?

Section 3 Fairness and Inclusion issues in York

Improving the lives of people from the equality strands - 6 themes for action (objectives)

- Section 4**
- Know the community
 - Leadership, partnership and commitment
 - Engaging with people from the equality strands
 - Providing responsive services
 - Having a modern diverse workforce
 - Acting in each Directorate

Section 5 **Who is responsible for the Strategy and Scheme?**

Section 6 **How will we know the Strategy is working?**

Section 7 **Tell us what you think**

Part B **The Single Corporate Equality Scheme 2009-12**

Part C **Annexes**

Introduction

In the Autumn of 2005, following extensive consultation and active engagement from the various communities of interest in York, City of York Council published its first ever corporate equality strategy and related schemes, called **Pride in our Communities (PIOC)**.

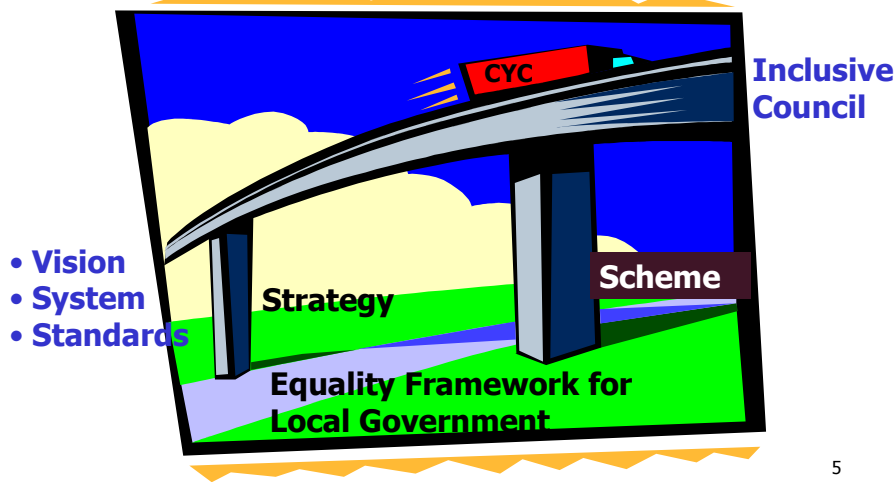
In summer 2008, the council updated PIOC and the schemes and published its first **Single Corporate Equality Scheme** for 2008-9, putting in place a plan of action to meet duties and requirements arising from further changes in equality legislation, standards for local government inclusive working and the new performance management framework for local government.

Pride in our Communities (PIOC) 2005-8 and the Single Corporate Equality Scheme (SCES) 2008-9, described the council's journey towards understanding and placing fairness and inclusion at the centre of everything it does. The aim was (and still remains) to make a difference to people in York facing disadvantage and discrimination in service and employment because of their gender, disability, race, age, sexual orientation and religion and belief.

PIOC and the SCES helped the council to put in place a clear vision for fairness and inclusion and to lay the foundations for fair and inclusive working. However, the council is a very large organisation made up of numerous and diverse services each one having to meet an increasing number of sometimes contradicting pieces of legislation, standards and practice requirements. This meant that although the vision and commitment for fair and inclusive practice are now embedded in the organisation, the practice is not yet consistent across all of the operational areas.

The Fairness and Inclusion Strategy and the Single Corporate Equality Scheme 2009-10, update the PIOC and aim to achieve consistency in practice across the council, placing people who face disadvantage and their needs first in the way we plan and deliver our services.

Our on-going "journey"



5

This Strategy and single scheme are based on the **Equality Framework for Local Government 2009**¹. They take into account what groups and people from the equality strands told us as well as information we have collected through research and the analysis of data the council and its partners hold.

The long-term aim is to tackle multiple disadvantage as experienced by individuals who face multiple issues because of a combination of their gender, disability, race, age, religion or belief and sexual orientation.

Both, the Strategy and the Single Corporate Equality Scheme 2009-12, have been produced following extensive consultation and engagement with groups and people from the equality strands.

This document is for use by Councillors, staff and service users of City of York Council. It is also a reference point for bodies that inspect the Council, such as the Audit Commission.

¹ The Framework has been put together by local government associations and is approved by the government. It sets the standards for fair and inclusive public services.

Part A - The Strategy

Section 1: What is “Fairness and Inclusion”?

Fairness and inclusion are about treating people differently according to their needs, so as to arrive at fair results in service and employment offered by the Council, its partners, outside organisations that work for it, and organisations that the Council gives grants to.

The aim is to make sure that people do not suffer disadvantage in service and employment, because of their:

- **Gender**, including transgendered people (i.e. people going through sex-change and people who have a sense of self that belongs to the other gender)
- **Disability**
- **Race**
- **Age**
- **Religion and Belief**
- **Sexual orientation**

These 6 categories are called the “**equality strands**”.

Fairness and inclusion are about acting differently, rather than spending more money or using more staff resources.

They are about **thinking about people first**, especially people from the equality strands, understanding their needs and taking them into account every time we make decisions and act.

In accordance with local people’s expectations as well as government requirements, fair and inclusive services and employment must happen within the council’s means, whenever possible delivering more services for less money and making sure that council resources are applied where they are expected to make the most impact (i.e. affecting large numbers of people or dealing with profound disadvantage that affects large numbers of people)

This means that it will not always be possible to meet all individual needs and that the council has to prioritise and work in partnership with a number of organisations to make sure that it acts in a fair and inclusive but cost-effective way.

Section 2: Why Fairness and Inclusion?

Fair and inclusive service planning, delivery and employment practice are required by:

- The people who live in city, as it improves their lives
- Our Councillors and senior managers
- Our partners in the private, public, and community and voluntary sectors
- The law
- The bodies that inspect us, to confirm that we do a good job

Improving people's lives

Planning and delivering services in a fair and inclusive way matters to people, particularly those likely to suffer disadvantage because of their gender, disability, race, age, sexual orientation and religion and belief.

Below are examples of fair and inclusive cost-efficient practice, that resulted in life-changing improvement.

Interpreting for life-changing decision making: *Housing and Adult Social Services*

A Social Care Manager contacted the directorate Equalities and Information Development Manager to get help with interpretation services for an older lady from another European country, who because of her confused state, had reverted to her mother tongue.

She had some important life-changing decisions to make about whether to move into residential care or not. She could only answer yes or no and, although the decisions were not of a complex nature, it was felt that an interpreter was necessary to help her understand all the options so as to make a fully informed decision about her future.

There were no family members available and it was agreed that the professional but impersonal interpreters on offer were not suitable. The Equalities and Information Development Manager contacted the relevant country's Embassy in London to make enquiries. They signposted him to the church organisation of the lady's country in London. On contacting the church, he was informed that they provide social care support to

Annex 2

natives of their country currently living in the UK. They were able to provide a sensitive interpretation service free-of-charge and were happy to have the interpreter travel to York, asking for travel expenses only.

Within a week and a half of the original query, the woman was able to meet with the appropriate professional and after she received the necessary interpreted advice and guidance, she was able to make the decision that suited her best.

