



**Notice of meeting of
Equality Advisory Group**

To: Councillors Crisp (Chair), Richardson (Vice-Chair), Aspden, Barnes and Jeffries

Non Voting Co-opted Members:

Sue Lister, York Older People's Assembly

Rita Sanderson, The BME Citizens' Open Forum (York Racial Equality Network)

Daryoush Mazloun, The BME Citizens' Open Forum (York Racial Equality Network)

Revd. Paul Wordsworth, Churches Together in York

David Brown, Access Group

Claire Newhouse, Higher York

Becca Cooper, York People First

Fiona Walker, Valuing People Partnership

John Burgess, Voluntary Sector Mental Health Forum

Diane Roworth, York Independent Living Network

Simon Rodgers, LGBT

Hann Bunn, LGBT

Date: Thursday, 24 November 2011

Time: 6.00 pm

Venue: Priory Street Centre

AGENDA

1. Declarations of Interest

At this point Members are asked to declare any personal or prejudicial interests they may have in the business on this agenda.

2. Public Participation

At this point in the meeting members of the public who have registered their wish to speak regarding an item on the agenda or an issue within the Group's remit can do so. Anyone who wishes to register or requires further information is requested to contact the Democracy Officer on the contact details listed at the foot of this agenda. The deadline for registering is **5.00pm on Wednesday 23 November 2011.**

3. Minutes (Pages 3 - 20)

To approve and sign the minutes of the last meeting of the Group held on 18 July 2011. An "easy read" version of the minutes is also attached.

4. Update on Actions Agreed at the Last Meeting

An update will be given on actions agreed at the last meeting as follows.

- a. Implementation of the taxi card scheme (Richard Wood)
- b. Poverty Awareness Project (Claire Newhouse)
- c. Disabled parking arrangements in Library Square (Richard Wood)
- d. Representation on Equality Advisory Group from the York Carers Forum (Evie Chandler)
- e. Foot streets review (Richard Wood)
- f. Osbaldwick right of way issue (Chair)
- g. North Yorkshire Police Diversity Unit (Charlie Croft)

5. Equalities Framework for Local Government (Pages 21 - 108)

A verbal update will be given on the Equalities Framework for Local Government final report and the next steps (Charlie Croft). Supporting information is attached.

6. Procurement Strategy

A verbal report will be given on the council's Procurement Strategy refresh (Zara Carter).

7. Council Management Team meeting with the Equality Advisory Group

Information will be given about the proposal for the Council's Management Team to meet with EAG on 19 December 2011 (Charlie Croft)

8. Mystery Shoppers

Details will be given about the "mystery shopper" initiative. The group will be asked to consider whether they would wish to be involved (Lorraine Lunt).

9. Options for Relocation of Services following the Closure of Acomb Office

The Group's views will be sought regarding options for the relocation of services following the closure of Acomb Housing Office (Lorraine Lunt).

10. Community Say/Exchange

Community representatives are invited to raise equality and inclusion matters about council policy and services which are of importance to the groups they represent.

11. Urgent Business

Any other business which the Chair considers urgent under the Local Government Act 1972.

Democracy Officer:

Name: Jayne Carr

Contact Details:

Telephone – (01904) 552030

Email – jayne.carr@york.gov.uk

For more information about any of the following please contact the Democracy Officer responsible for servicing this meeting:

- Registering to speak
- Business of the meeting
- Any special arrangements
- Copies of reports

Contact details set out above.

About City of York Council Meetings

Would you like to speak at this meeting?

If you would, you will need to:

- register by contacting the Democracy Officer (whose name and contact details can be found on the agenda for the meeting) **no later than 5.00 pm** on the last working day before the meeting;
- ensure that what you want to say speak relates to an item of business on the agenda or an issue which the committee has power to consider (speak to the Democracy Officer for advice on this);
- find out about the rules for public speaking from the Democracy Officer.

A leaflet on public participation is available on the Council's website or from Democratic Services by telephoning York (01904) 551088

Further information about what's being discussed at this meeting

All the reports which Members will be considering are available for viewing online on the Council's website. Alternatively, copies of individual reports or the full agenda are available from Democratic Services. Contact the Democracy Officer whose name and contact details are given on the agenda for the meeting. **Please note a small charge may be made for full copies of the agenda requested to cover administration costs.**

Access Arrangements

We will make every effort to make the meeting accessible to you. The meeting will usually be held in a wheelchair accessible venue with an induction hearing loop. We can provide the agenda or reports in large print, electronically (computer disk or by email), in Braille or on audio tape. Some formats will take longer than others so please give as much notice as possible (at least 48 hours for Braille or audio tape).

If you have any further access requirements such as parking close-by or a sign language interpreter then please let us know. Contact the Democracy Officer whose name and contact details are given on the order of business for the meeting.

Every effort will also be made to make information available in another language, either by providing translated information or an

interpreter providing sufficient advance notice is given. Telephone York (01904) 551550 for this service.

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Holding the Cabinet to Account

The majority of councillors are not appointed to the Cabinet (39 out of 47). Any 3 non-Cabinet councillors can 'call-in' an item of business from a published Cabinet (or Cabinet Member Decision Session) agenda. The Cabinet will still discuss the 'called in' business on the published date and will set out its views for consideration by a specially convened Scrutiny Management Committee (SMC). That SMC meeting will then make its recommendations to the next scheduled Cabinet meeting in the following week, where a final decision on the 'called-in' business will be made.

Scrutiny Committees

The purpose of all scrutiny and ad-hoc scrutiny committees appointed by the Council is to:

- Monitor the performance and effectiveness of services;
- Review existing policies and assist in the development of new ones, as necessary; and
- Monitor best value continuous service improvement plans

Who Gets Agenda and Reports for our Meetings?

- Councillors get copies of all agenda and reports for the committees to which they are appointed by the Council;
- Relevant Council Officers get copies of relevant agenda and reports for the committees which they report to;
- Public libraries get copies of **all** public agenda/reports.

City of York Council

Committee Minutes

Meeting	Equality Advisory Group
Date	18 July 2011
Present	Councillors Crisp (Chair), Richardson (Vice-Chair), Aspden, Barnes and Jeffries
	Community Representatives:
	David Brown – York Access Group
	John Burgess – York Mental Health Forum
	Marije Davidson – York Independent Living Network
	Christopher Edmondson – York Independent Living Network
	Sue Lister – York Older People’s Assembly
	Daryoush Mazloum – York Racial Equality Network
	Sarah Nicholson – Youth Council
	Simon Rodgers – LGBT Forum
	Carolyn Suckling – Access Group
	Fiona Walker – Valuing People Partnership
	Paul Wordsworth – Churches Together in York
	George Wright - Humanist
Apologies	Claire Newhouse – Higher York

1. Welcome and Introductions

The Chair welcomed new members to the Group and introductions were carried out. It was noted that Marije Davidson would, subject to approval by Cabinet, be the representative of the Independent Living Network on the Equality Advisory Group in place of Lynn Jeffries who had been appointed as a City of York Council representative.

2. Declarations of Interest

Members were invited to declare at this point in the meeting any personal or prejudicial interests they might have in the business

on the agenda. Councillors Barnes, Jeffries and Richardson declared personal interests as having disabilities. Councillor Jeffries also declared a personal interest as Co-Chair of York Independent Living Network.

3. Minutes

Resolved: That the minutes of the meeting held on 15 February 2011 be approved as a correct record subject to the following amendments:

- minute 19 (v) being amended to include a sentence stating “The Group recommended that, in addition to the consultant employed by the contractor, an independent person should also be invited to advise on access issues.”
- minute 20 (v) being amended to read “37 promises”
- minute 21 remove the wording “that was being co-ordinated by the LGBT Forum”.

4. Public Participation

There were two registrations to speak under the council’s Public Participation Scheme.

Colin Hall informed the group of his concerns regarding the co-ordination of equalities policies across the city. He made particular reference to the following issues and drew attention to the council’s duty to promote disability equality:

- Not all ward committee meetings were held in accessible venues and hence some people were excluded from attending. Although this disenfranchisement had been addressed in some wards, there needed to be a city-wide approach to this issue.
- The council should do more to address the problems caused by A-boards in the city.
- The council should ensure that the groups to which it provided support or financial assistance were inclusive. An example was given of an event organised by York Open Studios, which was held in an inaccessible venue and the information that had been provided had not addressed accessibility issues.

Officers stated that the issues that had been raised would be taken on board.

Carolyn Suckling raised concerns regarding the taxi card system. She stated that the technology had not been in place on the implementation date and that this had resulted in the service not being available. The fact that only two companies had been included in the scheme was also causing difficulties, particularly as one of these was heavily committed to providing home to school transport. Other members of the group endorsed these concerns and requested that the arrangements be extended to include all taxi firms.

The Chair informed the group that she understood that the taxi companies involved in the scheme were those which had the most wheelchair accessible vehicles. She detailed arrangements that were being put in place to increase the number of vehicles that would be available.

The Group requested that an update on the implementation of the taxi card scheme be provided at the next meeting.¹

Action Required

1. Update to be provided at next meeting

EC

5. Update On Actions Agreed At The Last Meeting

Information was circulated that provided an update on the action that had been taken to address issues raised at the previous meeting:

(i) Accessible Toilets

The Group was informed that, although the Executive had agreed to the installation of signs, it had subsequently been ascertained that a risk assessment would identify that this was not an appropriate measure and that the alarms should be removed. The Chair stated that a report on toilet facilities within the city was currently being prepared and hence the colour code alert for this action had been amended to amber.

Since the last meeting, officers had contacted representatives from the disability strand regarding this issue. Some members of the group expressed concern

that only representatives from the disability strand had been consulted and requested that future consultations be extended to all members of the group, who would then have the option of responding should they so wish. At the request of the group, the Chair stated that she would find out the mechanism by which the group would be consulted as part of the report on toilet facilities in the city.¹

(ii) Access Issues in New Council Building

Information was tabled on the Accommodation Project. The contractors had attended the EIA Fair in March 2011 and the colour code for this item was now at green.

(iii) Poverty Awareness Raising Project

The status of this action was coded as red as difficulties had arisen in establishing a working party. The funding had been safeguarded for a year and it was proposed that an update on progress be given at the next meeting.²

(iv) Library Square Proposals

The Chair updated the group on discussions that she had had with officers regarding the need to ensure that disabled parking spaces were in place in Blake Street and Lendall Street. An update would be provided at the next meeting if this issue had not been addressed in the meantime³.

(v) Carers Forum

Officers confirmed that discussions were ongoing with the Carers Forum to find out how best they could engage with the EAG. Representatives had been invited to attend the Development Day. It was agreed that an update would be provided at the next meeting.⁴

(vi) Pedestrian Safety in Shared Areas/Footstreets Review

As the design standards were not yet in place, this action remained coded as red. The representative of

York Older People's Assembly stated that footstreets was an issue of particular concern to the Assembly and hence they would wish to be involved in the Footstreets Review.⁵

Action Required

- | | |
|--|----|
| 1. Update to be provided at next meeting | EC |
| 2. Update to be provided at next meeting | EC |
| 3. Update to be provided at next meeting | EC |
| 4. Update to be provided at next meeting | EC |
| 5. Update to be provided at next meeting | EC |

6. Community Issues

Community representatives were invited to raise further equality and inclusion matters about council policy and services as they affected the groups they represented. The following issues were discussed:

(i) Public Right of Way

A member of the group drew attention to a public right way that had been blocked between Outgang Lane and Bad Bargain Lane. Concerns were also expressed regarding a rumour that a travellers site in that area was to be sold. The Chair stated that she had looked into this matter and that there were no plans to sell the site. She would look into the concerns that had been raised regarding the inaccessible right of way.¹

(ii) Car Parking

Concerns were expressed regarding cars parking on paved areas, which caused difficulties for pedestrians. The Chair stated that if details were forwarded to her she would carry out a piece of casework on this issue.

(iii) Union Terrace Car Park

Members of the group expressed concern at the possible sale of the Union Terrace Car Park. As well as the loss of thirteen disabled parking spaces, concerns were expressed that visitors needed to be able to return to coaches during the day and that a drop-off facility was not a suitable alternative. It was noted that an Extraordinary

Meeting of Council had been called to discuss this issue and that this would be followed by a meeting of the Cabinet, which would make the decision.

(iv) York Older People's Assembly

An update was given on issues affecting older people, including a document on "Building an Age Friendly York" and a women's focus group that had been convened by Age UK.

(v) Young Carers

Details were given of a card scheme that was being piloted for young carers in some secondary schools and colleges in York.

(vi) Dementia Working Group

Details were given of the work that was taking place to consider how the national dementia strategy should be implemented in York. The Joseph Rowntree Foundation had provided funding towards the project and the report should be available in the near future.

(vii) Open House

Members of the group were invited to attend a YREN Open House event that was due to take place on 3 August 2011.

(viii) North Yorkshire Police

Concerns were expressed that it appeared that the Diversity Unit at North Yorkshire Police was to be disbanded. Clarification was sought as to how the police were intending to meet their duties under the Equalities Act. It was agreed that a response would be sought from the police regarding this issue.²

Action Required

1. Update to be provided at next meeting
2. Update to be provided at next meeting

EC
EC

7. Equality Advisory Group Development Day 2011

Members of the group considered a report regarding the planning of the group's Development Day 2011, which would take place on 11 October 2011.

