

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>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.</p>	<p>Office of the Chief Executive (OCE) - Business Intelligence Team</p>	<p>Officer time to analyse data</p> <p>Customer and resident time to provide us with the data</p>	<p>Officer time constraints.</p> <p>How current and relevant the data is, by the time we have analysed and used it.</p> <p>Small sample sizes where we need evidence the most ( e.g. LGBT, B&amp;ME)</p> <p>Customers and residents not persuaded of the importance of providing us with data</p>	<p>Increased use of customer insight gained through Mosaic and the Business Intelligence Hub - ongoing</p> <p>Communication campaign about the importance of providing the council with equality data – by winter 2011</p>	<p>Equality Advisory Group (EAG)</p>	<p>Community of place and community of interest profiles are in place.</p> <p>Service plans and resources allocation are based on evidence that identifies multiple needs. This allows decision makers to deal with them first.</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
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.	OCE - Business Intelligence Team  Service and performance managers  All Directorate Management Teams (DMTs)	Officer time and resources for data collection and analysis.	Inconsistent approaches to equality monitoring, service planning and EIA as part of service planning.	Review of business planning processes to ensure that equality profiling and monitoring are embedded in the process – by autumn 2011.	EIA Fairs; EAG community groups annual meeting with Cabinet and CMT	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.
3. Share and use customer insight intelligence across relevant services and partners	OCE – Business intelligence Team  Service and performance managers	Officer time and resources for data collection and analysis.  Incompatible data collection and analysis systems and methods, in directorates and partner organisations	Officer time  Incompatible systems	Local Information System (LIS) (already implemented).  Support CVS to access and use LIS (in progress) - ongoing		

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.

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>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.</p>	<p>OCE – Performance Improvement; Council Equality and Inclusion Team; Service Managers - All Directorates</p>	<p>Officer time and knowledge about equality and diversity issues</p>	<p>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</p>	<p>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</p>	<p>EAG, SERG, EIA Fairs</p>	<p>Good quality EIAs lead to evidenced-based decisions and targeting of scarce resources where they are needed the most.</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
<p>7. Procurement commissioning and grants that the council makes available, consistently contribute to equality outcomes in the city</p>	<p>All Directorates OCE/CBBS - Council Procurement  VERITAU</p>	<p>Officer time.  Community group time when submitting grant applications</p>	<p>Officers and community groups understanding of equality and diversity issues</p>	<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>	<p>EAG, SERG.</p> <p>Work with CVS to put in place equality and diversity knowledge resources for community and voluntary groups</p>	<p>Council spend contributes to equality and diversity outcomes</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
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

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	<p>Start to implement the refreshed Customer Strategy by autumn 2011.</p> <p>Use suite of York Customer Centre EIA findings and refresh the relevant protocols by December 2011.</p> <p>Update the Customer Relations Management (CRM) system to ensure that customer needs are captured and responded to, by early 2012.</p> <p>Make refresh of equality and diversity training mandatory for managers and staff in YCC - ongoing.</p>	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	