Bridge over troubled waters: *Neighbourhood Services*

The City Mills sheltered accommodation scheme in Skeldergate is often cut off when the River Ouse rises, preventing residents, care workers, medical staff, friends and family from getting in and out the building. For years, they had to rely on council staff in Land Rovers to drive them to and from the building, often having to be lifted and carried to and from the cars.

Thinking about the needs and dignity of residents first, an operations manager came up with a solution to allow access to and from the sheltered accommodation in City Mills, during floods. He designed and commissioned a lightweight, portable and adjustable temporary bridge which can span up to 14 metres of floodwater to a maximum depth of one metre. Strong enough to carry wheelchairs, motorized scooters or ambulance stretchers, the aluminium walkway fits into a Ford Transit-type van and can be erected by two people in one hour. Residents' feedback has been very positive as the bridge is strong, quick to erect and has made a big difference to people who use it allowing for independent and dignified access to and from the building.

Providing support for young people claiming benefits: *Benefits Service, Resources Directorate*

Working with young people, the service put in place the 'young people's report' (YPR) support system. This includes:

1. "Z" cards and posters on display around the city and at council reception points, to advertise the dedicated YPR mobile phone and the benefits@york email address.
2. Dedicated staff taking phone calls and dealing with any emails.

3. The ability to identify cases of young people who may need support because they are not managing to deal with their benefit claim etc. This does not happen that often, as most young people manage their affairs well. However, where a case is highlighted for monitoring, a member of the team carries out regular checks.

4. When looking at the progress of a claim, staff may phone the young person concerned, text them, email them, or offer interviews with them where this would be useful.

5. This system is linked to the Benefits Advisor Team who give welfare benefits advice, if a young person prefers to be helped by them rather than in any other way.

6. Staff work with a number of internal and external organizations and teams dealing with young people (e.g. housing, rents, council tax, Pathway, Castlegate, Teenage Parents, Homelessness etc) through e-networking. This can highlight cases where extra advice or support will help the young person.

Accessible leisure facilities: Leisure Services, Leisure Culture and Children Services.

“We approached City of York Council to request their support in enabling our T4C group to undertake three Disability Equality Audits. We would like to thank City of York Leisure Services Department for their full co-operation with this undertaking, which was based on the experiences of both the T4C group and other disabled young people.

Disability Equality Audits were carried out at Oaklands Sport Centre, Yearsley Swimming Pool, and Edmund Wilson Swimming Pool. The Disability Equality Audits would not have been possible without funding from York Children’s Trust (YorOK), Big Lottery Funding for PACT’s Skills Link young people and The Children Society.

The T4C group have had the full co-operation of City of York Council and this has been a privilege and an enjoyable learning experience for the young people taking part.

The Disability Discrimination Act aims to end the discrimination which many disabled people, including children and young people, face. can

take place in two ways – by treating a disabled person less favourably and/or by failing to make reasonable adjustments so that disabled people can participate in services, including leisure.

In completing this audit, we have been pleased to acknowledge examples of good practice, with many of our recommendations requiring only minor and inexpensive adjustments in order to make them more fully inclusive of all disabled people.”

PACTS’s T4C Young People’s Group

The Explore Computer Club – Acomb Library Learning Centre, Leisure Services

Prior to the closure of the Huntington Road Day Centre in 2008 its customers were consulted on which activities that they would like to continue to participate in. Using computers had been popular at the day centre and the customers were keen to continue this.

It was important that any possible venue had the facilities to accommodate the needs of the customers who all have some form of physical disability (three are wheelchair users).

In June 2009, Explore Computer Club was born and meets every Friday afternoon. Most of the members have problems with remembering so the key is to repeat the bite-sized pieces of learning often. An important part of the afternoon for everyone is break time in the café where they enjoy a well-earned drink and chat.

The environment at Explore is a new experience for the members but with the support of their Activity Support Leaders who worked with them at Huntington Day Centre, they have embraced the change that has empowered them, giving them independence and confidence. The group has become a part of the Explore community.

“I had been at Huntington Road Day Centre for over 21 years. It was a big change for me when the Day Centre closed. I started at the *Explore Acomb Library Learning Centre* about two months later. This group enables me to carry on learning computer skills” “I feel secure here because I am familiar with the staff members from the Centre.”
(Richard)

"Since arriving to work here I have found that the staff are very helpful with all the different uses of Computer. Having a rather bad memory does not help as I start doing something then seem to forget what I intended to do, luckily the staff are well aware of my shortcomings and all help me to complete whatever I have started. They do not do it for me, but try to stir my memory, so that I can often pick it up and continue to complete the task involved. It's very awkward being like I am, but with a little help and understanding my task is always fruitful and I am able to be understood." (Mervyn)

York top-rated council for disabled children's services – *Children Services, LCCS*

Information from CHILDREN AND YOUNG PEOPLE BULLETIN

Between January and March 2009, the Department for Children, Schools and Families collected information about 30 authorities through a questionnaire, asking parents about their views of health, social care and education services for their disabled children over the past 12 months.

The results revealed the highest scoring authority was York City Council with 65 scores out of 100, when judged against the five standards from the government's "core offer" - information, assessment, transparency, participation and feedback (though York like other Councils has to improve on the feedback core offer).

The aim of this annual survey, is to provide a baseline for local authorities to assess their performance on the provision of services for disabled children.

The "core offer" was introduced by the government through *Aiming High for Disabled Children* and is about local authorities and primary care trusts committing to inform and involve disabled children and their parents as their needs are assessed and necessary services are delivered.

Councillors' vision . Officers' commitment

Our Councillors' vision for fairness and inclusion, was first stated in **Pride in our Communities 2005-8** :

"York is a diverse city where everyone regardless of their background is able to take advantage of its benefits and opportunities, and is supported to contribute towards its future"

The vision is restated in our refreshed **Corporate Strategy 2009-12:**

"We will do our best to make sure that all citizens, regardless of race, age, disability, sexual orientation, faith or gender, feel included in the life of York. We will help improve prospects for all, tackle poverty and exclusion and make services and facilities easy to access"

In response to this vision, the Council Management Team (i.e. the Chief Executive and Directors) has made the following commitment:

We commit to:

- ⇒ Aiming for fair outcomes in service and employment, working within our means
- ⇒ Valuing diversity; tackling discrimination
- ⇒ Promoting good community relations
- ⇒ Using our economic power to support equality and diversity (procurement, grants, loans)
- ⇒ Aiming for a representative workforce and councillor body
- ⇒ Engaging equality groups and supporting them to influence and scrutinise our decisions
- ⇒ Fairness and inclusion being corporate imperatives

Partners' vision and commitment

Without Walls, York's Local Strategic Partnership of public, private and community and voluntary sector bodies and that sets and delivers a long

term vision for York, has a vision to improve lives in York amongst others by doing their best to ensure that

“....all citizens feel included in the life of York. We will help improve prospects for all, tackle poverty and exclusion and make services and facilities easy to access”

The Law

The council has a legal duty to be fair and inclusive in service planning delivery and employment, to promote fairness and inclusion in the community it serves and the organisations it commissions, and to have plans in place (called “Schemes”) showing how it will meet the requirements (called “Duties”) it has under the following Acts and Regulations:

- Disability Discrimination Act 1995 and 2005
- Employment Equality (Age) Regulations 2006
- Employment Equality (Religion or Belief) Regulations 2003
- Employment Equality (Sexual Orientation) Regulations 2003
- Equality Act 2006
- Equal Pay Act 1970
- Gender Equality Duty 2007
- Race Relations Act 1976 (as Amended 2000)
- Sex Discrimination Act 1975

These Acts aim to protect people who face disadvantage because of their gender, disability, race, age, religion and belief and sexual orientation. These are called **the equality strands**.