Resolved: That the report be noted.

Reason: To ensure that EAG works effectively, meeting its stated objectives.

8. Equality Framework For Local Government Diversity Peer Challenge

Consideration was given to a report detailing the Council's Equality Framework for Local Government Diversity Peer Challenge. The challenge was due to take place on 26 and 27 July 2011.

Details of the arrangements that had been made for representatives of stakeholder groups to meet with the assessors, were confirmed. It was hoped that the council would meet the criteria to be designated as an "achieving" authority. There was still some work to be done before it could be designated as "excellent" but this was the aim in the longer term.

It was noted that the assessors' report would be a public document. At the request of members of the group, officers agreed to circulate the self-assessment submission that had been prepared and the Improvement Plan¹. The Chair stated that she would welcome feedback on these documents.

Resolved: That the report be noted.

Reason: To ensure that the Equality Advisory Group knows about the peer challenge.

Action Required

1. Circulate information to members of the group

EC

9. Community Stadium

A presentation was given about the current status in respect of the community stadium. Details were given as to ways in which

parts of the stadium could be used for community provision. The Group was informed of ways in which community stadiums in other parts of the country had utilised their facilities. Examples of possible uses included: provision for hospital outpatients, Independent Living demonstrations and library provision. Officers stressed that these were only examples and that no decisions had been made at this stage.

The group was invited to put forward their views as to what they would like to see in relation to the stadium. The following points were made:

- The design of the stadium must be accessible. This should include giving full consideration as to where seating for disabled people would be in respect to other facilities in the stadium.
- Safety was a key consideration – for example there should be good lighting.
- It was important that there was good public transport in place. Concerns were expressed that the community stadium was not being sited in a more central location. If facilities such as an Independent Living Assessment Centre were to be based at the stadium it was important that there was good public transport available.
- It was important that the activities that were provided were inclusive and that there were also opportunities for disability sports.
- Arrangements must be in place to tackle any issues of homophobia in sport. The Rugby Association's guidance on this issue was particularly useful.
- Consideration should be given to employment opportunities for people with disabilities.
- Clarification was sought as to whether PAs would have free admission.
- It would be useful for the Youth Council to be consulted on the proposals.
- Consideration should be given to providing a skate park.
- Consideration should be given to providing opportunities for volunteering.

Officers gave details of the timescale for the project.

Members of the group were encouraged to notify officers of any further suggestions in respect of the community stadium and to seek the views of the organisations they represented. Further consideration would be given to the proposals at the EAG Day.

Resolved: That the group's comments be taken into consideration by the project team.

Reason: To assist the project team in ensuring that the community stadium is accessible to all.

10. Round Table Discussions For City-Wide Equality Groups

Consideration was given to a report about the planning and delivery of a series of discussions about important quality of life issues as they affected equality community groups in York's neighbourhoods and ward committee areas. It was proposed that these discussions be called "round tables".

Officers explained that it was proposed that the first round table discussion would focus on hate crime. Members of the group commented on the under-reporting of hate crime and the need to encourage victims to report any such incident.

Members of the group suggested that the round table discussions should be open to individuals as well as organisations. Officers requested that if members of the group had suggestions for future topics for round table discussions, these be forwarded to officers.

Members of the group stated that if voluntary organisations were to be able to fully contribute and take ownership of the round table discussions, it was important that the appropriate support was made available.

Resolved: That the group supported the proposal to hold round table discussions.

Reason: To ensure that EAG influences discussions about issues that affect the quality of life of people living in York neighbourhoods and ward committee areas, who may face disadvantage because of who they are.

11. Urgent Business - Fairness Commission

Details were given of the York Fairness Commission, which was an independent advisory body that had been set up to look at

issues affecting equality and fairness in the city. Officers detailed the membership of the commission and the background of the members. The Group was informed of the different approach that would be taken to budget consultation. A report from the Fairness Commission would be used to inform service priorities.

Clarification was sought as to how groups would interact with the Commission. Details were given of the opportunities that would be made available to groups and individuals, including public consultation meetings in September/October, via the website, email or Freepost. There would also be a special event for the Equality Advisory Group. A suggestion was put forward that it would be helpful for a list of questions to be provided to enable EAG to consult with the groups which they represented.

Referring to the fact that public meetings were to be held at various locations in the area, the Group stated that the venues must be fully accessible. Meetings also needed to be accessible in terms of the documentation provided and any presentations that were given.

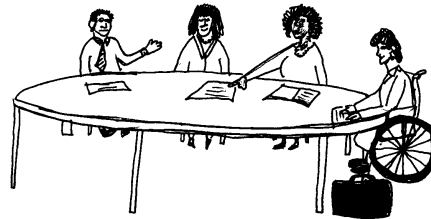
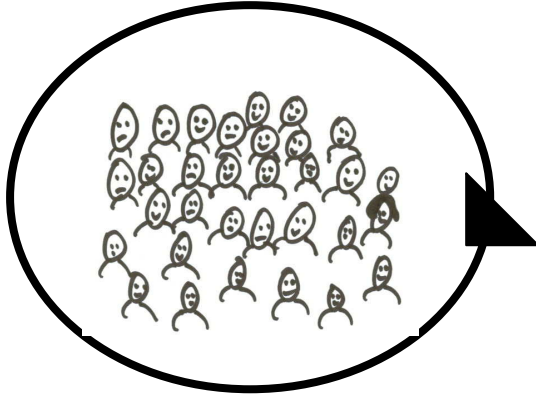
It was noted that some people found it difficult to attend meetings during the day because of their work commitments. It was also problematic for pupils to attend events during the school day. Requests were made for the Commission to attend a Youth Council meeting and an event coinciding with the 50+ Festival.

Clarification was sought as to whether formal research would be carried out in addition to the public consultation events. Officers confirmed this to be the case and stated that the Joseph Rowntree Foundation would be involved. There would be a focus on well-being, access to services and work.

Resolved: That the Fairness Commission be made aware of the Group's comments.

Reason: To assist them in carrying out their work.

Councillor Crisp, Chair
[The meeting started at 6.00 pm and finished at 9.25 pm].

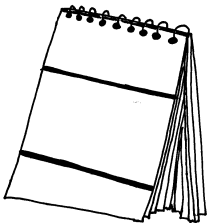


Equality Advisory Group

(This group looks at how all different communities in York can be given the same chances to take part in life and be included)



MINUTES



Date of meeting: 18 July 2011

Members of the Council who were at the meeting



**Sonja Crisp
(Chair)**

**Tony
Richardson
(Vice-Chair)**

Keith Aspden

Neil Barnes

Lynn Jeffries

People who were at the meeting representing community groups and as expert witnesses:



David Brown (York Access Group)

John Burgess (York Mental Health Forum)

Marije Davidson (York Independent Living Network)

Christopher Edmondson (York Independent Living Network)

Sue Lister (York Older People's Assembly)

Daryoush Mazloum (York Racial Equality Network)

Sarah Nicholson (Youth Council)

Simon Rodgers (LGBT Forum)

Carolyn Suckling (York Access Group)

Fiona Walker (Valuing People Partnership)

Paul Wordsworth (Churches Together in York)

George Wright (Humanist)

1. Welcome



The Chair welcomed new members. Introductions were carried out.

2. Minutes



The Group went through the minutes of the meeting of 15 February 2011.

3. Public Participation



A member of the public had asked to speak at the meeting. He talked about the following issues to do with equality:

- All ward committee meetings should be held in accessible venues so that anyone can attend.
- A-boards cause problems around the city.
- When the council provides financial support to groups and organisations it should make sure that they are inclusive. Information they provide should be easy to read. Events should be held in accessible venues.

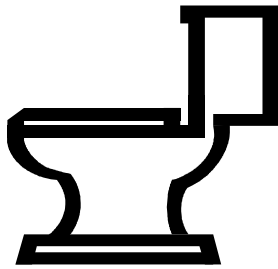


Carolyn Suckling said that she was concerned about the way the new taxi card system had been introduced. The Group asked if more taxi companies could be included in the scheme. The Group asked for more information at the next meeting.

4. Actions since last meeting



Details were given of the action taken after the last meeting:



Accessible Toilets

The problems regarding the alarms had not been sorted out. It had been agreed that if signs were put up, this would not solve the problems. A report on toilet facilities in York was being prepared. The Group said that they wanted their views to be included.



Access Issues in New Council Building

The building company had attended the EIA Fair in March. They explained more about access issues in the new building.



Poverty Awareness Raising Project

A working group had not yet been set up. An update would be given at the next meeting.



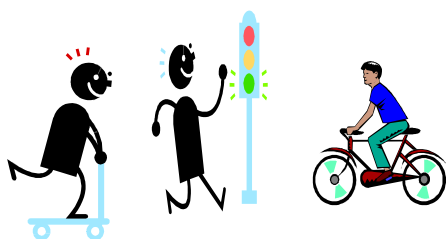
Library Square Proposals

The Chair had spoken to officers to stress how important it was that disabled parking spaces were in place in Blake Street and Lendal.



Carers Forum

People from the Carers Forum had been invited to come to the EAG Development Day. More information about how carers could be represented on EAG would be given at the next meeting.



Pedestrian Safety in Shared Areas

More needed to be done about this. York Older People's Assembly wanted their views to be heard as part of the footstreets review. Their members were very concerned about pedestrian safety.

5. Community Issues

Community representatives updated the Group on the following issues:



Public Right of Way

A member of the group said that the right of way between Outgang Lane and Bad Bargain Lane had been blocked. He had also been told that the traveller site in the area would be sold. The Chair said that she had found out that the site was not going to be sold. She would find out more about the blocked right of way.

Car Parking

One of the group said that cars were parking on paved areas. This made it difficult for pedestrians. The Chair said that she would look into this if she was given more details.



Union Terrace Car Park

The group was concerned that the council might sell Union Terrace Car Park. They were concerned about the loss of disabled parking spaces. It was also important for visitors to be able to return to coaches during the day. There was going to be a council meeting about the possible sale.



York Older People's Assembly

The group heard about issues of interest to York Older People's Assembly. This included "Building an Age Friendly York" and a women's focus group.



Young Carers

The group was told about a new card scheme for young carers. It was being tried out in some York secondary schools.



Dementia Working Group

Work was taking place to see how the national dementia strategy could be put in place in York.





Open House

YREN invited members to attend their Open House event on 3 August 2011.



North Yorkshire Police

A member of the group said that North Yorkshire Police would no longer have a Diversity Unit. The group was worried about this. A letter would be sent to the Police to find out more.

6. Equality Advisory Group Development Day 2011



The Group received a report about the Equality Advisory Group Development Day. The event would take place on 11 October 2011.

7. Local Government Diversity Peer Challenge



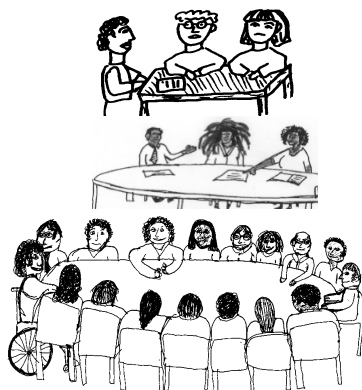
The Group received a report about the Council's Equality Framework for Local Government Diversity Peer Challenge. This would take place on 26 and 27 July. The Group heard about how the Council was getting ready for the assessment.

8. Community Stadium



There was a presentation about the community stadium. The Group heard about different ways it could be used. They gave ideas about what they would like the stadium to offer.

9. Round Table Discussions



The Group heard that City of York Council wanted to hear the views of equality groups in York on a range of issues. These meetings would be called "round tables".

The first topic would be hate crime. Members of the Group were asked to suggest future topics. They said that it was important that support was in place to make sure people could take part.

10. Fairness Commission



The Group heard that a Fairness Commission had been set up. This was an independent group that would look at issues to do with equality and fairness in York.

Details were given of how people could take part and have their views heard.

The Group said that the meetings needed to be accessible. They said it would be good if the Commission met with the Youth Council and attended a 50+ event.



Equality Framework for Local Government

City of York Council's Self Assessment Report

June 2011



Welcome to the City of York Council

An Achieving Authority on its journey towards excellence

We are proud to enclose the City of York council's self-assessment report for Level Achieving of the Equality Framework for Local Government (EFLG) and very pleased to welcome the Local Government Improvement and Development Peer challenge team to our city and the council.

The opportunity to share our findings and discuss next steps with the Peers is appreciated. We are confident that their findings will confirm our understanding of where we are and will support us on our journey towards excellence, which we hope to reach within 18 months of this Peer challenge taking place.

James Alexander
Leader

Kersten England
Chief Executive

Contents

	Pages
Summary	4
About York	5
Our approach to equality, diversity, cohesion and Integration	6-7
Our improvement journey	7
Knowing your community and equality mapping	7-9
Place shaping, leadership, partnership and organisational commitment	9-15
Community engagement and satisfaction	15-18
Responsive services and customer care	18-20
Modern diverse workforce	20-24

About this document

This report summarises our self assessment against Level Achieving of the Equality Framework for Local Government (EFLG). The self assessment is supported by a portfolio of evidence documents and case studies. The case studies illustrate areas where we have identified significant improvement and in a lot of cases, excellence.

