

Notice of a public meeting of

Decision Session - Cabinet Member for Leisure, Culture & Tourism

To: Councillor Crisp (Cabinet Member)
Date: Wednesday, 3 December 2014
Time: 10.00 am
Venue: The Crichton Room - West Offices (GO64)

AGENDA

Notice to Members - Calling In:

Members are reminded that, should they wish to call in any item* on this agenda, notice must be given to Democratic Services by:

4:00 pm on Friday 5 December 2014 if an item is called in *after* a decision has been taken.

*With the exception of matters that have been subject of a previous call in, require Full Council approval or are urgent which are not subject to the call-in provisions. Any called in items will be considered by the Corporate and Scrutiny Management Committee.

Written representations in respect of items on this agenda should be submitted to Democratic Services by **5.00 pm on Monday 1 December 2014**.

- 1. Declarations of Interest** (Pages 1 - 2)
At this point in the meeting, the Cabinet Member is asked to declare any personal interests not included in the Register of Interests, any prejudicial interests or any disclosable pecuniary interests which they might have in respect of the business on this agenda.

- 2. Minutes** (Pages 3 - 4)
To approve and sign the minutes of the meeting held on 25 February 2014.

- 3. Public Participation**
At this point in the meeting, members of the public who have registered their wish to speak at the meeting can do so. The deadline for registering is **Tuesday 2 December 2014 at 5.00 pm.**

Members of the public may register to speak on an item on the agenda or an issue within the Cabinet Member's remit.

Filming or Recording Meetings

Residents are welcome to photograph, film or record Councillors and Officers at all meetings open to the press and public. This includes the use of social media reporting, i.e. tweeting. Anyone wishing to film, record or take photos at any public meeting should contact the Democracy Officer (whose contact details are at the foot of this agenda) in advance of the meeting.

The Council's protocol on Webcasting, Filming & Recording of Meetings ensures that these practices are carried out in a manner both respectful to the conduct of the meeting and all those present. It can be viewed at:

http://www.york.gov.uk/downloads/download/3130/protocol_for_webcasting_filming_and_recording_of_council_meetings

- 4. Local Government Association Equalities** (Pages 5 - 96)
Peer Challenge: Narrative Submission
This report seeks approval for the Council's narrative submission ahead of its Local Government Association (LGA) peer assessment under the Equality Framework for Local Government. The Cabinet Member is asked to comment on the submission. Following any necessary amendment it will be submitted to the LGA in preparation for the assessment in January 2015.
- 5. Urgent Business**
Any other business which the Cabinet Member considers urgent under the Local Government Act 1972.

Democracy Officer:

Name- Judith Betts

Telephone No.- 01904 551078

Email-judith.betts@york.gov.uk

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

- Registering to speak
- Business of the meeting
- Any special arrangements
- Copies of reports and
- For receiving reports in other formats

Contact details are set out above.

This information can be provided in your own language.

我們也用您們的語言提供這個信息 (Cantonese)

এই তথ্য আপনার নিজের ভাষায় দেয়া যেতে পারে। (Bengali)

Ta informacja może być dostarczona w twoim własnym języku. (Polish)

Bu bilgiyi kendi dilinizde almanız mümkündür. (Turkish)

یہ معلومات آپ کی اپنی زبان (بولی) میں بھی مہیا کی جاسکتی ہیں۔ (Urdu)

 **(01904) 551550**

This page is intentionally left blank

Cabinet Member Decision Session: Leisure, Culture and Tourism

Agenda Item 1: Declarations of Interest

The Cabinet Member, Councillor Crisp, declared a personal interest as a retired member of UNISON.

This page is intentionally left blank

City of York Council

Committee Minutes

Meeting Decision Session - Cabinet Member for
Leisure, Culture & Tourism

Date 25 February 2014

Present Councillor Crisp (Cabinet Member)

10. **Declarations of Interest**

At this point in the meeting, the Cabinet Member was asked to declare any personal, prejudicial or disclosable pecuniary interests other than her standing interests that she might have had in the business on the agenda.