Inspections

The body that looks at whether the council overall is doing a good job, is the Audit Commission. The questions that inspectors from the Audit Commission ask when they look at council services, are in documents published by the Commission every year. There are other bodies that look at specific areas of the council and report back to the Audit Commission – for instance the Care Quality Commission. In summary inspecting bodies expect the council to:

Annex 2

- Know the needs of its local communities.
- Respond to these needs by delivering fair results that take account of the specific needs of groups of people from the equality strands.
- Involve and engage groups that represent the equality strands in its decision making and in public life in general.
- Communicate in a fair and inclusive way to make sure that people from the equality strands know about, understand and are able to access its services.
- Evidence that, working with its partners, it is having a positive effect on the lives of people from the equality strands.
- Monitor its decisions and actions to make sure they are inclusive.
- Act within its means.
- Be “proportional” i.e. put resources where they will have a positive effect on as many people from the equality strands as possible.

Section 3. Fairness and Inclusion issues in York

The council uses a number of sources to research and analyse information about fairness and inclusion issues in York. These include:

a. Data collected and analysed from:

- The Equality Profile of York as in the 2001 Census
- The Story of Place 2008
- The Joint Strategic Needs Assessment
- The Place Survey
- The CYC annual staff survey

b. Issues that groups from the equality strands have told the council during consultation events and as they engage with council services.

Details can be found in Annex 1 .

Overall York is a prosperous city with some pockets of deprivation. These pockets are amongst the 10% most deprived areas in the country. People living in those areas, particularly people from the equality strands, are likely to face poor education, health and employment.

Across the city, the population is growing. The numbers of women, older people and Black and Minority Ethnic (BME) groups are growing. People from different religion and belief backgrounds and the Lesbian, Gay Bisexual and Trans communities, are increasingly asserting their identities and needs.

Annex 2

Common issues that people in York told us² have a negative effect on people from the equality strands are:

- Difficulty in accessing information services and employment, particularly through our publications and website
- Unfair treatment in services and employment (with and outside the council), mainly arising from lack of understanding and respect for diversity
- Community safety
- Bullying and harassment in services and employment
- A sense of isolation; a need for support networks and places to meet

These issues will be considered by council services as they assess the likely impact of their decisions and actions on the quality of life of people from the equality strands.

Questions that officers are expected to ask in relation to these issues will include:

- Does what I am doing/proposing to do lead to unfair treatment of people from the equality strands? What can we do about this?
- Does it make their access to service or employment harder? What can we do about this?
- Does it make them feel safe, welcome, valued and included in the council and in the city? If so, can we apply this action in other things we do?

Action needed as a result of asking these questions, will be listed in the action plans included in **Equality Impact Assessments (EIAs)**.

EIAs are documents that will be published every year on the council's website and will also be available from the Equality and Inclusion team upon request, showing what council officers propose to do to deal with issues they have identified that lead to unfair discrimination and exclusion. Contact equalities@york.gov.uk or write to the Manager, Corporate Equality and Inclusion Team, The Guildhall, York YO1 9QN

² Mapped at a number of engagement and consultation events which started in 2007 and concluded in May 2009.

Section 4: Improving the lives of people from the equality strands - 6 themes for action (objectives)

The Strategy and Single Scheme have 6 themes for action and on-going improvement. They are based on the newly published Equality Framework for Local Government and will help the council to meet the requirements of equality legislation, the Customer Services Excellence Standard³, the Comprehensive Area and Organisational assessments⁴

T1 - Know the community

The prosperity and quality of life of people who live in York, is affected by their differences in terms of gender, age, disability, age, religion or belief and sexual orientation.

Knowing our community is about collecting data and feedback to help us understand differences within and between communities in York, looking for gaps in quality of life determinants (like access to services, health, education, community safety and access to work) that the council and its partners need to deal with. It also reassures us that we reach all parts of our community, hearing as many voices as possible.

T2 - Leadership, partnership and commitment

Political and managerial vision and commitment to fairness and inclusion are key to achieving positive change and improving lives in the city.

Our councillors have a key role in this, as they have the most up-to-date knowledge of the needs of different sections of the community and changes in the population.

To make sure that identified gaps are dealt with, our managers and staff will be committed to working in partnership with bodies and groups in the city and beyond, narrowing the gaps and improving lives.

This means that our councillors and managers will work with partners and stakeholders to consider allocation of resources, fairness and

³ The standard that government has developed and uses to measure whether public services are effective efficient empowering and equitable

⁴ The two assessments are done by the Audit Commission looking at life in the city and whether inequalities are being dealt with as well as how well the Council manages its business

inclusion in procurement and grant giving, and to support the engagement of people from the equality strands in the planning and delivery of services and the scrutiny of services delivered.

T3 –Engaging with people from the equality strands

To recognise people’s different needs situations and goals, we need to know and work towards removing the barriers that limit what people can do and be. The council has a duty under equality legislation to reach out and engage with people from protected groups particularly groups of vulnerable people.

Our recently published corporate Engagement Strategy (please see http://www.york.gov.uk/council/community_eng/), offers guidance about how to do this. In terms of including people from the equality strands in service planning, delivery and employment improvements, we shall focus on supporting the engagement of vulnerable groups through the **council’s Social Inclusion Group** and our **Staff Equality Reference Group**. Both groups include people from all the six strands and their terms of reference can be found in Annex 2.

T4 – Providing responsive services

Our services, whether provided directly or procured and commissioned, must take into account the needs of people from the six equality strands.

To make sure this happens, we shall assess the impact of services and decisions we or organisations we procure/commission from make, on people from the equality strands to make sure we do unintentionally discriminate against some of them. This process is called doing an **Equality Impact Assessment (EIAs)**. The results of EIAs will be published on our Internet annually around March and will also be available in various accessible formats from the Equality and Inclusion Team contact

Each assessment will lead to action plans that will be included in our service plans and monitored regularly.

T5 – Having a modern diverse workforce

Delivering fair inclusive and personalised services depends on the make-up, skills, commitment and understanding of our workforce.

Therefore we shall put in place a Workforce Strategy⁵ that has clear and relevant equality objectives, is based on understanding our local labour market and takes into account the barriers to employment faced by people from the equality strands. We shall also make sure that all our current employment practices are equality impact assessed, that our training programmes address equality issues and that we promote a workplace culture in which staff are treated with dignity and respect.

T6 - Acting in each Directorate

The council is organised in six directorates or business areas:

- Chief Executive's
- Resources
- Learning Culture and Children Services
- Housing and adult social services
- Neighbourhood services
- City strategy

Each of these will put in place their own fairness and inclusion action plan for 2009-12 called the **Directorate Single Equality Scheme**. These will be based on the five action areas mentioned above in this section starting with yearly programmes of staff training and Equality Impact Assessments.