For further information, please contact Charlie Croft, Assistant Director of Culture and Communities, or Evie Chandler (Equality and Inclusion Manager):

- by phone – 01904 551704
- by email – Charlie.croft@york.gov.uk, Evie.Chandler@york.gov.uk

Summary

- **Equality mapping** is embedded in most of the areas where the customer is known. We have recently invested heavily in advanced customer and staff insight systems that will support equality mapping across the council in the next six months. In the last two years we have used equality mapping information from the Place Survey and the budget consultations to help shape the annual council budget.
- We have strong senior **leadership and commitment** and very effective partnership working. Our organisational priorities focus on action that will narrow the gap and improve lives. Procurement processes contribute to narrowing the gap, especially in housing, adult and children's services.
- **Community engagement and satisfaction** are very strong in areas where we know the customer, in particular, where the customer has multiple needs (for example, disabled children). We have plans to make sure this excellence is translated across the whole organisation and in particular targeted to hard to reach groups within communities of place and of interest. Our Equality Advisory Group, which is led by the Cabinet Member for Inclusion, and the Fairness Commission that we are currently developing will support improvements in this area.
- **Responsive services and customer care are strongly evidenced in** areas where we know the customer, such as children, adult and housing services. Our new customer strategy will ensure that this is the case across the organisation. We are in the process of placing services in accessible locations within neighbourhoods - for example post offices and other local outlets. Individuals can now access services on-line. However, we are aware that we need to improve the quality of our EIAs and also ensure that the findings consistently inform service planning and decision making across all areas of the council.
- Working with the unions we concluded and implemented our **equal pay review in 2007**. We have equality impact assessed key HR policies and practices with guidance from our Staff Equality Reference Group. There is a specific diversity section in the current Workforce plan and there will be specific actions in the refreshed Workforce plan around our workforce profile and areas of improvement. The Staff Equality Reference group has been engaged throughout the service transformation process influencing several improvements. We have refreshed training and development programmes for councillors and officers. However, a cross-council review is underway as a workforce development priority, as we are aware that we need to do better in this area. Another area for improvement is embedding equality and diversity in staff performance and development reviews.

About York

Covering an area of 105 square miles, the city of **York** comprises an urban area surrounded by many small rural and semi-rural settlements. York is more economically prosperous than surrounding areas and classed as a sub-regional centre. There are high levels of economic activity and skills with strong representation in higher end occupations. The Centre for Cities 2011 Outlook Report ranks York second amongst the 10 top cities with the fastest growing population between 1999 and 2009.

Whilst York is seen as a relatively affluent city, geographical and non geographical pockets of deprivation do exist. Therefore, of the 22 council wards, 5 contain 8 areas that are amongst the 20 per cent most deprived in England¹. Whilst the average household income is £30,000, 43 per cent of households earn less than £20,000 per annum². 8% of people aged 16-64 have no formal qualification. Although this is better than the national average, agencies in the city are focussed on improving the skills of this group to help individuals increase access to the changing jobs market.

The ONS population projections **for 2009** (based on the 2001 census) were published in May 2011. They show that between 2006 and 2009:

- York's population has risen by 10% (17,500 people) between 2001 and 2009. This is over double the national average (4.8%) and just under double the regional average (5.7%)
- York's population grew by 2% (3900 people) between 2008 and 2009 which is the biggest rise between 2001 and 2009. This is just over 3 times the % rise in the national population at 0.67%.
- White British population has fallen 6.5 percentage points from 95.1% to 88.6% (3,720 people) – this is a similar fall to regional and national levels
- Asian or Asian British population has risen 2.6 percentage points from 0.8% to 3.4% (5309 people)
- Black or Black British population has risen 1 percentage points from 0.2% to 1.2% (5309 people)
- Chinese population has risen 0.8 percentage points from 0.6% to 1.4% (1695 people)
- Mixed population has risen 0.7 percentage points from 0.6% to 1.3% (1497 people)
- The 0-15 population proportion has decrease by 2.1 percentage points where as the 16-24 has increased by 3 percentage points. This is a proportion of the overall population.

¹ Indices of Deprivation 2010

² York Strategic Housing Market Assessment 2007

Our approach to equality, diversity, cohesion and integration

Since York became a unitary authority in 1996, councillors and officers have focused on eradicating socioeconomic inequality and ensuring that life in the city is of the highest quality possible for the residents, including temporary residents, such as the student population. As a result, we have been nationally recognised for our work in a number of areas where inequality in outcomes previously existed. One example is the Bell Farm housing estate agreement where residents were supported to lead the regeneration of a previously run down area of social housing. The last Comprehensive Area Assessment also awarded the Council a Green Flag for its work in engaging with disabled children and their families when planning and delivering services they need and use.

After a two year period of consultation and development, the most recent corporate Fairness and Inclusion Strategy (FIS) and Single Equality Scheme (SES) were approved by the previous administration in December 2009. An Easy Read version was produced, as requested by the Executive and circulated within the council and to the community through the Social Inclusion Working Group (now called the [Equality Advisory Group](#)) in March 2010.

Our senior councillors and managers recognise that “equality equals quality” in life outcomes, as defined in the national [Equality Review \(2007\)](#).³ The 2009-12 [Corporate Fairness and Inclusion Strategy](#) (FIS) and Single Equality Scheme outline the way in which we work to continue to achieve equality, fairness and inclusion in outcomes. Outcome-focused objectives that aim to lessen or stop socioeconomic inequalities can be found in Directorate Equality Schemes (ref 11). To ensure a sustainable and consistent approach to addressing the equality agenda across all our services, our corporate and directorate schemes reflect the EFLG performance areas.

We have invested extensively in engaging with people with protected characteristics in the work we do, and in most cases before we do it. Our engagement work with equality communities of interest takes place mainly, but not singularly, through the [Equality Advisory Group](#) (EAG) (ref 15c) and the Staff Equality Reference Group (SERG) (ref 19c).

The EAG (previously known as Social Inclusion Working Group-SIWG) was set up in 2006, comprising the Executive portfolio holder for Inclusion, councillors from the key political groups and representatives of key equality community groups. It was reviewed in 2010 and new ways of working were considered and approved by the Group in July 2010.

The EAG advises the Cabinet on equality in council policy and practice. It works in as inclusive a way as possible and has been instrumental in helping council officers assess the impact of budget decisions during the two most

3

<http://webarchive.nationalarchives.gov.uk/20100807034701/http://archive.cabinetoffice.gov.uk/equalitiesreview/>

recent council budget rounds. The EAG works closely with the Inclusive York Forum which operates at the city level.

The Inclusive York Forum is part of Without Walls (WoW), our Local Strategic Partnership and its remit is to discuss and debate equality, cohesion and inclusion issues and bring them to the attention of the LSP. The Forum also oversees the delivery of equality targets and objectives allocated to the Inclusive York delivery partnership under the Local Area Agreement.

Our improvement journey

Following extensive work to produce this self assessment report, as well as undertaking two mock peer reviews by regional peers, we are **confident that we are an Achieving council and plan to be Excellent in approximately 18 months time from this Peer challenge**. The key findings of our self assessment are below.

Knowing our community and equality mapping

Community and customer insight

We collect and analyse responses to key opinion and satisfaction surveys from staff and customer groups with protected characteristics. These include the last Place Survey, the budget consultation 2010-2011, the housing status survey, the tenants' satisfaction survey and the two recent staff surveys. The results have been used to shape strategic plans, such as the One City Plan (community cohesion plan) and the Workforce Plan.

The Council (through the Equality Advisory Group) also periodically commissions equality community groups to research and report on the experiences and aspirations of their members and the communities they represent. In the recent past, [reports](#) were received from the York Older People's Assembly, the Interfaith Forum and the York Racial Equality Network (ref 22).

A number of different techniques are used to gather data about residents and to understand the needs of the population and different groups. The council has recently signed up to a partnership with **Experian** to use their Mosaic Public Sector customer profiling licence. Mosaic Public Sector provides a detailed and accurate understanding of households in the city, including their demographics, lifestyles and behaviours. 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.

A joint **Local Information System (LIS)** is currently being developed in conjunction with North Yorkshire County Council to enable the integration, sharing and dissemination of spatial and statistical information. The system, called **STREAM**, uses both national and local authority area data to bring together service information (e.g. GPs, schools), statistics (e.g. house prices, unemployment) and documents (e.g. regeneration strategies) to help users

answer a range of questions. STREAM holds national and local equalities data which can be used to produce equalities profiles alongside other information in STREAM as well as with data held by different services.

A Population and Ethnicity Profile is currently being created for the city and will be used to help focus work on the community cohesion action plan and will also be made available to all services for strategic planning and service provision.

These different sources will be used by our Business Intelligence Hub 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.

In order to help assess the changing nature of specific local communities six pilot **Ward Profiles** are being developed as part of the new Neighbourhood Management Pilot. The Ward Profiles are based on a whole range of statistics related to population, deprivation, health, crime, housing, economic, and education. Updated annually, the ward profiles will be used to identify inequality in geographical localities so that the necessary action is taken by the council and its partners. Ward Profiles will be supported by local intelligence from elected members and partners delivering services. They were last refreshed during the summer 2010 and the information was used to put in place the residents' ambition for their ward. Equality community groups were consulted during the process and their views were included in the findings. As a result, some ward partnership boards have highlighted action to deal with the needs of older residents as a priority, particularly in relation to transport, access to services and isolation. Others have prioritised the needs of young people covering a raft of challenges such as, child poverty, teenage pregnancy, the need to promote good intergenerational relationships and educational attainment.

Using the evidence

Equality profiling forms have been developed with and approved by the council Equality Advisory Group and the Staff Equality Reference Group. As a result during the 2009 budget consultation almost 100% of respondents completed and returned the equality profiling questionnaire. This was repeated when we recently profiled our housing tenants and also during the recent Staff Wellbeing survey.

The council's Budget 2010 consultation in October 2010 generated 12,694 responses. Upward 11, 000 equality profiling forms were returned with the responses allowing for significant analysis about the priorities of respondents analysed in each key equality characteristics. The analysis was considered by the Executive and informed the full council decision related to the 2010-2011 budget.

In terms of understanding the attitudes and experiences of different groups of staff, the results from the council's last Staff Survey in 2009 were analysed in each of the protected characteristics. The results helped put in place the Workforce Development action plan 2009-12 (ref 29).

The results of the Place Survey (2008-2009) showed that older people (one of the largest groups of residents with protected characteristics in our city) do not have as high a satisfaction rate with life in the city as other groups. Working with our partners we have now produced a comprehensive profile of older people in the city and are using it to finalise key action to be included in our Older People Plan and Community Cohesion plan (known as the One City Plan).

Place shaping, leadership, partnership and organisational commitment

Agreeing priorities in partnership

The Local Strategic Partnership (LSP) 'Without Walls' (WoW) sets out and ensures the delivery of a long-term vision for York, and covers the issues that affect people's lives.

The partnership developed and launched the York's first Community Strategy, in July 2004. The Strategy took account of residents' views, collected during the 'Festival of Ideas' which ran throughout 2003.

The Strategy was subsequently updated and re-launched as a [Sustainable Community Strategy](#) (ref 5a) along with York's first [Local Area Agreement \(LAA\)](#) (ref 7) in 2008, based on knowledge and intelligence that was summarised in the ['Story of Place'](#) (ref 1h).

Without Walls comprises an overarching Advisory Forum, which sits above a network of delivery partnerships covering the areas of Community Safety; Culture; Economy; Environment; Health; Inclusion; Learning. Most of the delivery partnerships have voice and influence forums. The Inclusive York delivery partnership champions the causes of the most marginalised and excluded residents in the city. Representatives of groups who advocate for people with protected characteristics attend Inclusive York Forum bi-monthly meetings – establishing a clear two-way communication channel between residents and the strategic decision making structures in the city. Another key function of the Inclusive York Forum is to champion issues of inclusiveness across the LAA delivery themes and to act as the consultative body regarding social inclusion for Without Walls.

The Without Walls Executive Delivery Board was set up to oversee delivery of the **Local Area Agreement (LAA)**. The Board receives regular reports from each of the delivery partnerships about progress with national and local performance indicators and targets that fall within their area of responsibility. Some of the LAA targets were selected because of their focus on bridging the gap between the most and least deprived. All Partners also ensured that their contribution to the LAA was incorporated into corporate or organisational strategies. Inclusive York Forum is the body that co-ordinates and monitors equality and inclusion outcomes in the city such as child poverty, fuel poverty and affordable housing.

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 sustainable voluntary sector. Inclusive York is in the process of refreshing the city's community cohesion plan (One City Strategy). The plan outlines York partners' approach to making sure that the city continues to be fair, inclusive and cohesive. The aim is to:

- Create opportunities for all residents in York to participate in developing the way services are delivered and to be supported to deliver their own solutions;
- Make sure that the right services are delivered for all and that all residents are treated fairly having equal opportunities to participate and thrive;
- Make sure that there are good community relations across the city.

The SCS is now undergoing a further refresh, to ensure that we are continuing to meet the changing needs and aspirations of the citizens of York. In the future, it will be called the 'Strategy for York' and will incorporate the City Action Plan that will focus on the delivery of agreed priorities from 2011 to 2015. The Plan will have three main themes:

- Enabling prosperity and enterprise;
- Creating a strong foundation for growth;
- Building thriving communities.