The Cabinet Member declared a personal interest in Agenda Item 4 (West Bank Park Heritage Centre and Community Café Project) as the Ward Member in which West Bank Park was located.

11. **Minutes**

Resolved: That the minutes of the Decision Session held on 16 December 2013 be signed and approved by the Cabinet Member as a correct record.

12. **Public Participation**

It was reported that there had been no registrations to speak under the Council's Public Participation Scheme.

13. **West Bank Park Heritage Centre and Community Café Project**

The Cabinet Member considered a report which asked her to approve a bid to the NESTA (National Endowment for Science, Technology and the Arts) *Rethinking Parks* programme for the West Bank Park.

The Cabinet Member complimented Officers for all their work on the project and bid and felt that it could be used as a template for other Council parks in the city.

It was noted that although the deadline for Stage 1 bids was on Friday 28 February, York's bid would be submitted on Thursday 27 February.

Officers explained that the NESTA money would not fund actual physical works in the park, but would provide the Council with an opportunity to think about plans for the development of the park. For example, in relation to buildings it was suggested that those located on 14 New Lane were too far away from play areas, and one idea for its usage would be as a business hub.

The Cabinet Member was informed that the Friends of West Bank Park had been informed of the bid and were very enthusiastic about it. Officers felt that the enthusiasm of the community groups involved in the bid had driven the project forward.

Resolved: That the bid to the NESTA Rethinking Parks programme for the West Bank Park based around the community café and heritage centre project be approved.

Reason: To seek funding for business planning and development work to improve facilities and community management of the park.

Councillor S Crisp, Cabinet Member
[The meeting started at 1.00 pm and finished at 1.10 pm].



**Decision Session – Cabinet Member for
Leisure, Culture & Tourism**

3 December 2014

Report of the Director of Communities and Neighbourhoods

**Local Government Association Equalities Peer Challenge: Narrative
Submission**

Summary

1. This report seeks approval for the Council's narrative submission ahead of its Local Government Association (LGA) peer assessment under the Equality Framework for Local Government. The Cabinet Member is asked to comment on the submission. Following any necessary amendment it will be submitted to the LGA in preparation for the assessment in January 2015.

Background

2. The Equality Framework for Local Government (EFLG) is a performance improvement and benchmarking tool, which enables participating Councils to measure their performance in relation to equality activities and outcomes. The EFLG assessment framework consists of five performance assessment criteria:
 - Knowing your communities
 - Place shaping, leadership, partnership and organisational commitment
 - Community engagement and satisfaction
 - Responsive services and customer care
 - Skilled and committed workforce
3. Participating councils are assessed against these criteria to reach one of three levels of achievement: developing, achieving and excellent. The Council was assessed as achieving in 2011 and is now seeking to be assessed as excellent.

The excellent level focuses on being able to demonstrate substantive outcomes from the actions we have taken to improve equality for our communities of identity and to ensure that everyone enjoys the excellent quality of life our city offers.

4. The submission ahead of the peer assessment consists of a narrative report (see Annex 1) setting out how the organisation has met the requirements of the EFLG at the appropriate level under the 5 main headings of the Framework. The narrative is based on the authority's self-assessment using the LGA's template which sets out how the organisation is performing against each of the criteria in the framework. Brief case studies demonstrate significant equality outcomes (see Annexes 2-10).

Consultation

5. The narrative covers the extensive consultation and engagement that takes place in forwarding the Council's equalities agenda.

Council Plan

6. This initiative relates to the Council's corporate priority of building strong communities to realise the council's ambition to achieve the excellent level of the Equalities Framework for Local Government as set out in the Council Plan 2011-15.

Implications

7. As this is a progress report there are no additional implications to consider at this stage.

Recommendations

8. The Cabinet Member is asked to comment on the narrative submission so that it can be finalised and forwarded to the LGA in preparation for the assessment in January 2015.

Reason: To assist the Council to continue to improve its performance in equalities.