Section 5 - Who is responsible for the Strategy and Scheme?

The council **Executive and Council Management Team**, guided by the Executive Member for Leisure, Culture and Social Inclusion as advised by the council's Social Inclusion Working Group and Staff Equality Reference group, will be responsible for the delivery of this strategy and single scheme.

They will be supported by:

1. The corporate Equality Leadership Group, led by the Corporate Equalities Champion,
2. The Directorate Equalities Leads network, supported by the Equality and Inclusion Manager,
3. The Directorate Equality networks and groups, supported by Directorate Equality Leads,

⁵ This is a plan to make sure that we recruit and keep the right people to help us deliver our vision for an inclusive and fair council

Annex 2

4. The Staff Equality Reference Group co-ordinators
5. The corporate Equalities and Inclusion Team.

In addition, all councillors employees and partner agencies have a role to play in making sure that fairness and inclusion are at the heart of everything the council does.

The diagram in Annex 3 shows who is involved in fairness and inclusion work in the Council.

Section 6: How will we know the Strategy is working?

The Strategy is a long-term plan. It will take time for uniform improvement to come through.

However, every year we shall look at “markers” that tell us whether we are improving and publish the results. These markers make up the **Corporate Fairness and Inclusion Scorecard** which has four components:

- Progress with **national performance indicators**, that relate to equality and inclusion at a high level (i.e. the city, the entire council)
- Progress with local **performance indicators** that Council Executive, Management Team (CMT) and the Equality Leadership Group (ELG) set (e.g. the number of women and BME officers holding senior jobs in the Council; the number of disabled employees)
- The level⁶ of the **Equality Framework for Local Government**, the council as a whole is at
- Completing a programme of annual **Equality Impact Assessments (EIAs)** as agreed by the Equality Leadership Group and Council Management Team and ensuring that actions arising from previous years’ EIAs have been included in service plans and are progressing

Details about the scorecard are in Annex 4.

In addition we shall seek feedback about how we are progressing from the community representatives and other community leaders involved in Social Inclusion Working Group and the members of our Staff Equality Reference Group.

⁶ The Framework has 3 levels; Developing, Achieving and Excellent.

Section 7 : Tell us what you think

This strategy and scheme were put together following extensive internal and external consultation and engagement (please see Annex 5). They will be reviewed annually as our city, the council and the environment in which we operate, change.

For example, currently a Single Equality Bill is going through Parliament, aiming to draw together the numerous pieces of equality legislation. The Bill is expected to come into force in 2011 to streamline the requirements that public bodies must meet making them easier to identify and follow. Also the role of local government is continually evolving and the council faces constant change.

Therefore your views about this document are welcome at any time. They will be collected and recorded so that they can be considered when the strategy and scheme are reviewed. Please send your views and comments about the content of this strategy by e-mail to equalities@york.gov.uk or by post to the Manager, Corporate Equality and Inclusion Team, The Guildhall, York YO1 9QN

You can also fill in a questionnaire to send back to us. If you would like a copy of the questionnaire please contact equalities@york.gov.uk or write to the Manager, Corporate Equality and Inclusion Team, The Guildhall, York YO1 9QN

Part B- The Single Corporate Equality Scheme (SCES)

Introduction and background

This Scheme follows on from the PRIDE IN OUR COMMUNITIES, the council's first Equality Strategy 2005-08 and the Corporate Single Equality Scheme 2008-9. As a result the council was able to:

1. Build and develop inclusive governance and engagement mechanisms, to promote and support fairness and inclusion throughout the council
2. Start collecting, analysing and using equality data
3. Complete a programme of priority Equality Impact Assessments for 2008-9
4. Develop and deliver a programme of equality and inclusion training for staff
5. Develop the corporate Fairness and Inclusion System and Standards i.e. corporate approaches to all the aspects of fairness and inclusion work like collecting and using data, Equality Impact Assessments, inclusive engagement etc

This scheme describes the actions that the council will take between July 2009 and July 2012, to deliver the Fairness and Inclusion Strategy 2009-12 and also to meet its legal duties arising from current equality legislation.

The council has a legal duty to have Gender, Disability and Race Equality schemes in place under the following Acts:

- Race Relations (Amendment) Act 2000 (RRAA)
- Disability Equality Duty 2006 (DED)
- Gender Equality Duty 2007

These can be separate schemes or a "single" scheme.

This is a **single scheme** that covers common requirements in the three Acts such as:

- To have 'due regard' to the need to eliminate discrimination and to promote equality.
- To assess and consult on the impact of proposed policies, monitoring existing policies and monitoring key employment processes.

Annex 2

It also covers a number of specific requirements, in particular:

- a requirement under the race equality duty to promote good race relations
- a requirement under the disability equality duty to treat disabled people preferentially if necessary in order to deliver equality
- a requirement to involve disabled people in developing the Disability Equality Scheme
- a requirement to promote positive attitudes towards disabled people
- a requirement under the gender equality duty, to address the causes of any gender pay gap.

Fairness and Inclusion Action Plan July 2009-July 2012

The Plan is constructed around the six action themes/objectives of the Strategy. Each theme has a number of detailed actions. The six strategic themes/objectives are:

1. Know the community
2. Leadership, partnership and commitment
3. Engaging with people from the equality strands
4. Providing responsive services
5. Having a modern diverse workforce
6. Acting in each Directorate

T1 - Know the community

Action 1 – Agree the National Performance Indicators (NPIs) and local Performance Indicators (Pis) to be collected and analysed by each directorate disaggregated in the six equality strands, to measure progress with fairness and inclusion in each directorate. Put in place an agreed protocol and action plan for the collection, analysis and use of reliable equality data across the council.

By: April 2010

Led by: Corporate Equalities and Inclusion Team, Chief Executive's

Duties met: All (gender, disability, race)

Action 2: Agree which NPIs will be collected, analysed and disaggregated in the six equality strands by the Without Walls Local Strategic Partnership to measure progress with fairness and inclusion across the city and put in place an agreed protocol and action plan for

Annex 2

the collection, analysis and use of reliable equality data across the LSP.

By: July 2012

Led by: Strategic Partnerships Team, City Strategy

Duties met: All (gender, disability, race)

T2 - Leadership partnership and commitment

Action 1: Support the development of a **Community Cohesion Strategy** at LSP level.

By: July 2010

Led by: Corporate Equalities and Inclusion Team, Chief Executive's and Strategic Partnerships Team, City Strategy

Duties met: All (gender, disability, race)

Action 2: Review council internet and intranet sites, press releases, publications and general communication, to facilitate **easy access to services and employment.**

By: July 2010

Led by: [Easy@York](#), Resources and the Marketing and Communications team, Chief Executive's

Duties met: All (gender, disability, race)

Action 3: As in Action 2 above, working with Without Walls partners

By: July 2012

Led by: Strategic Partnerships Team, City Strategy

Duties met: All (gender, disability, race)

Action 4: Refresh **the council's Procurement Strategy, third sector commissioning and grants processes** as in the COMPACT, to ensure that they are fair and inclusive and that they promote fairness and inclusion in the city and beyond.