The refreshed Strategy for York will be agreed along with the City Action Plan when the Partnership next meets on 27 June. Alongside these documents, Partners will approve the One City Community Cohesion Strategy. Partners will also formalise monitoring arrangements for the One City Action plan, which is currently being developed.

We will monitor activity against the action plan and encourage those organisations who are achieving to share good practice with others. The action plan, once populated will provide us with a clear indication of the work that is already taking place to address the priorities within the One City Strategy. From this we can identify gaps and work with partners to fill these gaps.

Following approval of the Strategy for York and City Action Plan in June 2011, Without Walls Partnership structures and governance arrangements will be revised in order to ensure focus against the three key theme areas. In the future, the Partnership Board will be co-chaired by the Leader of the Council and independent chairperson, Sir Ron Cooke. There will also be the introduction of a Chief Executive's Group, whose role will be to identify and articulate local service need, oversee public expenditure reductions and to explore future service delivery options.

Managing our performance

Performance against Without Walls (WoW)/ LAA priorities and council equality 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.

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.

From vision to outcomes

Our vision related to equality and inclusion in its policies and practices is in the Inclusive City priority of the [Corporate Strategy 2009-12](#). The [corporate equality commitment statement](#) re-inforces the vision and explains how we shall realise it.

Our overall objective is working within our means to narrow any socio-economic gaps between people who face disadvantage and those who do not; focusing on those with multiple disadvantage first where evidence suggests that there is a need to do so.

The fundamental principles of **how** the council approaches equality and diversity are in corporate [Equality Strategy and Single Equality Scheme](#) 2009-2012, which has also been produced in an [easy read](#) version.

Specific equality priorities and objectives are outlined in a number of strategic and operational documents - ranging from our Corporate Plan to directorate single equality schemes and thematic plans, such as the Children's Plan and the Housing Plan.

Leadership and organisational commitment

The Executive (since May 2011 referred to as the Cabinet) has ultimate responsibility for monitoring progress with the corporate Single Equality Scheme led by the Executive portfolio holder for Leisure, Culture and Social Inclusion.

In addition, the Equalities Leadership Group (ELG) (ref 12a) meets on a monthly basis to consider progress with equality and diversity issues raised by community representatives as well as progress with the current corporate Single Equality Scheme (SES). The ELG is chaired by the Director of Communities and Neighbourhoods and is mandated by the Council Management Team to lead on equality and inclusion issues within the organisation. It comprises Assistant Directors from every directorate as well as Heads of Service, the Chair of the Staff Equality Reference Group and the Executive Portfolio holder (now known as the Cabinet member) for Leisure Culture and Social inclusion

Our Council Management Team also receives regular reports, either about the whole Scheme or aspects of the Scheme (such as, updates on the progress with the customer strategy or with our work relating to customer and staff insight).

Every time it meets, the Equality Advisory Group considers aspects of the scheme, such as progress with making our communication inclusive, developing an equality profiling form that is accessible and user-friendly, and assessing progress with Equality Impact Assessments, for example the design of the new council HQ and access to transport services.

The Audit and Governance Committee receives reports every quarter about how risks associated with the scheme are managed. Progress with the scheme is scrutinized by the Effective Organisation Overview and Scrutiny committee at least once a year.

Executive/Cabinet members consider EqIA findings and increasingly request additional information regarding equalities impacts of proposed decisions – for example the decision in respect of the reablement service taken in December 2010 by the Executive

Equality Impact Assessments

The council's [business & service planning guidance](#) includes a specific section on equalities, which requires services to list all the equality-related improvements they intend to make over the next 1-3 years. These include actions that aim to:

- achieve improvement in outcomes for residents facing or likely to face disadvantage because of protected characteristics;
- support community cohesion by promoting equality and diversity in general;
- promote and support inclusive employment practices aiming to proactively meet the needs of employees with protected characteristics, such as assistive technologies, flexible working, home-working and so on.

Many of these improvements are put in place because of the findings of **Equality Impact Assessments (EqIAs)**, but directorates also include equalities issues identified through other work (i.e. strategy development, consultation with customers or performance monitoring). The Equality Impact Assessment (EqIA) process is outlined in the corporate Equality System and Standards (ref 6b). The process is now well established and embedded across all directorates with a forward plan in place covering all appropriate service areas. We publish a summary of action that we intend to take as result of the EIA process each year on our [website](#).

Our Business Change and Performance team has also integrated the equality impact assessment form into the Service Review template to ensure that any adverse impact from proposed changes is considered from the very beginning of a review. Members of the team receive training and briefings about local, regional and national equality priorities.

Actions arising from EqlAs are fed into directorate and service plans as appropriate. The plans, as well as directorate single equality schemes, are regularly monitored by Directorate Management Teams (item 2.6 in the self assessment matrix provides further details).

In 2009, we were amongst the first councils across Yorkshire and the Humber that undertook equality impact assessments of the Medium and Long-Term Financial Strategy and 2010 budget before council set it. This was done with direct input from equality community groups associated with the council's Equality Advisory Group (EAG). We have used feedback from the group to improve this year's budget process.

Following the introduction of the Equality Act in October 2010 and the Public Sector Duty in April 2011, we have now also refreshed our [EIA form](#) accordingly.

Overview and scrutiny

The Council has five themed scrutiny committees and an overarching Scrutiny Management Committee. Scrutiny Committees receive performance information relating to their areas and undertake reviews. Progress with the corporate Single Equality scheme is monitored by the council's [Effective Organisation Overview and Scrutiny Committee](#). Performance information considered by the other Scrutiny Committees does include information relating to equalities issues. For example the Community Safety Scrutiny Committee receives information about hate crime⁴ and the Health Overview and Scrutiny Committee receives information about vulnerable people supported into independent living.⁵

Reviews undertaken by scrutiny committees will consider equalities issues, for example, one of the terms of reference for the recent Taxi Licensing Review included the consideration of accessibility issues⁶. The Effective Organisation Committee also considered equalities monitoring as part of its review of the complaints function.⁷ The standard report template used for reports both to scrutiny committees and reports from Scrutiny Committees to the Executive includes equalities implications.

Members can use a call in process to call the Executive to account where they feel that the impact of decisions on equality and cohesion may not have been fully taken into account.

Procurement and commissioning contribute to equality outcomes

Corporate procurement (now known as the Commercial Procurement Hub) historically focused on ensuring compliance with the council financial

⁴ <http://modgov.york.gov.uk/mgConvert2PDF.aspx?ID=46340>

⁵ <http://modgov.york.gov.uk/mgConvert2PDF.aspx?ID=47938>

⁶ <http://modgov.york.gov.uk/mgConvert2PDF.aspx?ID=47857>

⁷ <http://modgov.york.gov.uk/mgConvert2PDF.aspx?ID=46376>

regulations and European Union procurement legislation. In the past 12 months, the function has been reviewed and changed to ensure that it contributes to efficiency and increasingly equality outcomes.

Procurement and commissioning in services for vulnerable groups (such as those related to Supporting People), have been managed in a way that consistently contributes to equality outcomes.

Promoting participation in public and civic life

Our 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 work towards ensuring that under-represented groups participate in civic and public life.

In October 2010, we held an event to encourage individuals from all sections of the community to consider applying to become an elected member. The "Me? A Councillor?" (ref 14b) event was widely publicised and well attended. During the sessions, information was provided on how to stand for election, the role and duties of a councillor, and the training that would be available to help elected members to carry out their duties. As a result the current councillor body includes an increased number of disabled and young people.

The school governor liaison service looks closely at the composition of school governors and actively recruits to ensure that BAME representation is broadly in line with the BAME numbers on the school role. The service has become more rigorous in asking governors for various information such as age, gender and ethnicity and so on. This information is reported annually to a national benchmarking exercise which seeks to provide a useful comparison between governor services across England. Data shows that the number of BME school governors has increased from 5 to 51, and from 0.5% to 5.4% over the last three years.

In October 2009, thirty-two young people from secondary schools, youth groups and colleges across the city came together for the very first meeting of the York Youth Council. The group works towards improving the city for all young people. Its membership is diverse, as it has young people who hold different life experiences, such as those with disabilities and those from minority ethnic backgrounds. The Youth Council have made progress in many areas. By taking part in wide range of consultations, it has been instrumental in making sure that young people are heard. The young people have been involved in consultations related to the neighbourhood action plans, One City Strategy, climate change action plan, child poverty strategy, neighbourhood policing and 0-19 health provision.

The council has also been involved in a pathfinder programme, known as Take Part York, which aims to support young people across the city to take a more active role in local democracy. We have produced a resource pack for primary and secondary school children, which provide the young people with the opportunity to influence local decision making.

Reporting and dealing with Hate Crime

There has been no statistically significant increase or decrease of the level of Hate Crime in York over recent years. The last increase occurred between 2007/08 and 2008/09 but this can be put down to a change in recording standards and classification.

Nevertheless, our Neighbourhood Management Unit was supported by Local Government Yorkshire and Humber to organise free Community Conversations training for staff within the council and partner organisations. The courses involve identifying the different communities within York, discovering the facts behind rumours that fuel poor community relations, practicing ways of talking to people who are really concerned about local issues, looking at practical ways of making everyone feel welcome and safe in York, and discussing how to share learning with others. The training is delivered by an independent worker with over 10 years' experience of handling similar issues around the country.

We also provide core funding to the York Racial Equality Network (YREN), which is a local organisation working to promote awareness of black and minority ethnic issues in York and North Yorkshire. They also provide independent, impartial information and support to individuals who are experiencing racial harassment, victimisation, discrimination or isolation. YREN has been instrumental in the refresh of hate crime policy and practice across the whole Local Strategic Partnership.

Community engagement and satisfaction

We are confident that we have excellent consultation and engagement practice but recognise that this needs to be co-ordinated better across the council. We are refreshing our current community engagement policy and practice to ensure that this happens.

The Place Survey results showed that amongst 352 councils York scored in the top quartile and in within that quartile came second for 'citizen involvement'.

Engaging communities of place

Engagement with communities of place happens in various ways and at regular intervals, such as through ward committee meetings, annual Tenants Federation open days, residents' associations cluster group action planning meetings, and through Streets Ahead (the publication for council tenants) and Your Ward resident newsletters.

York has pioneered residents' engagement, particularly related to social housing areas. We were amongst the first councils to set up estate agreements whereby residents agree the level of services they receive with public and third sector service providers. These include the [Bell Farm Agreement](#) which was renewed in 2007 and the [Foxwood Agreement](#).

In June 2011, we started to develop “Ward Agreements” in the Micklegate, Dringhouses and Woodthorpe wards. They are based on the Bell Farm model (which will be refreshed) and we intend to test the model in these wards before we roll it out the other wards later this year and then across the city. We have a citizens’ panel known as ‘Talkabout’. This is made up of residents randomly selected from the electoral register to give their views on a range of issues, for example, crime and public safety, the Local Transport Plan (LTP), homelessness, leisure centres. In 2009, we launched ‘Backchat’, an online citizens’ panel designed specifically with young people in mind. During winter 2010, we established our presence on Twitter and currently we have 1,448 followers.

Since forming in January 2010, the council’s engagement team has focused on establishing relationships and supporting residents, planning and delivering workshops and training both in house and externally to residents, and attending cross cutting working groups. They have also carried out city wide consultation on the One City strategy and other ward based consultations.

Engaging communities of interest in the LSP

The Inclusive York Forum 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. Another key function of the Inclusive York Forum is to oversee the work of the other Without Walls thematic partnerships and quality assess their performance in terms of engagement and inclusivity. Although 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.

York is increasingly recognised as a diverse city with many languages spoken by its residents and visitors. We provide core funding to the York Racial Equality Network (YREN), which is a local group working to promote awareness of the needs of black and minority ethnic people in the York area. They have worked closely with us during 2010-2011 to develop the One City Strategy. YREN also convene quarterly BME Forums, which allows us to consult directly with a wide cross-section of the BME community around emergent council policies, such as the Child Poverty Strategy.

York Inter-Faith Group is comprised of a wide cross section of faith communities in the city. The Interfaith Group concentrates on the promotion of harmonious relationships between different faiths and cultures in the city. This is encapsulated by the Interfaith Week held on an annual basis year in October. The Inter-Faith Group has also received funding from the EAG to produce a city-wide faith status report.

York Older People's Assembly (YOPA) is a well established group within the city and has strong links to the council and is consulted on a wide range of service issues. In 2009, YOPA was supported by EAG to research their member's needs for public services and the resulting report was fed in the Older People's Review.

We have also established a "Show me I matter!" Group, where young people who are or have been in care meet with some of our councillors on a monthly basis. They discuss how things can be made better for Children and Young People who are Looked After.

Engaging communities of interest in council business

Engagement with key equality community groups happens mainly but not exclusively through our Equality Advisory Group. It advises the Cabinet on equality and diversity in council policies and practices. It promotes and supports communities of interest to engage in the development and scrutiny of council policies and services through the following means:

- 'Help Us to get it Right' days where members of equality community groups and council officers work together to assess the impact of proposed changes to council policy service planning and delivery;
- A day dedicated to assessing the impact of proposals in the council budget ;
- Group development days;
- An annual meeting with the Chief Executive and Directors.