Contact Details

Author:

Sharon Brown
Performance and
Service Improvement
Manager
Tel No.554362

Chief Officer responsible for the report:

Charlie Croft
Assistant Director (Communities, Culture
and Public Realm)

Report
Approved

Date: 26 November, 2014

Wards Affected:

All

For further information please contact the author of the report

Background Papers: None

Annexes

1. LGA Narrative Submission
2. Improving Outcomes for the Gypsy Roma Traveller Community
3. Mitigating the Impact of Welfare Reform
4. Welcoming City
5. Review York's Children Centres- Shaping Services for the Future
6. Development of Specialist Activity Base for Adults with Learning Disabilities and/or Autism
7. Accessible West Offices
8. Celebrating Ability Inclusive Sport and Leisure Activity for disabled people.
9. York's Independent Travel Scheme for Young People with Special Educational Needs
10. Howe Hill Hostel for Young People

This page is intentionally left blank

City of York Council's Equality Framework for Local Government Narrative Submission

November 2014

Contents	Page Number
1. Introducing York	3
2. Our Journey to Excellence	5
3. Knowing our Communities	8
4. Leadership, Partnership and Organisational Commitment	11
5. Community Engagement	19
6. Responsive Services	23
7. A Skilled and Committed Workforce	26
8. Next Steps	31

1. Introducing York

York has a population of approximately 200,000. Some population groups within certain age bands have increased by more than the England and Wales average notably those over 85 (which present a number of challenges including increasing cases of dementia), 20-24 year olds and 0-4 year olds especially for children aged 2 years and in future. York will see an increase in demand for childcare and primary school places.

York is the 3rd least deprived city out of the 64 cities of similar size in the UK; however, York's overall prosperity masks pockets of deprivation. The city has 8 super output areas in the 20% most deprived in the country, one of which (in the Westfield Ward) is in the worst 10%. These areas are home to 14,000 residents, including 4,500 children. The other areas of deprivation are located in the Clifton, Hull Road, Heworth and Guildhall wards.

York currently supports around 117,000 jobs with average earnings in 2013 at £27,196 compared with the national average of £26,941 and the regional average of £24,913. The city is close to full employment with the claimant count for Jobseekers Allowance in August 2014 at just 1,441, 1.1% of the working age population. This represents a sharp decline. Long-term youth unemployment is at 0.1%.

These figures, however, mask concerns regarding in-work poverty with more people reliant on in-work benefits. Despite progress on the 'Living Wage' where several employers in the city are committed to pay £7.65 an hour some 20% of employees in the city are paid below that level. Furthermore, there has been a major increase in part-time working amongst those in employment since 2010 – 4.8% more men and 8.3% more women in the workforce are working less than full-time. Overall, 33.2% of York's residents are in part time employment, the 5th highest proportion of all unitary and county authorities. Part time workers are twice as likely to be on low pay. Gender pay inequality has widened with women earning 18% less than men.

York is an expensive city for many residents and many of those on lower incomes face day to day financial challenges. For example, the average cost of a home in August 2014 in York was £189,657 – higher than the England & Wales figure of £177,824 and significantly greater than the regional cost of £121,466. This makes York the least affordable city for housing in the region with an earnings to house price ratio of 7:1. For those on lower incomes the ratio is greater.

The proportion of children living in poverty in York in 2013 was 12.5% (4,490). This is less than national (20.1%) and regional (21.1%) rates and whilst York compares well, tackling child poverty remains a concern and a priority. 2,791 children live in poverty in working households, and that the proportion of children in poverty in single parent households is 74.6%.

Average life expectancy continues to rise and is higher than the England average 79.8 for men and 83 years for women in 2012; however, there is a strong correlation between deprivation and lower life expectancy. Data for 2010-2012 suggests an improved (shortened) life expectancy gap for men in York (8.5 years in 2009-2011 down to 7.2 years) but a worse (increased) life expectancy gap for women in York (5.6 years in 2009-2011 up to 5.9 years).

York has lower levels of disability compared to the region and nationally; however, there are concerns about the accessibility of York as a heritage city with an identified need to improve how the city welcomes residents and visitors and enables them to navigate it.