By: July 2010

Led by: the relevant teams in Resources and City Strategy directorates

Duties met: All (gender, disability, race)

Action 5: Put in place an action plan to **promote civic and public participation opportunities**, targeting people from the six strands starting with disabled people and Black and Minority Ethnic people

By: July 2010

Led by: Civic and Democratic Services, Chief Executive's

Duties met: All (gender, disability, race)

T3 - Engaging with people from the equality strands

Action 1: Review how the Social Inclusion Working Group operates to ensure that it reaches and engages with all strands, particularly with groups within the strands that are hard to reach.

By: July 2010

Led by: The Corporate Equality and Inclusion Team, Chief Executive's

Duties met: All (gender, disability, race)

Action 2: Support the ongoing development of council staff equality reference groups.

By: July 2012

Led by: Corporate HR with the Corporate Equality and Inclusion Team, Chief Executive's

T4 - Providing responsive services

Action 1: Undertake a rolling programme of **Equality Impact Assessments (EIAs)** of current and new council policies, strategies and practices and use these to put in place **Directorate Equality Schemes (DES)**. Ensure that the resulting remedial action is taken on board in directorate and service planning. Monitor that actions agreed have taken place and whether the effect has been beneficial or not.

Annex 2

By: EIAs completed and published on our internet site by March each year. 3 year Directorate/Service Equality Schemes published after July 2009 and reviewed each year thereafter.

Led by: Corporate Equality Leadership Group/ Directorate Equality Leads

Duties met: All (gender, disability, race)

Action 2: Review current and new commissioning and procurement contracts, to include a requirement to deliver an effective and appropriate service fairly and equitably.

By: July 2012

Led by: Corporate Procurement Team, Resources

Duties met : All (gender, disability, race)

Action 3: Develop an equalities accreditation scheme for bodies we procure and commission from.

By: July 2012

Led by: Corporate Procurement Team, Resources

Duties met: All (gender, disability, race)

Action 4: Review our Customer Strategy and complaints procedures to ensure that they take on board the needs of vulnerable and marginalised groups like homeless people, refugees and asylum seekers etc

By: December 2009

Led by: Customer and governance services, Resources.

Duties met: All (gender, disability, race)

Action 5: Develop and deliver a rolling programme of training in Equality and Human Rights issues, for councillors and staff.

By: This will be done in the context of part of our Workforce Development Plan expected to be completed by January 2010.

Led by: Corporate HR, Corporate Equalities and Inclusion Team, Civic and Democracy Services.

Duties met: All (gender, disability, race)

Action 6: A rolling programme of service reviews to assess access to services and participation in public life by people from the six equality strands. **By:** On going to June 2012

Led by: All Directorates

Duties met: All (gender, disability, race)

Action 7: Facilitate the development of a common approach to fairness and inclusion in access to services provided by all LSP partners

By: On going to June 2012

Led by: Strategic Partnerships Team, City Strategy

Duties met: All (gender, disability, race)

T5 - Having a modern diverse workforce

Action 1: Put in place a corporate Workforce Development Plan that takes on board fairness and inclusion, is based on a good understanding of the local labour market and considers the barriers faced by people from the equality strands, disabled people and BME people in particular

By: December 2010

Led by: The Corporate HR Team, Chief Executive's

Duties met: All (gender, disability, race)

Action 2: Review current HR policies to ensure that they are compliant with the latest requirements of equality and employment legislation

By: Ongoing to July 2012

Led by: Corporate HR with the Corporate Equality and Inclusion Team, Chief Executive's

Duties met: All (gender, disability, race)

Action 3: Put in place a prioritised programme of EIAs of major and new employment policies and procedures.

By: Ongoing to July 2012

Led by: Corporate HR with the Corporate Equality and Inclusion Team, Chief Executive's

Duties met: All (gender, disability, race)

T6 - Acting in each Directorate

Action 1: Every directorate will put in place a 3 year Directorate Equality Scheme that will be monitored annually. This will include how the directorate deals with equality data, a programme of directorate and service level EIAs and a programme of equality and human rights training for staff.

By: July 2009

Led by: Directorate Equality Leads

Duties met: All (gender, disability, race)

Action 2: Every directorate will self-assess against the 3 levels of the Equality Framework for Local Government by March each year. Action plans will be put in place to make sure that the directorate is progressing through the 3 levels of the Framework, aiming for the Achieving level by July 2012.

By: March each year

Led by: Directorate Equality Leads

Duties met: All (gender, disability, race)

Part C - Annexes

Annex 1 – Data and issues

Annex 2 – Terms of reference: Social Inclusion Working Group and Staff Equality Reference Group

Annex 3 – Who does what for Fairness and Inclusion in the Council

Annex 4 - Corporate Fairness and Inclusion Scorecard

Annex 5 – Who was engaged and consulted

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## Annex 1 – Data and Issues

### A. Data

#### 1. The Equality Profile of York

| <b>Ethnicity</b>        | <b>2006 Estimate</b>                |          |
|-------------------------|-------------------------------------|----------|
|                         | <b>Number</b>                       | <b>%</b> |
| All persons             | 191800                              | 100%     |
| White British           | 174500                              | 90.98%   |
| White Irish             | 1300                                | 0.68%    |
| White Other             | 6600                                | 3.44%    |
| White non-British TOTAL | 7900                                | 4.12%    |
| Mixed White / Caribbean | 500                                 | 0.26%    |
| Mixed White / African   | 200                                 | 0.10%    |
| Mixed White / Asian     | 700                                 | 0.36%    |
| Mixed Other             | 500                                 | 0.26%    |
| Mixed TOTAL             | 1900                                | 0.99%    |
| Asian Indian            | 1500                                | 0.78%    |
| Asian Pakistani         | 800                                 | 0.42%    |
| Asian Bangladeshi       | 600                                 | 0.31%    |
| Asian Other             | 700                                 | 0.36%    |
| Asian TOTAL             | 3600                                | 1.88%    |
| Black Caribbean         | 400                                 | 0.21%    |
| Black African           | 700                                 | 0.36%    |
| Black other             | 100                                 | 0.05%    |
| Black TOTAL             | 1200                                | 0.63%    |
| Chinese                 | 1800                                | 0.94%    |
| Other                   | 1100                                | 0.57%    |
| Chinese / Other TOTAL   | 2900                                | 1.51%    |
| Total BME               | 17500                               | 9.12%    |
|                         | Estimated to the nearest 100 people |          |