We support our equality community groups to grow, thrive and promote equality diversity and inclusion in our city. The support comes in different formats ranging from grants to free use of facilities and services (such as internet presence) and officer time. Examples of activity include:

- York Racial Equality Network open forums (ref 39)
- [York Interfaith Week](#)
- [The Holocaust Memorial Day](#)
- The Over 50's Festival
- [The Gay Pride picnic](#)
- [York Youth Festival](#)
- [York International Women's week](#)
- The [All About Us film](#) produced by the gypsy and traveller community

EAG and the equality community groups will become actively engaged in the establishment of the **York Fairness Commission**. The Commission will be independently chaired and will focus on engaging with residents to understand their priorities for the services they want and need. The York Fairness Commission will also gain their views on how services should be

paid for and delivered. The work of the York Fairness Commission will lead to a two year council budget being proposed in May 2012. This for the first time will be a people's budget, informed by, and for the city's residents.

Satisfaction

The 2009 Place Survey showed that 87.4 per cent of York's inhabitants were satisfied with their local area as a place to live, which was in the top quartile score nationally. It also showed that

- York ranked 2nd amongst 352 council areas in terms of satisfaction with citizen involvement;
- It ranked 12th for 'citizens aged 65 and over who are satisfied with both home and neighbourhood' (91.9%);
- York was in the top quartile for those believing that other people were treated with respect within their locality. 79.4 per cent of respondents felt that their area was one in which people from different backgrounds got on well together.

Responsive services and customer care

Our customer strategy

Our new customer strategy focuses on making it easy for customers and communities to do things for themselves. We aim to work with partners to join up services and solutions in order to provide one customer service organisation within the city. We also intend to assess our processes and services in order to make sure that they are inclusive and deliver on all our diverse customers' needs. Our newly established Business Intelligence Hub will work with partners to hold a holistic view of our customers and create a central, safe data and management information hub.

York Customer Centre offers a service that is accessible to people with different needs and provides access to services and information in the right way to our customers

Positive progress against equality outcomes

The vast majority of recent peer reviews and inspections show that in York we consistently deliver above average outcomes, especially in the case of vulnerable groups, such as children and young people and Black and Minority Ethnic groups, in particular the Gypsy and traveller families.

York has a rapidly changing population, which is evidenced in a number of our schools where 3.3% of children do not have English as a first language. In particular, a growing number of migrant workers children are entering both primary and secondary education. Our Traveller and Ethnic Minority Support Service ensures that all our schools have written guidance on addressing cohesion and equality issues.

Our partnership work with North Yorkshire Police and the NHS North Yorkshire and York led to the production of a gypsy and traveller protocol and action plan that aims to address the current concerns with the gypsy and traveller community. The comprehensive action plan contains five strands of work covering all aspects of Traveller engagement with the council and other partners, including Traveller health, wellbeing, education, training and housing issues. The plan is monitored by a Steering Group which meets on a quarterly basis, and has input from a wide cross-section of agencies (Council Traveller Support Staff, the Police, and NHS North Yorkshire and York). There is also input from the voluntary sector, as the York Traveller's Trust, which represents the voice of the Traveller community has membership on the Steering Group. In addition, a consultation exercise with the gypsy and traveller community has resulted in the production of a newsletter for this community group.

Our adult social services team has led and co-ordinated the multi-agency Carers Strategy Group for a number of years. It is a partnership of health, social care, and third sector organisations; and carers who represent the three local carer led forums: York Carers Forum; CANDI – children and inclusion; and Young Carers Revolution. The group works towards making sure the best possible services and support are in place for all carers in the City. During National Carers Week in June each year a partnership of local organisations join together to organise events to raise awareness about the needs of unpaid carer in York, and provide events that carers can enjoy.

Communications

We have developed a policy and guidance document 'Making Connections - How to Make Communication Accessible and Inclusive' to ensure that all our communication is accessible and inclusive.

We are undertaking a review of our communications approach and intend to redesign our approach in order to encourage greater involvement from those communities who are marginalised and/or have protected characteristics. We intend to have a stronger emphasis on two-way communication between the council and residents. The newly formed Cabinet will also hold its meetings in accessible venues across the city, and intends to make improvements to the meetings, so that they are more welcoming for members of the public. The meetings will also be filmed for Youtube and we also intend to use new media, such as Facebook and Twitter.

Satisfaction within the procurement process

The pre-qualification questionnaire for procurement practice is being tailored to encourage small businesses to submit responses to the council. Training has been undertaken to explain what information is required within a PQQ and what support is available to interested parties. The council is exploring e-tender systems which will enable key information to be maintained by suppliers which should remove the need for duplication each time a PQQ is issued. Anybody responsible for letting or managing a contract will be trained

by the Commercial Procurement Hub to ensure awareness of the new legislation and the application of it as part of ongoing activity once the contract has been awarded.

Procurement services in the council became aware that more could be done to develop the number of black minority ethnic (BME) suppliers and intends to hold discussions with the Community and Voluntary Sector to consider how to address this. This work is still in progress but should be completed by July 2012.

Modern diverse workforce

Our workforce strategy and plan

Our Workforce Strategy has six objectives - one being “**Having a modern, diverse workforce**”. The strategy is underpinned by a comprehensive plan containing specific actions. The Plan takes into account the nature of our workforce profile, our local labour market and barriers to employment faced by people from the equality strands.

Progress against the plan is reported on a six monthly basis to Corporate Management Team and subsequently the Effective Organisation Overview and Scrutiny Committee.

Having a workforce that is representative of the local community enables us to meet customer needs over a broader range of issues and should provide the skills necessary to meet ever-changing demands and agendas. However, 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 disabled people. Therefore our plan has specific actions to work with community groups to:

- understand why there are a low numbers of disabled people, BAME people and under 25s working for the council and
- to encourage and enable BAME, disabled and young people to work for us by showing them how they can find out about and apply for council jobs.

To that effect, we already have in place a programme of two-year apprenticeships, available to school leavers. Also, in conjunction with LGID, we have participated in the National Graduate Development Programme for local authorities. The latest intake completed their training in autumn 2010.

Other actions in the Workforce plan include assessing the impact of our current and proposed employment practices; delivering training programmes and opportunities that address equality issues; and promoting a workplace culture in which all staff are treated with dignity and respect.

In addition, we are involved in a programme of work experience for disabled people, to provide pathways into employment. This is (known as Work Prep) and is led by Yorkcraft within the ACE directorate.

Where it is lawful and appropriate we 'take positive action' to encourage people from disadvantaged groups to apply for jobs in areas where they are under-represented, for example applicants who declare that they are disabled are guaranteed an interview if they meet the minimum criteria.

Workforce profile

Workforce equalities data is analysed and reported on in the monthly HR Digest. It is produced for individual directorates and corporately. An overview of the workforce gender, ethnicity and disability profile is reported on monthly with more detailed analysis taking place on a six monthly and annual basis and we are preparing to publish our full workforce profile in accordance with the new equalities duty.

All of our staff equalities data was refreshed and updated in September 2010 and at that time we also captured data on equalities strands which was not previously held, such as religion and belief and sexual orientation, so we now have a complete and up to date workforce profile which we will be maintaining as a matter of course.

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.

High satisfaction across all staff groups

Underpinning the council's equalities strategy, the council's established Equality Impact Assessment (EIA) process is applied to all employment policies, procedures and guidance. During 2010 Human Resources have completed a number of EIAs, on new policies under development and existing policies, which have included Recruitment and Selection, Induction, Disciplinary, Attendance at Work, Harassment and Bullying and a suite of "New Ways of Working" policies. All of the EIAs were undertaken in consultation with the Staff Equality Reference Group (SERG) and actions identified as part of that process have or are currently being included in the policies.

Whilst the Council does not yet have the ability to monitor the outcomes of its employment processes, the HR service is developing a case management system which will capture data around all the stages of its processes and their outcomes. This data can then be mapped back to the individuals equality profiles and the processes checked for their outcomes.

We achieved Carer Friendly Chartermark accreditation in March 2011 by the Equalities Accreditation Service through a programme funded by the Department of Health - Yorkshire and Humber Improvement Partnership (Carers Innovation Fund). The chartermark is awarded to employers, who can demonstrate a plan and commitment to delivering support for carers in the workplace. Our action plan shows an approach to consider carers in all relevant employee policies and our Equalities Impact Assessment documents

provided guidance for managers to ensure none of the councils working practices discriminated against them. Under the council's current policies, carers can request flexible working if they care for a child or adult, can be paid up to five days dependant care leave per year to deal with any family emergencies or unexpected problems. They are also considered in the Comprehensive Equalities policy and have a Carers representative on the Staff Equalities Reference Group.

Equal Pay

We have made significant progress in reaching agreement with unions on the Equal Pay Review. The new arrangements are underpinned by a systematic approach to job evaluation, they have designed to ensure fair and equitable pay and grading across the council, and have been subjected to a comprehensive equality impact assessment. The Equalities Impact Assessment (EIA) for the new pay and grading structure has been completed and agreed by the trade unions, the equalities and legal departments.

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.

The new structure was implemented with the full agreement of the trade unions in December 2008, backdated to April 2008 across the council. An Equal Pay audit is planned for 2011, specialist software has been purchased to assist with this and work has already commenced on analysing allowances.

Councillors and staff understand the importance of equality and diversity in decision making

The workforce plan, which underpins the workforce 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.

We deliver 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. We signed the Member

Development Charter in 2009, which commits to providing all members with a wide range of training and development opportunities.

We have a number of questions relating to bullying and harassment in our 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.

The Workforce plan 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 LAMS standards for managers to confirm managers' awareness of diversity implications and requirements in their job roles.

We have in place an established individual performance appraisal process called Performance and Development Reviews (PDRs). The PDR process links directly to the behavioural competency framework, LAMS, which covers equality and diversity issues. There are recognised issues with the number of PDRs undertaken and there is a specific action in the workforce plan to address this.

In continuing to ensure staff receive the appropriate development opportunities, our 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, we introduced mandatory objectives to focus all staff on improving customer service and ensuring fairness and inclusion.

Involvement and engagement

Staff are engaged and consulted on service transformation and improving equality and diversity in the workplace. The Staff Equality Reference Group (SERG) was set up in January 2009 and has been heavily involved in developing engagement methods for staff to engage positively in service transformation and in developing new roles and ways of working through key HR and transformation EIAs since July 2009 to date.

The Group has its own terms of reference and staff engagement Work Plan, which is set on a 12-month basis and led by a Chair and a group of committed Strand Coordinators with support from a HR Advisor and the Corporate Equalities Manager. It holds quarterly engagement events with SERG members (who are Council employees with a particular interest in equality issues or who hold a 'protected characteristic'); to gather issues and concerns, examples of best practice and solutions to concerns raised or to discuss areas of development on topics discussed at each quarterly engagement event. The Chief Executive and members of the Equalities Leadership Group actively support the work of SERG by publicising and attending the Group's engagement events.

Over the next 12 months, SERG will be investigating the development of other engagement methods such as providing support and networking groups for people with protected characteristics, for example 'Women' and 'Carers' networking groups. The aim of creating networking groups is to support employees who have 'protected characteristics' through informal avenues in addition to existing engagement methods, such as the formal quarterly SERG engagement events with staff.

In October 2010, the Executive also endorsed the implementation of a suite of flexible working policies (known as Smart Working). The aim is provide greater flexibility for employees, particularly in relation to the time and location they can work in order to improve Work/Life balance opportunities. Agreement to flexible working requests are however subject to the requirements of individual jobs and services. The following policies have been developed and are planned to be rolled out middle of 2011: career breaks, part time working, self rostering, variation in hours, term time working, job share, revised flexitime policy, and compressed hours.

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

1	2	3	4	Comments
Knowing your community-equality mapping				
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 Experian 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 Local Information System (LIS) 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 Business Intelligence Hub to provide intelligence covering the following:</p> <ul style="list-style-type: none"> • The city – Ward profiles, demographic profiles • Our residents and customers – Customer profiles, customer research & consultation • Services – Member and Service Scorecards, Staff digests, VFM data • Strategies and priorities – City Plan Dashboard, Priority scorecards <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	Comments
<p>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)</p>			3	<p>Is information disaggregated and analysed on a regular basis? What changes have been made as a result?</p>	<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>
<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.</p>			3	<p>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>	<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 Business Intelligence Hub 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
<p>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.</p>			4	<p>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>	<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"> • reduce fuel poverty and improve energy efficiency for poorer households; • tackle homelessness by reducing the number of people in temporary accommodation, bed and breakfasts or who were sleeping rough • improve opportunities for third sector involvement in the shaping, influencing and delivery of services. • 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 	

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"> • reduce child poverty in the city
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
					councillors/partners scrutinise EqIAs and action plans which lead to major new policies or initiatives?	<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>
2.6 Action is being taken to implement the commitments within the equality schemes and monitored regularly by the political and senior managerial leadership.			3		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>Since May 2009, the corporate Single Equality scheme is monitored and reviewed regularly as follows:</p> <ul style="list-style-type: none"> Up to March 2011, the Executive Portfolio Holder reported progress with aspects of the scheme to the Executive regularly. The Equality Leadership Group (that reports to Council Management Team) discusses progress with the scheme every time it

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"> • 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. • 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 • The Audit and Governance Committee receives reports every quarter about how risks associated with the scheme are managed • Progress with the scheme is scrutinized by the Effective Organisation Overview and Scrutiny committee

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>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).</p>
<p>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)</p>			3		<p>Are the outcomes of all EqIAs fed into service planning and corporate business planning processes? Are there clear links between EqIAs and service improvements? Have corporate priorities been revisited as a result? Have resource implications been properly assessed?</p>	<p>The council's <u>business & 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:</p> <ul style="list-style-type: none"> • narrow the gap in outcomes for customers and stakeholders who face disadvantage because of on a combination of protected characteristics. • support community cohesion by promoting equality diversity in general. • promote and support inclusive employment practice aiming to proactively meet the needs of employees the six equality strands like flexible working, home-working etc.