Based on 2006 estimate figures from Office of National Statistics

## Disability

| Ward                                   | All People     | With a limiting long-term illness (LLTI) | % with LLTI   |
|----------------------------------------|----------------|------------------------------------------|---------------|
| Area                                   |                |                                          |               |
| Acomb                                  | 7729           | 1321                                     | 17.09%        |
| Bishopthorpe                           | 3802           | 658                                      | 17.31%        |
| Clifton                                | 12017          | 2081                                     | 17.32%        |
| Derwent                                | 3540           | 612                                      | 17.29%        |
| Dringhouses and Woodthorpe             | 10733          | 1791                                     | 16.69%        |
| Fishergate                             | 7921           | 1289                                     | 16.27%        |
| Fulford                                | 2595           | 507                                      | 19.54%        |
| Guildhall                              | 6676           | 1276                                     | 19.11%        |
| Haxby and Wigginton                    | 12468          | 2113                                     | 16.95%        |
| Heslington                             | 4122           | 302                                      | 7.33%         |
| Heworth                                | 11743          | 2126                                     | 18.10%        |
| Heworth Without                        | 3786           | 697                                      | 18.41%        |
| Holgate                                | 11564          | 1866                                     | 16.14%        |
| Hull Road                              | 8269           | 1277                                     | 15.44%        |
| Huntington and New Earswick            | 12089          | 2425                                     | 20.06%        |
| Micklegate                             | 10994          | 1797                                     | 16.35%        |
| Osbalwick                              | 3149           | 598                                      | 18.99%        |
| Rural West York                        | 10286          | 1390                                     | 13.51%        |
| Skelton, Rawcliffe and Clifton Without | 12160          | 1574                                     | 12.94%        |
| Strensall                              | 7862           | 1168                                     | 14.86%        |
| Westfield                              | 13690          | 2665                                     | 19.47%        |
| Wheldrake                              | 3899           | 531                                      | 13.62%        |
| <b>Total York</b>                      | <b>-181094</b> | <b>30064</b>                             | <b>16.60%</b> |

From Census 2001

## Age and Gender

| Age Range      | Total | Males | Females |
|----------------|-------|-------|---------|
| <b>0 - 4</b>   | 9372  | 4779  | 4593    |
| <b>5 - 9</b>   | 9778  | 4910  | 4868    |
| <b>10 - 14</b> | 10602 | 5358  | 5244    |
| <b>15 - 19</b> | 11963 | 6006  | 5957    |
| <b>20 - 24</b> | 14198 | 6975  | 7223    |
| <b>25 - 29</b> | 12119 | 5983  | 6136    |
| <b>30 - 34</b> | 13829 | 6769  | 7060    |
| <b>35 - 39</b> | 13796 | 6876  | 6920    |
| <b>40 - 44</b> | 12295 | 6057  | 6238    |
| <b>45 - 49</b> | 11107 | 5470  | 5637    |

## Annex 2

|                    |              |             |               |
|--------------------|--------------|-------------|---------------|
| <b>50 - 54</b>     | 12621        | 6158        | 6463          |
| <b>55 - 59</b>     | 9953         | 4854        | 5099          |
| <b>60 - 64</b>     | 8901         | 4276        | 4625          |
| <b>65 - 69</b>     | 8230         | 3930        | 4300          |
| <b>70 - 74</b>     | 7574         | 3321        | 4253          |
| <b>75 - 79</b>     | 6657         | 2776        | 3881          |
| <b>80 - 84</b>     | 4375         | 1614        | 2761          |
| <b>85 - 89</b>     | 2459         | 736         | 1723          |
| <b>90 and over</b> | 1265         | 289         | 976           |
| <b>Totals</b>      | 181094       | 87137       | 93957         |
| <b>% gender</b>    | 100%         | 48.12%      | 51.88%        |
|                    | <b>Total</b> | <b>Male</b> | <b>Female</b> |

from 2001 census

## Lesbian, Gay, Bisexual or Trans (LGBT)

We don't have any local statistics for LGBT people in York; it wasn't included in the 2001 Census. However, the government estimates that between 5 and 7% of the British population is LGBT. Therefore York potentially has an LGBT population of between 9,000 to 13,000 people. Yorkshire MESMAC puts the estimate higher at 9% which is around 16,500 people.

## Faith and Belief

| <b>York</b>            | <b>Number</b> | <b>% of total population</b> | <b>% of people with a faith</b> |
|------------------------|---------------|------------------------------|---------------------------------|
| <b>Christian</b>       | 134,771       | 74.42%                       | 98.10%                          |
| <b>Buddhist</b>        | 388           | 0.21%                        | 0.28%                           |
| <b>Hindu</b>           | 347           | 0.19%                        | 0.25%                           |
| <b>Jewish</b>          | 191           | 0.11%                        | 0.14%                           |
| <b>Muslim</b>          | 1,047         | 0.58%                        | 0.76%                           |
| <b>Sikh</b>            | 95            | 0.05%                        | 0.07%                           |
| <b>Other religions</b> | 538           | 0.30%                        | 0.39%                           |
| <b>Total</b>           | 137,377       | 75.86%                       | 100.00%                         |

|                            |        |        |
|----------------------------|--------|--------|
| <b>Religion not stated</b> | 13,714 | 7.57%  |
| <b>No religion</b>         | 30,003 | 16.57% |

Source: 2001 census

## 2. Highlights from the Story of Place 2008

## Demographics

- The population of York is 191,800 (2006 Mid Year Estimate, ONS) and has risen by 11% since the 1991 census.
- Number of residents projected to increase by 9.2% between 2003 and 2021 (Figures released by DCLG, April 2006), which equates to approximately 17,000 additional people.
- York is the only city in the North of England to appear in the top ten of growing populations nationally 1997-2003.
- 17% of the population are over the age of 65, and the sub-national projection figures indicate a rise of 31% by 2020.

## Black and Minority Ethnic population

- The Office for National Statistics population estimates show that between 2001 and 2003 BME groups in York (i.e. all ethnic groups except 'White British') experienced an increase from 4.9% to 6.1%.
- 1,870 National Insurance Number Registrations in respect of non-UK Nationals in 2006/07. The largest numbers of new arrivals in York registering for National Insurance are Polish 33%, Chinese 10% and Indian 5.5%. (Source: Department for Work and Pensions).
- Largest Black and Minority Ethnic population by ward; Heslington 28.06%; Fishergate 9.18%; and Guildhall 8.27%.
- The State of the English Cities report (ODPM, 2006) noted that York experienced the second highest percentage growth rate in ethnic minorities of any city in the country in the period 1991-2001.
- York is also one of only six cities in which segregation of ethnic minorities is increasing (ODPM, 2006).
- Empirical evidence shows that participation in the running and planning of local services has never been particularly high in the case of those who are most deprived, BME communities, and the young. (York Racial Equality Network research, 2007)

### **3. Highlights from the Joint Strategic Needs Assessment December 2008**



## **Demography**

Overall the population of York is expected to increase from a baseline in 2006 by 6% by 2015, rising to nearly 10% in 2020.

Within that period there will be increases above 40% in the 70-74 years and 85+ years age-group. The increase in older people will have a significant impact on public services for this age group and for carers within the community.

The gender split follows the national pattern with roughly equal numbers under 60 years of age and larger numbers of females than males in older age groups.

Lower numbers of births in the period 2001 to 2003 will influence the population structure of the younger age group with a predicted readjustment seen as births increased once again in recent years. This will impact all services that relate to maternity and childbirth, child health and education. The expansion of the University of York is expected to increase the 15 to 29 age group with a planned increase in student numbers of around 5000 by 2015.

## **Changing Ethnic Mix**

We know that people from different ethnic backgrounds have different risk profiles for disease and may also have problems accessing services.