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 EqIAs 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>Performance Managing the Communities and Neighbourhoods Directorate Single Equality Scheme (CAN SES): Actions that arise from EqIAs 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>

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>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. Example: The DEN meeting in February 2011 considered SES progress during financial quarter 3. At that meeting,</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>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
<p>2.8 Political overview and scrutiny processes review equality impacts and objectives.</p>			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>Informal scrutiny 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 councillors 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"> • Safer Neighbourhood Teams Priorities & Public Attitude Survey Results • Childhood obesity and dental services provision in York • A review of youth services in York • Carers review <p>The Effective Organisation O&S 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 14th 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
<p>2.9 The authority communicates effectively about its equality and cohesion priorities, how it is responding to its communities needs and promoting good relations.</p>			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>The Inclusive York Forum 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					Comments
1	2	3	4	How was this done and what is the evidence? Questions/ issues authorities might consider.	<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>
				the contract managed over time to support good practice and continuing service improvement?	

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
<p>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.</p>			3		<p>How is the community being made aware of the opportunities that are available? Has any outreach work or public campaigning been undertaken?</p>	<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"> • Take Part York, 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.. • Equality Advisory Group events, such as “Help Us to Get it Right Days” and the annual meeting of equality community groups with Council Management Team. • When internal assessment highlighted that the representation of school governors from BME

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>backgrounds 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&ME communities rose to 5.4% (the percentage was 0.5% in 2007/08).</p> <ul style="list-style-type: none"> In 2009/10, we held an event called “Me a councillor? ”. 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 councillors than ever before. We have the youngest council Leader in England.

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
2.12 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 our 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.

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

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><u>ESOL Provision</u></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><u>Interpretation Services</u></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>
<p>2.14. Involvement and consultation influences and informs equality priorities and feedback is given to those consulted.</p>				4	<p>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>	<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>
<p>2.15 Consultation influences and informs equality priorities and feedback is given to those</p>				4	<p>Are there processes and plans to ensure the involvement of equality stakeholders and representatives of vulnerable and</p>	<p>As in 2.14 above</p>

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

Responsive services and customer care	1	2	3	4	How was this done and what is the evidence? Questions/ issues authorities might consider.	Comments
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 Eq/As 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 Supporting People 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"> • Services are accredited and reviewed against a national Quality Assessment Framework that monitors fair access and exit from services • 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. • 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
2:20 Equality and cohesion objectives are monitored regularly by		3			<p>In what ways do portfolio holders and DMTs demonstrate that</p>	<p>The Executive portfolio holder chairs the council Equality Advisory Group (EAG) and is also a member of the Inclusive York Executive. Both groups track</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>portfolio holders and departmental management teams (DMTs).</p>					<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>
<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.</p>		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&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				<p>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>	<p>This is an area where we have identified the need for improvement. This will be based on transferring approaches currently being developed in our Children Centres and Planning.</p> <p>York Early Years Rights Group: 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>Planning: 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>2.23 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>

Modern, diverse and reflective workforce	1	2	3	4	Comments
2.24 The equality aspects of the workforce strategy are implemented and monitored			3	<p>How are the equality aspects of the workforce strategy being implemented and tracked? Are specific actions being taken? How are processes changing?</p>	<p>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.</p>
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		<p>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?</p>	<p>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:</p> <ul style="list-style-type: none"> • 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

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"> 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.
2.26 The authority regularly monitors, analyses and publishes employment data to fulfill its statutory duties.	2				<p>Is there evidence that workforce data is analysed and published to help establish targets and objectives? What information is published and where? Are trends identified? What action has been taken as a result of the monitoring? Is monitoring SMART (specific, measurable, achievable, relevant and timely)? What has been the councillor/scrutiny response?</p>	<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 & 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>

Modern, diverse and reflective workforce	1	2	3	4	Comments
					<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 & 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
<p>2.28 The authority has made significant progress on its equal pay review and is working towards reaching agreement with unions.</p>				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>
<p>2.29 It delivers a range of learning and</p>			3		<p>Are different methods used to promote</p>	<p>The workforce plan, which underpins the workforce</p>

Modern, diverse and reflective workforce	1	2	3	4	Comments
<p>development opportunities to support councillors and officers to deliver equality outcomes.</p>				<p>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 equality issues are mainstreamed into all training (eg training on customer care and segmentation)?</p>	<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>

Modern, diverse and reflective workforce	1	2	3	4	How was this done and what is the evidence? Questions/ issues authorities might consider.	Comments
2.30 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

Modern, diverse and reflective workforce	1	2	3	4	How was this done and what is the evidence? Questions/ issues authorities might consider.	Comments
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.



Diversity Peer Challenge
York City Council

Report

26/27th July 2011



1. Background

This report is a summary of the findings of a Diversity Peer Challenge organised by the Local Government Group and carried out by its trained peers. The report satisfies the requirements of the Equality Framework for Local Government for an external assessment at the Achieving level. The Peer Challenge is designed to validate a council's own self-assessment at the Achieving Level by considering documentary evidence and by carrying out a series of interviews and focus groups with employees and other stakeholders.

The basis for the Peer Challenge is a benchmark against five areas of performance. They are:

- Knowing your communities and equality mapping
- Place shaping, leadership, partnership and organisational commitment
- Community engagement and satisfaction
- Responsive services and customer care
- A modern and diverse workforce

The Peer Challenge is not an inspection; rather it offers an external assessment of a council's own judgement of itself against the Equality Framework benchmark, by critical friends who have experience of delivering an equality/diversity agenda in their own councils/organisations.

Peers were:

Cllr Louise Baldock – Liverpool City Council
Anna Morgan – Welsh Local Government Association
Paul Peng – Knowsley Borough Council
Gill Elliott – Local Government Group
Jonna Stevens – Local Government Group

The team appreciated the welcome and hospitality provided by the council and would like to thank everybody that they met during the process for their time and contributions.

Following this Diversity Peer Challenge, we have reached the following conclusion:

City of York Council (CYC) has completed a satisfactory self-assessment against the criteria for the Achieving level of the Equality Framework.

The council has very good data sources and its new Intelligence Hub will help to further mainstream equalities across the whole authority. The new Leadership and the Chief Executive provide strong drivers for change and have re-energised equalities and diversity work within the council. The council has good

governance structures for equalities and has clearly maintained much of its equalities resources despite budget cuts. Community engagement on the budget process is impressive and this will be further enhanced by the new Fairness Commission. The council has good consultation mechanisms with parts of the community e.g. older people; disabled people. It now needs to extend that to the other protected strands and the changing BAME population. CYC has a range of responsive services and it is clear that EqlAs are influencing and improving service delivery. Employees say that they are well trained to provide services to their diverse communities and that they have been given the skills to challenge discriminatory behaviour.

The Council's new leadership and its Chief Executive are ambitious for the council and are keen to progress to "Excellent" level status within the next two years. To help the council improve we have made some key recommendations in addition to the areas for improvement in paragraph 3.

1. The Hate Crime Strategy needs to be finalised, published and promoted, with a "zero tolerance style" campaign that explains the reporting process. Support mechanisms need to be put in place for victims and the Business Intelligence Hub needs to guide the work of the Crime and Disorder Reduction Partnership.
2. There needs to be more engagement with certain groups. Historically the authority has tended to focus mainly on the characteristics/strands that it had a public duty to consider. With the emerging and changing communities and legislation it will be necessary to expand this focus to others.
3. There is a need to ensure that there is sufficient capacity to maximise the benefits of the new Business Intelligence Hub and the reports and data it can produce.
4. Make use of improved workforce data to identify areas of workforce diversity which require further attention. Despite the difficulties caused by the current financial position the council could consider the following: mentoring scheme, shadowing, use of positive action in recruitment and promotion e.g. apprenticeships, CIPFA traineeships; targeted advertising.

2. The Council made the following observations on the impact of the peer challenge:

The challenge has been invaluable. The preparations for the review, although onerous, created a higher profile for the equality agenda, increased teamwork and led to greater internal exchange of experience than ever before. We discovered areas of good practice we never thought we had. By validating our findings and looking at issues we had not considered as strengths before, the peer review has re-energised both councillors and officers as well as our

partners. The peer team also looked into areas for improvement in detail and they have suggested different ways forward, some of which we had not considered before. We found the team very knowledgeable and willing to challenge us in a supportive way. They were a pleasure to have around and left a lot of us feeling very positive about what can be a very challenging process. Thanks to the team, we are now a lot clearer about what we need to do next and how.

3. Detailed findings

3.1 Knowing your communities and equality mapping

Strengths:

- The new leadership has a good understanding of the make up of York's new communities and recognises the rapid growth and changes within the population.
- Once fully utilised the Business Intelligence Hub will be a real asset. There is a good practice flow chart showing how Business Intelligence will help mainstream equalities within the business cycle. Business Intelligence has begun to create ward profiles and members are adding information to them.
- The proposals for the use of Experian/Mosaic are very progressive and will enable the "drilling down" into detailed ward data for the purposes of targeting specific equalities issues over the period 2011-2014.
- There is good mapping in the super output areas. As a result the Neighbourhood team discovered that there are considerable issues with poverty and older people and benefits maximisation, rather than job availability and the economy as previously assumed. The team is looking forward to targeting certain geographical areas for the Benefit Maximisation programme to focus on.
- Recent Community Conversations have made good use of relevant case studies to bring the issues to life.

Areas for consideration:

- To enable the "wider" York to recognise and understand the new population reality, not just the authority's Senior management team and political leadership, but all stakeholders, employees, partners and residents. The development of Community Cohesion processes if

constructed as a “framework” as opposed to a strategy, may give an opportunity to profile the context of York’s population fluidity. A framework rather than a strategy will also allow for the current national governments proposals reflecting social growth, community cohesion and big society to be reconciled on a target area basis which can be aligned with work on SOA’s. See signposting suggestion in paragraph 5.3

- Develop understanding and skills across the authority on how to best use the data created by the Business Intelligence Hub. Processes to integrate equality and diversity with the business planning process are for the most part “developmental” and the full understanding of the context is only within the knowledge set of a limited number of officers. The matrix which has been developed to integrate equality and diversity within the business planning process should be shared across all officer grades as an awareness raising exercise to demonstrate how the Council fully accounts for this agenda within employment and service delivery.
- **Customer Services** are not geared up to a “customisation” of service delivery. This issue is specifically relevant to the churn or fluidity of the population demographic; in essence the ability to adapt service delivery to meet the changing needs of the influx of the varied population groups to the City. It is possible that the wider use and sharing of the Experience/Mosaic data may address this point. However it will obviously require a comprehensive awareness raising process across what is generally termed “front facing workers”, in order for them to have the same knowledge and reality of the York City population as the senior management of the council and the Business Intelligence Unit.

3.2 Place shaping, leadership, partnership and organisational commitment

Strengths:

- The Chief Executive; the new political leadership and the lead director are all strong drivers for change around equalities. The Chief Executive’s background in equalities is a major strength for the organisation.
- The Equalities Leadership Group (ELG) has gained renewed energy from the new public sector duties, the new Chief Executive and the change in political leadership. The senior officers and councillors from the ELG as well the whole of the council Management Team meet with community members via the EAG e.g. to consult on EqlAs and budget cutting

- The Directorate Equality Leads Network (DEL) is a key group for progressing equalities in the council. It provides a forum to share information across directorates. DEL takes responsibility for equality impact assessments (EqIAs) and are more accountable for their completion. All DEL members have received EqIA training which has improved their capacity in this area. Each Directorate Lead reports to his or her directorate management team quarterly on progress with the Directorate Single Equality Scheme identifying achievements and areas for development.
- A new independent Fairness Commission has been introduced by the Leader based on best practice from Islington Council. Commissioners are major figures from the community and private sector who command real respect e.g. the Archbishop of York, the Joseph Rowntree Trust and the authors of Spirit Level. Spirit Level is a “report” titled “Why Equality is better for everyone”, which identified that the most successful communities are the most diverse. The authors are Professor Richard Wilkinson and Kate Pickett. The work of Spirit Level has already been templated by Islington Council and City of York is replicating the lessons learnt.
- The council has good representation amongst women, people with disabilities and young people. The majority of the Cabinet are women.
- Members have access to a range of training. There is an online learning suite license, including Equalities and diversity for twelve months from May 2011 but it has not been promoted well yet. This has the capacity to allow for monitoring of elected member take-up.
- The priorities which are within the domain of the individual organisations represented within the Local Strategic Partnership were clear. A good example of joint working was a cost based analysis of a positive outcome from a “mental health into employment initiative” clearly anticipating wider benefits.
- The increase of BME school governors is phenomenal and demonstrates a real commitment to involving under-represented groups in civic and public life.
- The triangulation between current the Hate Crime analysis that Safer York undertakes, the work on the development of the emerging Hate Crime Strategy and ward managed priorities is reasonably clear. Although processes to report and deal with hate crime are not yet fully defined in the context of a contemporary strategy, what has been evident is the ability of a rapid multi agency response to tackle issues as they arise.

- There is a good understanding of the areas of challenge across the Hate Crime Agenda. E.g. 18-24 year olds have been identified as a focus area.
- The One City Strategy (Community Cohesion) is driven by the authority. Although it is in a developmental phase for revision, there is an opportunity to work this up as a framework with greater emphasis on localised community interpretations of what community cohesion means. Developing the strategy as a framework would fit with the current national government proposals around community cohesion. The outcomes and benefits should be focussed on increasing “belonging to” and “ownership” of neighbourhoods. The more progressive Community Cohesion strategies have a content which is generally focussed on key principles which are (via a framework) interpreted by local communities from their individual perspectives. The outcomes reflect an increased understanding of how to influence civic decisions, with benefits being increased perceptions of ownership and belonging.
- Some senior managers are keen to have a better understanding of community needs, for example the Finance Director undertook visits to community projects to enable him to have a clearer understanding of the impact of budget changes.

Areas for consideration:

- DEL members feel that their group is not yet fully mainstreamed and see their involvement as an additional task rather than it being part of their management role.
- Focus of equalities training for members could be more positive with a focus on other than merely avoiding potential legal challenge.
- We have not seen evidence of an LSP performance management framework. The Equality Leaders Group (ELG) needs to work more closely and link in with the Local Strategic Partnership.
- There is a perception amongst some staff that there may not be enough capacity or commitment within the authority to act upon the findings of the Intelligence Manager about equality and diversity issues.
- Procurement and equalities is very much a work in progress. It does not necessarily meet the Achieving level although there is evidence that during 2011 –2012 there will be considerable progress. A detailed procurement and equalities plan was only recently agreed by the corporate management team. At present the diversity of contractors is not

known but there are processes being developed to address this via a supplier diversity management system.

- The Hate Crime Strategy needs to be fully developed and embedded and the quality of data for hate crimes needs to be improved by, for example including more partners in the reporting mechanism. The collation of “Hot Spot” hate incidents are not yet referenced within a formal prevention strategy.
- One interviewee talked about a high level of domestic violence compared with the regional average, which was connected with an equally high level of alcohol abuse, and the fact that Scarborough, with a similar profile could be approached for some joint working. We understand there is a draft Domestic Violence Strategy currently being considered.
- One partner expressed the view progress and work within the council moves forward if an individual leading member or officer has an interest in a protected characteristic; conversely if they don't, it doesn't. There is no strategic approach to the way issues are given priority.
- The elected member representation does not yet reflect the demographic of the population although advances are being made. The “A Councillor Who Me?” programme needs to be monitored with regard to who attends and data should be disaggregated to measure the outcome. Political parties should be encouraged to engage with different communities to broaden their pool of candidates. Operation Black Vote (OBV) run a good scheme to encourage shadow “councillings” which CYC might like to look into.
- Some interviewees identified that longer standing councillors can be more intransigent and more reluctant to engage with equality and diversity issues. More work needs to be done to encourage members to attend equalities training. Councillors have training profiles and targets which are reported to council annually, this could be a mechanism to encourage uptake. The council could also consider the development of equality and diversity member champions in each portfolio or for each protected characteristic.
- It was reported to the peer team that there is a reluctance to challenge individual councillors over inappropriate comments or behaviour. Whilst we absolutely accept that this is a delicate matter this issue needs to be addressed.

3.3 Community engagement and satisfaction

Strengths:

- Community involvement on last year's budget was impressive. A number of sessions were held with the Equality Advisory Group (EAG). Every household received a survey. There was an internet consultation exercise as well as consultation with the business community. "Growth and Savings" sessions were held with staff to gain their views. Some critical budget decisions were affected by the feedback from the consultation exercises. The 2012-2014 budget will also use the newly established Fairness Commission to inform decisions.
- Ward committee newsletters and meetings are a positive way for the council to communicate about very local issues and residents told us they enjoy them and make them feel they have a voice where they can bring up things that matter to them at a very local level.
- EAG has been an effective forum for consultation and engagement on equality issues. The group considers EqlAs and puts forward recommendations. Its meeting minutes are available in easy read format and documents are presented in an accessible font.
- CYC is effective at gaining the views of older people. The top issues of concern recently identified for instance were the residential care review, the handyman service and the toenail cutting service. The Older People Assembly will be meeting CYC Assistant Directors to discuss policy issues at an event very soon.
- As part of the Participatory budgeting process, the council has provided training in how to fill in forms for grants which was well received according to the EAG and it also gives advice to communities of interest on the geographical spread etc. to help with a successful bid.
- There is a new desire to involve young people more in policy and politics. Consultation with young people led to the development of the "YorOK" website for Lesbian, Gay, Bi-sexual and transgender and Bisexual, Transgender and Questioning LGBTQ youth.
- Positive interaction between Leisure Services and the community led to the development and delivery of a training course in partnership with the NHS.

Areas for consideration:

- "Big Conversations" will need to focus on all protected characteristics.

- The Council consults/engages with a number of known organisations. However these are not always representative of all views.
- The council has recognised that there are some significant gaps in its engagement with a number of communities of interest e.g. LGB and particularly the Transgender community, Women, the Chinese community.
- The view was expressed that CYC could/should have a stronger representation on consultation by members from the partnership boards such as health.
- Some consultation with young people was criticised. It was felt that CYC had historically allowed consultations to become a political issue when the Youth Assembly were encouraged to lobby for an extension of the “Yozone” bus discount card to 16-18 year olds in full time education but then decided against it. Concern was also expressed about the fact that CYC did not fund the Youth Assembly.
- EAG had a number of concerns. Some felt that there was “over consultation” with some groups or individuals. It was said that the same people are being asked to go to many meetings which is costly in time and money. EAG members thought there was a tendency for council officers to contact people they know when consulting – pet people or groups rather than reaching out further.
- The timing of EAG meetings needs to be considered and managed better in terms of organisation. There was poor representation on EAG with regards to people with physical and sensory impairments. Quotes from EAG “Evie is great and does her best. It is often down to political priorities of different representatives as to which agendas are taken forward”. “No action in this town”. “Talk, talk, talk”. “Things drag on”. “The last EAG meeting went on for three and a half hours. It was pointed out that whilst there is a lot of consultation on CYC issues and agendas, there seems insufficient time for CYC to listen to our “own” issues”.
- Issues were raised around the facilitation of the Physical and Sensory Deprivation Partnership Board need to be addressed. The feeling was that it needs a lot of support, interpreters, access etc. It is not as simple as just calling a meeting, if meetings are required they will require considerably more support and thought and provision than a meeting for able bodied people.
- Funding grant applications do not ask about accessibility of the thing/event that is being applied for funding for. This means that CYC is in danger of funding things that do not meet its own equalities and diversity policy aims

and objectives. As with procurement of services, grant funding guidelines need to ensure that public money is spent accordingly to the law and also meets the aspiration of the authority.

3.4 Responsive services and customer care

Strengths:

- The Older People's Assembly project to create positive images of older people and young people through a photo competition is a good example of inter-generational working.
- CYC had assumed that disabled young people would want more integration with their able bodied peers. Consultation and engagement showed that they actually wanted something separate. The result was the "Choose2" Youth Club for young people with disabilities.
- The Young People's LGBT group survived budget cuts after the ELG met them at an EAG budget consultation event.
- Changes have been made to the homeless strategy for 16-17 year olds as a result of the EqIA process.
- Learning Disability Hate Crime workshop discovered issues around abuse being experienced by people with learning disabilities using public transport and as a result CYC funded a travel training scheme for people with learning disabilities. As part of this people with learning disabilities gave a presentation to bus companies.
- CYC has made a £250K investment in new utility meters at traveller sites.
- Staff are able to point to a number of mechanisms they can use to contribute to improving services. e.g. Housing and Leisure staff are making good use of Easy Read and Story Telling for their younger clients.

Areas for consideration:

- The Gypsy and Traveller Protocol does not include more recent government edicts such as the "Regional Spatial Strategy" abolition and makes no reference to the Equality Act 2010. The protocol appears to date from 2007.

- Anti homophobic bullying is only part of generic Bullying policy at York. Many authorities have a stand alone strategy because it can be evidenced that schools and youth clubs will shy away from tackling homophobic bullying citing that “we have no gay kids here so we don’t need it” for instance. A specific strategy that requires a proper focus on this is very important. Homophobic attacks are the second most common amongst hate crimes.
- CYC’s previous focus on service delivery has tended to be on the three strands of race, age, disability but not any of the other protected strands/characteristics.
- The Mystery Shopper Panel for customer services needs to be more representative of the make-up of the community.
- There are ongoing issues around Blue Badge parking at the library. Despite an EAG promise Councillors seem to be struggling to get this through even now when in power. It was suggested that getting the Highways Department to move its position has been the problem. It is a real bone of contention at the moment that has damaged CYCs credibility and commitment in the eyes of the EAG attendees who came to the library for the meeting we had with them and had insufficient parking spaces. There is political commitment but seemingly Highways have not seen the same urgency.

3.5 A modern and diverse workforce

Strengths:

- There is political and financial commitment to maintaining apprenticeships for young people at a cost of £125k per year.
- The Staff Equality Reference Group (SERG) is a considerable asset to the organisation as its members are highly committed to the issues. We feel the facilities time allocated to SERG is generous but the organisation could use the group more effectively to effect change. SERG recognises the difficulty it faces in representing all equality strands including some where employees are less happy to be openly involved or to divulge personal information e.g. carers and LGBT. SERG are encouraged that there is now more “bottom up” approaches to them about issues rather than always being “top down” from senior management. Since September 2010 its Chair is a member of ELG.
- CYC offers recognition and support for staff with mental health issues.

- The council has a Mentoring programme to develop diverse members of staff. It suffers from a lack of mentors so is rather sporadic.
- The Council is sensitive to the needs of employees from different religions or beliefs.
- Employees have been provided with equalities training using a variety of methodologies that have been found useful and relevant to their roles. They were able to describe a number of mechanisms to help them challenge inappropriate behaviour.
- Flexible Working is considered, applied and monitored by managers.
- Staff engagement with CYC is effective. For example employees feel they have direct access to the Chief Executive.

Areas for consideration:

- CYC has insufficient knowledge about the profile of its workforce. Currently workforce statistics are not easily available to managers, although there is a new system which will address this.

The launch of the apprenticeship scheme is an ideal opportunity to target other under-represented groups, for example BAME, LGBT, people with disabilities and men and women in non-traditional job routes.

- The current workforce does not reflect the profile of the community in relation to numbers of BAME, young people and those with disabilities. We recognise that the recruitment freeze will make it more difficult to create a more diverse workforce.
- The disclosure level for disabled employees is particularly low even in comparison with other local authorities. Employee statistics are routinely gathered but the council should consider a campaign to better inform employees about the reasons why it collects statistics.
- SERG could raise staff awareness of their rights in relation to equality & the Equality Act 2010. SERG members commented that "not all managers are aware of Access to Work policies". It was suggested that line managers' training on equalities needs to be reviewed.
- The PDR system is driven by managers and is paper based. It provides little corporate data to inform training needs for example. PDR's should include equalities objectives but there is no mechanism for checking if this happens.

- Staff have not yet received feedback from the recent Staff Wellbeing survey.

4. Examples of innovative projects and initiatives

4.1 Fairness Commission

The Council has recently established an independent Fairness Commission to consider how York can grow its economy whilst maintaining equality, justice and equality of opportunity. The Commission will help guide the budget setting process for 2012-2014 by assembling a database of evidence about the city and its people, taking information from a range of sources including the voluntary and committee sector and the council's business intelligence unit. It will consider issues such as the living wage, equal pay, social care costs; outsourcing, TUPE and pensions and make recommendations to the council.

4.2 Ward Profiles

Through the Business Intelligence Unit the Council has been able to add to its defined demographic knowledge by drawing up detailed ward profiles. These profiles can be used by a range of staff and external partner agencies to deliver or amend services to suit individual neighbourhoods. Ward profiling is not a new process, however of late the types of information collated to determine the needs of target population groups has become more focussed across a range of socio economic indicators. Within the context of York's application of the conclusions drawn from the ward profiles, it is evident a maximisation and shift of resource and focus has meant that the authority has been more able to effectively target service delivery.

The ward profiles include maps, and a single-side bulletin of key statistics about the city. They can include results from incidental and scheduled Surveys for cross referencing and they will be cyclically updated. Taken to the current extremes, they can also include the latest needs assessment reports for health and wellbeing, community safety, housing, children and young people, transport and land use. It is a one-stop site for the most useful information available to the Council, and provides them with the intelligence to make sure that they are focusing their resources on the priority issues in the City. This is an evidence base which is viewed as a live hub where information is stored and where new data will be added as it comes in.

4.3 Budget EqIA – consultation process

The council has an impressive process to consult with and engage equality community groups in the decision making process for the budget. This informs the budget EqIA and influences budget decisions.

4.4 Staff Equality Reference Group

The Staff Equality Reference Group (SERG) is a considerable asset to the organisation. It is a group that encompasses multiple identities representing all protected characteristics. The group co-ordinators and members focus on common issues. This approach produces comprehensive consideration of equality issues and supports the organisation to produce better quality EqIAs. It also engenders teamwork and common purpose amongst staff with protected characteristics.