In the 2001 Census, 95% of the York population classified themselves as White British, 0.7% White Irish; 2.1% White Other; 0.8% Asian or Asian British; 0.2% Black or Black British; and 0.4% Chinese. Compared to figures for England as a whole, the proportion of non white-British residents was very small, with comparable levels only in 'white other' and, to some extent, Chinese (England proportion 0.8%).

ONS population estimates indicate that between 2001 and 2003 BME groups in York increased from 4.9% to 6.1% The largest BME populations by ward estimated at that time were Heslington (28% non white British), Fishergate (9%) and Guildhall (8%)<sup>6</sup>. There is an obvious link to the University of York which will impact on the ethnic mix in Heslington ward. There are around 350 Gypsy and Traveller households in the city of York.

In recent years there has been a further increase in the number of people who would classify themselves as White British in the city of York area. In 2007/8 there were 1,720 national insurance registrations for non-UK nationals in York.

#### **4. The Place Survey 2008**

At the time of writing the strategy, the results of the Place Survey 2008 were still being analysed and baseline targets were being developed by the government. This section will be updated as soon as they are available

#### **5. The council staff survey 2008**

At the time of writing the strategy, the results of the Staff Survey 2008 were still being analysed and baseline targets were being developed by the government. This section will be updated as soon as they are available

## **B. Issues arising from consultation and engagement**

These have been arrived at after a number of consultation and engagement events as listed in Annex 5

### **1. Issues from Staff**

- Increase the number of women employed in senior management positions.
- Decrease pay differentials between male and female employees for jobs of the same value.
- Review and extend the scope of equality compliant flexible working practices.
- Consider how to improve the numbers and position of disabled employees and employees from different ethnic backgrounds.
- Deal with bullying and harassment in the workplace.

### **2. Issues from equality groups in the city**

#### **Affecting all strands**

- Class issues accentuate problems faced by all the strands.

## Annex 2

- There is still inequality in employment and education in the city.
- Need free shared and neutral space for groups from the strands to meet and work together.

### **Gender**

- Domestic abuse (all)
- Homelessness (with mental health, men)
- Financial abuse (women)
- Glass ceiling for women still not broken. Pay differentials are still there.
- Male awareness of female issues is limited.
- Consider the needs of the Trans community.
- Consider the needs of white working class males (employment, life long learning).

### **Disability**

- Independent living. Offer training to people receiving direct payments.
- Community safety.
- Need employment and leisure opportunities.
- Access to services and life in the city is still an issue.

### **Race**

- Discrimination (in service delivery and employment) is a problem.
- Access to services
- Community safety and hate crime
- Isolation (refugees and women especially)
- Feeling unwelcome
- Need special pre-school/ early-years education provision especially language support. Language can be a barrier. Need to consider the needs of children coming from different education systems.
- Training qualifications from other countries are not recognised.
- Encourage BME engagement in politics.

### **Age**

A number of issues relating to children and young people and what the council and partners will do can be found in the **Children**

**and Young People's Plan.** Details can be found at <http://www.yor-ok.org.uk/children-young-peoples-plan.html>

- Receptive Council (older)
- Leisure facilities needed (older, younger)
- Safe streets (older)
- Need to raise awareness, educate and promote tolerance towards older age.
- SIWG to do intergenerational projects.
- Rural isolation is a problem for people of all ages.
- Student accommodation is limited in some areas of York.
- Dignity in social care needs improving.
- Employment opportunities for older and younger workers

### **Sexual Orientation**

- Community safety: Hate crime.
- Organised activities/leisure specifically tailored to community needs.
- Need to develop support networks.
- Need to raise awareness about the issues.
- Bullying in schools. Specific support needed for LGBT pupils
- Older LGBT entering care face discrimination issues. "Gay friendly" services are needed.
- LGBT people should be encouraged to engage in local politics

### **Religion and Belief**

- Need support to work together to improve:
  - dialogue
  - the environment
- Need neutral places to meet and publicity about meetings
- Improve knowledge about new groups in the city
- Encourage engagement in politics

## **Annex 2 – Terms of reference: Social Inclusion Working Group and Staff Equality Reference Group**

### **a. Social Inclusion Working Group (as in the Council Constitution)**

It is the role of this group of elected members and people from the equality groups in the city, to advise the Executive on all matters relating to equalities issues. It seeks to promote awareness of equalities issues and to ensure improved access and facilities for all service users. It is concerned both with improving the council's own services and facilities and, by adopting good practice, to encourage other service providers to improve their services. In this context the group:

- advises the Executive on major projects and initiatives on equalities issues and on equalities issues generally in the City of York Council
- extends and builds contact with groups and individuals in the area in order to facilitate input into equalities and provide opportunities for all citizens in the area
- provides a link with Ward Committees so that equalities issues which are raised can be taken further

### **b. Staff Equality Reference Group (as agreed in MAY 2009)**

#### **Purpose**

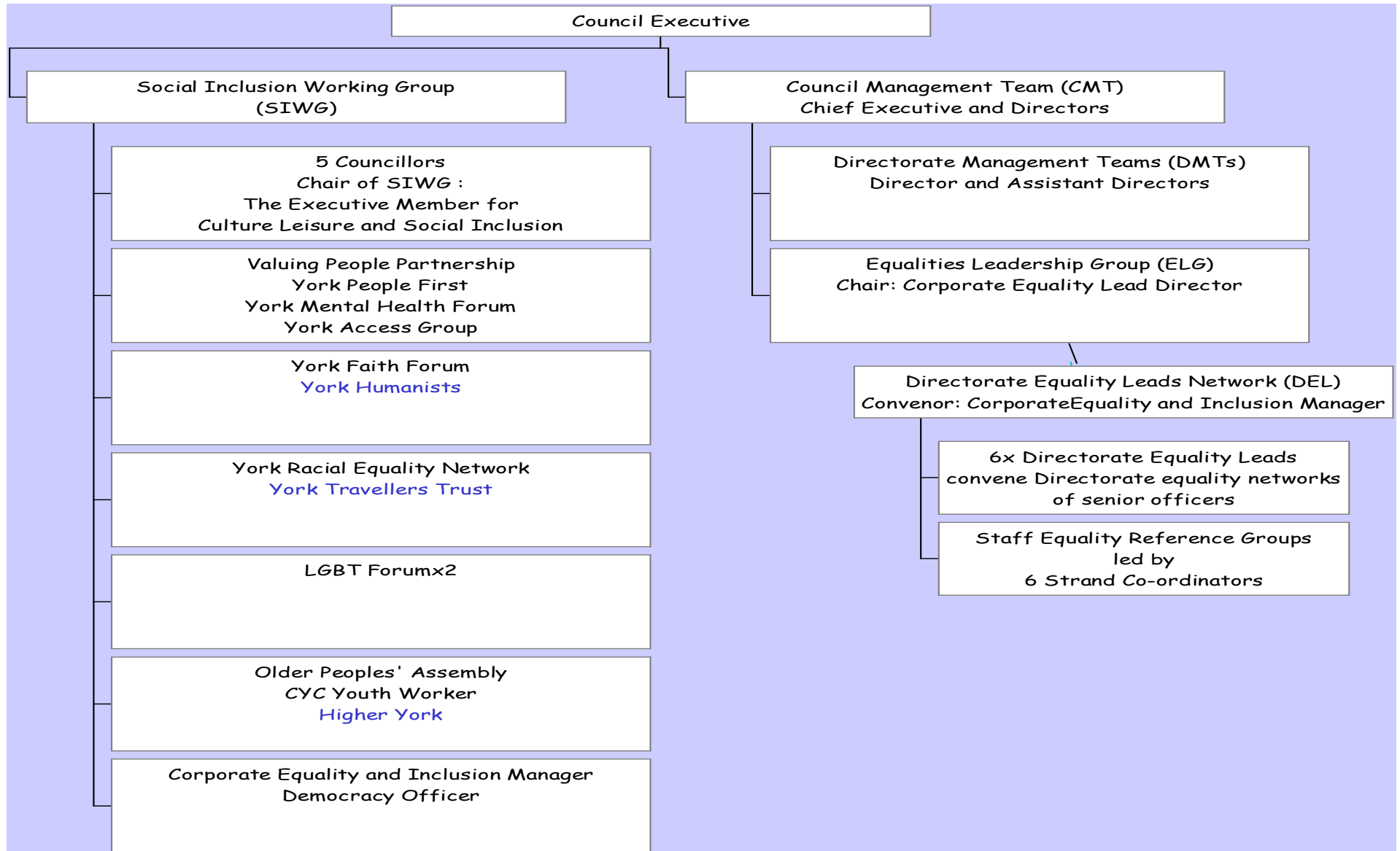
To promote equality, diversity and fairness in employment practices and service delivery, especially where it affects employment practice, within City of York Council.