5. Signposting to good practice

5.1 Employee Engagement and Recruitment

A free toolkit titled '5-Points for Progress' is now available to promote employee engagement and give employers some practical tools and advice on how to be compliant with the Equality Act 2010. It contains the key steps employers should take to recruit the best talent for their organisation, how to reduce employee turnover and reduce related costs.

www.bitc.org.uk/workplace/diversity_and_inclusion/race/5_points_toolkit.html

5.2 LGB&T Issues

The Stonewall website has access to a range of useful guides for work in this area of equalities

www.stonewall.org.uk

Brighton and Hove Council is an Excellent level authority and an exemplar on LGBT issues.

Liverpool City Council has a highly-commended partner lead strategy with resource packs for schools and youth clubs on homophobic bullying etc.

5.3 Community Cohesion

Knowsley Metropolitan Borough Council through a sub group of the Local Strategic Partnership developed a Community Cohesion Strategy (2009- 2013) which has a “ framework” context. It also has resonance with current national

recommendations from central government. The Knowsley Community Cohesion strategy was developed through north west regional and national advice and guidance which included consultation with the Institute for Community Cohesion.

5.4 Collecting sensitive staff data

Have a look at the excellent example from Stonewall, "What's it got to do with you" at <http://www.stonewall.org.uk/documents/englishfullversionweb.pdf> which could be very helpful in explaining why we need to collect data.

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City of York Council (EFLG Improvement Plan, June 2011)

We have identified the following areas for improvement	Service	Resources needed	Potential Barriers	Actions to be implemented	Stakeholders and community members engaged through.	Expected outcomes
1. In universal services and in ward committees, we need to improve our knowledge of residents and customers with protected characteristics, assessing service/participation take up regularly.	Office of the Chief Executive (OCE) - Business Intelligence Team	Officer time to analyse data Customer and resident time to provide us with the data	Officer time constraints. How current and relevant the data is, by the time we have analysed and used it. Small sample sizes where we need evidence the most (e.g. LGBT, B&ME) Customers and residents not persuaded of the importance of providing us with data	Increased use of customer insight gained through Mosaic and the Business Intelligence Hub - ongoing Communication campaign about the importance of providing the council with equality data – by winter 2011	Equality Advisory Group (EAG)	Community of place and community of interest profiles are in place. Service plans and resources allocation are based on evidence that identifies multiple needs. This allows decision makers to deal with them first.

We have identified the following areas for improvement	Service	Resources needed	Potential Barriers	Actions to be implemented	Stakeholders and community members engaged through.	Expected outcomes
<p>2. All services use equality monitoring data to inform Equality Impact Assessments and service planning at the earliest possible opportunity and before any decisions are made.</p>	<p>OCE - Business Intelligence Team</p> <p>Service and performance managers</p> <p>All Directorate Management Teams (DMTs)</p>	<p>Officer time and resources for data collection and analysis.</p>	<p>Inconsistent approaches to equality monitoring, service planning and EIA as part of service planning.</p>	<p>Review of business planning processes to ensure that equality profiling and monitoring are embedded in the process – by autumn 2011.</p>	<p>EIA Fairs; EAG community groups annual meeting with Cabinet and CMT</p>	<p>We identify and plan how to tackle areas of inequality and disadvantage at the earliest stage of the decision making process. This gives council and partners the opportunity to use the information and focus resources and action to deal with multiple disadvantages in particular.</p>
<p>3. Share and use customer insight intelligence across relevant services and partners</p>	<p>OCE – Business intelligence Team</p> <p>Service and performance managers</p>	<p>Officer time and resources for data collection and analysis.</p> <p>Incompatible data collection and analysis systems and methods, in directorates and partner organisations</p>	<p>Officer time</p> <p>Incompatible systems</p>	<p>Local Information System (LIS) (already implemented).</p> <p>Support CVS to access and use LIS (in progress) - ongoing</p>		

We have identified the following areas for improvement	Service	Resources needed	Potential Barriers	Actions to be implemented	Stakeholders and community members engaged through.	Expected outcomes
4. Along with efficiency and sustainability, ensure that equality and diversity outcomes consistently drive performance management frameworks and service reviews across council and LSP.	OCE – Performance Improvement	Officer time	Middle managers do not have a clear understanding of equality and diversity issues, both general and specific to York	Working with the council equality and inclusion team , refresh PMFs and service review processes by autumn 2011	EAG councillors	Equality and diversity are mainstreamed in and help to drive the improvement process
5. Ensure that LEP, LSP, council, directorate and service plans have objectives to deal with evidenced inequality in life outcomes for people with protected characteristics - whether this occurs in geographical localities or within communities of interest.	OCE – Policy and Partnerships Neighbourhood management unit and council equality and inclusion team All DMTs	CYC and partners; officer time	Timeframes for having the plans in place do not allow for proper consideration of the evidence	Undertake Equality Impact Assessments of all plans before they are finalised and approved - Ongoing Engage with EAG, SERG and Inclusive York Forum whilst developing plans- ongoing	EAG, SERG, IYF	Quality of life in the city improves year on year, particularly for those who face multiple challenges.

City of York Council (EFLG Improvement Plan, June 2011)

We have identified the following areas for improvement	Service	Resources needed	Potential Barriers	Actions to be implemented	Stakeholders and community members engaged through.	Expected outcomes
6. Improve the quality, consistency and timing of Equality Impact Assessments, so as to consider any adverse effects at the earliest possible point in the decision-making process and act to lessen the impact.	OCE – Performance Improvement; Council Equality and Inclusion Team; Service Managers - All Directorates	Officer time and knowledge about equality and diversity issues	Inconsistent approaches to EIAs. EIAs undertaken after the decision has been made, because managers do not understand the issues or do not have the time to do a good quality EIA before any recommendations are made to the Cabinet	Provide on-line resources and refresh classroom training to support managers and officers responsible for EIAs by autumn 2011. Ensure that training consistently covers Human Rights issues. Cabinet to ensure that every recommendation made by officers has an EIA attached to it before it is discussed by the Cabinet - ongoing	EAG, SERG, EIA Fairs	Good quality EIAs lead to evidenced-based decisions and targeting of scarce resources where they are needed the most.

We have identified the following areas for improvement	Service	Resources needed	Potential Barriers	Actions to be implemented	Stakeholders and community members engaged through.	Expected outcomes
7. Procurement commissioning and grants that the council makes available, consistently contribute to equality outcomes in the city	All Directorates OCE/CBBS - Council Procurement VERITAU	Officer time. Community group time when submitting grant applications	Officers and community groups understanding of equality and diversity issues	<p>Review contract management processes to ensure those we procure and commission from comply with our equality policies and standards – autumn 2011</p> <p>By autumn 2011, develop on line equality guidance for CYC contract managers.</p> <p>Review CYC grant application templates, to encourage applicants to consider equality and diversity issues and outcomes at the point of application. Review the COMPACT to the same effect. Signpost community groups to equality and diversity knowledge resources – by autumn 2011</p> <p>Audit a number of contracts per year, to ensure that equality outcomes have been delivered (on going from 1.1.12)</p>	EAG, SERG. Work with CVS to put in place equality and diversity knowledge resources for community and voluntary groups	Council spend contributes to equality and diversity outcomes

We have identified the following areas for improvement	Service	Resources needed	Potential Barriers	Actions to be implemented	Stakeholders and community members engaged through.	Expected outcomes
8. Promote and ensure consideration of community cohesion implications in policy and decision making at LEP, LSP and Cabinet level.	OCE – Policy and partnerships CBBS – Democracy services	Officer time	CYC managers and LEP and LSP partners understanding of community cohesion issues in York	Put in place a communications plan for the One City Strategy by winter 2011. Ensure that the relevant EIAs consider community cohesion outcomes – as soon as possible. Update CYC and LSP report templates – as soon as possible.	IYF, EAG, SERG.	A fairer, safer, stronger city.
9. Overview and Scrutiny (O&S) to prioritise equality and inclusion topics, especially in areas where data shows there is inequality in access to services, employment opportunities and outcomes	CBBS – Democracy services	O&S officers' time	Lack of clarity about the role of O&S in promoting equality and diversity in outcomes	EIA the 2011-12 and 2012-13 O&S forward plans – as soon as possible Train relevant officers and councillors in equality and diversity – summer 2011 Put in place a “working together” protocol for O&S, EAG and SERG – by winter 2011	EAG and SERG	O&S contributes to improving quality of life outcomes for people with protected characteristics in York

We have identified the following areas for improvement	Service	Resources needed	Potential Barriers	Actions to be implemented	Stakeholders and community members engaged through.	Expected outcomes
10. Cabinet and councillors who are members of EAG regularly refresh and update their understanding of equality diversity and community cohesion issues in the city.	CBBS- Democracy Services CAN – Council Equality and Inclusion team	Councillors time	Councillors time	Cabinet and EAG councillors to attend mandatory equality training. This will be offered to all political groups, by December 2011. Cabinet supported by the senior management team to meet with EAG community groups annually EAG and SERG community representatives to engage with the Fairness Commission as it is being set up - by autumn 2011	EAG and SERG to advise on training contents and to participate in delivering the training where appropriate.	Key decision makers understand equality and diversity issues and also their duties under equality legislation
11. Working with partners to refresh the reporting of and dealing with hate crime and domestic violence incidents.	CAN - Housing and Community Safety	Officer time	Partner buy-in and availability of staff time	Finalise the review of the city-wide hate crime strategy and process by autumn 2011. Review domestic violence strategies and processes to deal with the victims by Dec 2011.	EAG, SERG	Strategies deliver programmed improvements
12. Support and develop the role of SERG staff members and EAG community representatives	CAN – council equality and inclusion team; CBBS – council Human Resources team	Officer time; SERG co-ordinators and EAG community group representatives time	Officer time; SERG co-ordinators and EAG community group representatives time	Put in place a development plan for EAG and SERG and processes for these groups to challenge the council and its partners in a constructive way, by December 2011 December 2011.	SERG and EAG	Effective and sustainable SERG and EAG

City of York Council (EFLG Improvement Plan, June 2011)

We have identified the following areas for improvement	Service	Resources needed	Potential Barriers	Actions to be implemented	Stakeholders and community members engaged through.	Expected outcomes
13. Focus on equality in access to services in the refresh of the council customer strategy and York customer centre protocols	OCE – Policy and Partnerships/ CBBS – Customer Services	Officer time	Lack of knowledge and understanding of equality issues in access to services	Start to implement the refreshed Customer Strategy by autumn 2011. Use suite of York Customer Centre EIA findings and refresh the relevant protocols by December 2011. Update the Customer Relations Management (CRM) system to ensure that customer needs are captured and responded to, by early 2012. Make refresh of equality and diversity training mandatory for managers and staff in YCC - ongoing.	EAG, SERG, Inclusive York Forum	Consistently responsive and inclusive services and customer care
14. Agree council-wide common minimum standards for inclusive access to council services. Agree these standards at LSP level.	OCE – Policy and Partnerships CBSS/ CAN – Council equality and inclusion team	Officer time	Political groups have differing views about what constitutes “minimum” standard	Standards to be agreed by Cabinet with input from EAG and SERG by early 2012.	Cabinet, political group leaders, EAG, SERG	Clarity of standards supports consistently responsive and inclusive services and customer care

We have identified the following areas for improvement	Service	Resources needed	Potential Barriers	Actions to be implemented	Stakeholders and community members engaged through.	Expected outcomes
15. Further develop workforce monitoring data to enable detailed analysis to take place	CBSS - HR	iTrent (new HR/Payroll system) and HR Management Information Officer	Quality of data held on the system	Data cleansing during launch phase of iTrent – already planned	To involve SERG in ensuring highest level of completion possible.	A modern, flexible and diverse workforce
16. Understand the barriers to becoming an employer of choice for under-represented groups	CBSS - HR	Strategic Workforce Development Team	Officer time and understanding of equality issues in recruitment and selection	Undertake as part of refreshed workforce strategy.	Use of SERG and EAG as consultation groups and also as links to the community	
17. Further develop SERG Co-ordinators' role	CBSS - HR	Strategic Workforce Development Team	Capacity of SERG co-ordinators	Refresh organisational commitment to SERG and support to o-ordinators	SERG co-ordinators	
18. Consistent analysis and use of staff equality data and trends in all directorates	CBSS - HR	Strategic Workforce Development Team, HR Business Partners and DMTs	Managers do not use the data	Work through HR Business Partners and DMTs.		

We have identified the following areas for improvement	Service	Resources needed	Potential Barriers	Actions to be implemented	Stakeholders and community members engaged through.	Expected outcomes
19. Ensure that equality issues are considered consistently when setting objectives	CBSS – HR, Assistant Directors and DMTs	Strategic Workforce Development Team, HR Business Partners and DMTs	Lack of understanding of equality and diversity issues	Refresh the PDR documentation and process	SERG to draft guidance about equality issues to consider at PDR.	A modern, flexible and diverse workforce
20. Develop career pathways for young people via apprenticeship. Also career pathways for B&ME groups, disabled employees and women into management	CBSS - HR	Strategic Workforce Development Team	Organisation that is reducing in size with reduced turn over of staff.	Undertake as part of refreshed workforce strategy and wider plans for the development of career pathways.	SERG to advise	