#### **Objectives**

The staff equality group has three primary objectives, which are as follows:

- To act as a reference group for City of York Council's employment policies and practices.
- To act as consultative group that examines the council's service delivery issues related to gender, disability, race, age, sexual orientation, religion & belief, age and caring responsibilities particularly where they affect employment practice.
- To provide staff the opportunity to network and exchange information with others.

**Annex 3 – Who does what for Fairness and Inclusion in CYC - June 2009**



Annex 2

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## **Annex 4 – Corporate Fairness and Inclusion Scorecard**

### **1. Fairness and Inclusion National Performance Indicators (NPIs)**

These are indicators that the public sector (including the council) uses to check that it does a good job.

There are 198 NPIs. For the purposes of monitoring progress with the Strategy across the whole of the council we have selected six. These have been selected because:

- they offer an indication as to whether the council meet the duties arising from equality legislation,
- government recommends that they are used to measure overall local and national progress with equality, inclusion and customer care
- meeting the targets set for these indicators, will require the council and its partners to work together, thus embedding equality and inclusion across public services in the city.

Targets will be set every year by the corporate Equality Leadership Group. Progress with targets will be tracked by collecting and analyzing data in as many of the six equality strands as possible.

There is a plethora of service-related equality and inclusion national and local indicators (such as “the extent to which older people are supported to live independently”). These will be used to measure and report progress with Directorate Equality Schemes.

The six corporate indicators are:

#### **NI 1: % of people who believe people from different backgrounds get on well together in their local area.**

This indicator is included in our Local Area Agreement and data will be collected through the Place Survey that occurs every 2 years.

#### **NI 2: % of people who feel they belong to their neighbourhood**

Data will be collected every two years in the Place Survey.

**NI 3: Civic participation in the local area.** This means participation in local and city-wide decision-making structures such as ward



committees, council committees etc. Data will be collected every two years in the Place Survey.

**NI 4: % of people who feel they can influence decisions in their locality.** This indicator, which is in our Local Area Agreement, will measure the success of our, and our partners', engagement strategies and of local community involvement mechanisms such as ward committees. Data for this indicator will be collected every two years in the Place Survey

**NI 14: Reducing avoidable contact: minimising the proportion of customer contact that is of low or no value.** The council is a key point of contact for citizens when they need or want to access public services which affect their quality of life. This indicator will enhance our local understanding of customers needs. Although the guidance does not make collection of equalities data mandatory, we aim to collect data in at least four of the six equalities strands which will help us ensure that no barriers exist to access to services because of issues relating to gender, race, disability, and age. Data for this indicator is collected from regular customer and service user surveys.

**NI 140: Equal treatment by local services.** This indicator will measure whether individuals are treated with dignity and respect by the council and other public services. Data will be collected every two years in the Place Survey

## 2. Local Performance Indicators

These are indicators that senior councillors and managers put in place to monitor how the council is performing in general and specific areas they are responsible for. At the time of writing this strategy this set of indicators was in development.

## 3. Meeting the Equality Framework for Local Government

The Framework lists actions needed to ensure fair and inclusive practice in the public sector. It has 3 levels:

- Developing
- Achieving
- Excellent

Meeting the Framework assures the council that it offers quality services and employment, also meeting the requirements of:

- The Customer Service Excellence Standard for the public sector

## Annex 2

- The Comprehensive Area Assessment, undertaken by the Audit Commission to evaluate the quality of life in council areas
- The Public Duties as in equality legislation
- The Organisational Assessment, undertaken by the Audit Commission to evaluate how well the council is managing its business

The Framework is recognised by the Audit Commission and other inspection bodies. They require councils to demonstrate that they are making good progress working through the Framework, meeting the requirements of each level.

Each year, the council will assess what level of the Framework it is at and will put in place a set of actions to progress through its levels.

At the beginning of this strategy, the council is at level Developing of the Framework working towards level Achieving.

Details about the Framework can be found on <http://www.idea.gov.uk/idk/core/page.do?pageId=9491107>

## Annex 5 – Who was engaged and consulted

- Various equality strand groups were consulted and engaged by the relevant council services to inform key council policies and strategies that promote Fairness and Inclusion and complement this Fairness and Inclusion strategy including:
  - The Sustainable Community Strategy
  - The Council's Corporate Strategy
  - Local Development Plan
  - Engagement Strategy
  - The Children and Young People's Plan,
  - Private Sector Housing Strategy
  - Homelessness Strategy,
  - Physical and Sensory Impairment Strategy
  - Prevent Strategy
  - Community Safety Strategy
  - Ward Committee Action Plans
- Disability and Ethnicity conferences – June 2007
- The Changing Population of York Conference – Oct 2007
- SIWG Chair and Vice Chair community "surgeries" - Oct 2007 to March 2008
- SIWG Development Day– Feb 2008 and May 2009
- The Disabled People Together Day – March 2008
- SIWG/OPA survey – June 2008
- SIWG/Interfaith Forum survey – August 2008
- SIWG/York LBGT Forum survey – Summer 2008
- YREN Open Forums – On going
- SIWG Gender strand engagement project – autumn/winter 2008/9
- Feedback from staff: Chief Executive's female staff survey 2006; International Women's Day 2008
- Dead Ernest staff sessions - June 2008 and April 2009
- Meeting with the CVS Chair and CEO – October 2008
- SIWG EIAs Fair: Help us to get it right Day – Nov 2008
- Staff Equality reference groups – meetings in January 2009 and April 2009