The city has become more ethnically and culturally diverse with a Black and Minority Ethnic (BME) population of 9.8% compared to 4.9% in 2001. The City's Gypsy and Traveller population is around 269. The city has small, well established BME communities, more recently expanded by a rapidly growing and diverse student population at the city's two universities as well as by people from within the European Union (EU). The BME communities therefore tend to be small and isolated and they identify a problem of lack of friendship and community feeling. The indigenous community is at best only superficially welcoming and there is a lack of specialist support for BME communities, especially on first arrival.

York's Lesbian Gay Bisexual and Transgender (LGBT) community is making an increasingly visible impact on the life of the city through self-led groups such as York LGBT Forum and York Pride and there is a full programme across these organisations of activism, advocacy and awareness raising events. York Pride has taken place annually in the city since 2006 and there is a partnership approach to recognising and supporting the LGBT workforce in York. The Council supported the first Lesbian Arts Festival in 2013. A Transgender group is also now up and running in the city with a small but increasing number attending.

Surveys have confirmed a strong sense of civic pride in York and overall York is a relatively cohesive city. There are currently 610 charities operating within York and the York CVS reports comparatively high levels of volunteering.

2. Our Journey to Excellence

The council is committed to fairness and equality. This commitment comes from the Leader and the Cabinet and is driven forward strongly by the council's management team and staff. It is central to the Council Plan and to everything we do through our partnership working to ensure that everyone enjoys the excellent quality of life our city offers. Occasionally things will occur to indicate that an individual is not fully behind this commitment; but such examples are very much the exception rather than the rule and are always challenged.

From our peer review at 'Achieving' level (report findings **[E1]**) we gained an understanding of our need to engage more effectively with all our communities of identity; to enable the wider York to embrace the new population reality; to understand the make-up of our work force more clearly; and to engage elected members and our partners in establishing and driving forward priorities for the city. These finding shaped our improvement action plan **[E2]**.

From this understanding, combined with the work of the Fairness Commission set up in 2011 who made a number of recommendations **[E3]**, our growing clarity about the city's issues gained from our partnership working and engagement with our communities, priorities have emerged in terms of:

- A Fairer York - narrowing the gaps in key areas
- Celebrating diversity – making York a more welcoming city
- An enabling, positive, diverse and inclusive council workforce – mirroring the communities who live in our city.

These priorities shaped the council's York Equality Scheme **[E4]** as well as York's Equality Plan: 'A Fairer York' which has now replaced it **[E5]**.

In preparation for this peer review we commissioned a mock assessment in January 2014 by two LGA Equality Peer Assessors. Their findings **[E6, E6a]** highlighted that, *“Overall there are many examples of excellent practice in York and in many areas real outcomes are being delivered. The culture appears to be changing and equalities is increasingly embedded. Excellence should be within your grasp in the short to medium term.”* Over the last year we have implemented the findings **[E7]**.

A summary of key successes and challenges since the mock assessment are contained in the table below.

Successes	Challenges
<ul style="list-style-type: none"> • The city is close to full employment • 6.9% of York's population have no qualifications this is less than the region at 10.4% and GB at 9.3% • The % of children achieving 5 or more A*-C including English and Maths at 67% places us 16th out of 152 local authorities • Our approach to looked after children has resulted in year on year reductions: at 217(Sept 14) from 256 (March12). • As our Health and Wellbeing Score Card shows Homeless figures have continued to reduce despite the recession and the impact of Welfare reform • Crime has for the eighth consecutive year reduced. Hate Crime incidents have reduced from 169 (2009/10) to 98 (2013/4) • At March14 the% of adults with learning disabilities in settled accommodation has increased as has the % of adults in contact with secondary mental health services 	<ul style="list-style-type: none"> • Full time work in the city has decreased and part time working has increased • Gender pay inequality has widened with women earning 18% less than men • Targets to increase the number of apprenticeships have not been met • The number of people with learning disabilities and in contact with secondary mental health services in paid employment has reduced • Educational attainment needs to improve in the following areas: % of young people who achieve a Level 3 qualification by the age of 19 Attainment of a Level 3 qualification by age 19 - FSM group % of Looked After Children achieving Level 4+ in Reading, Writing and Maths at Key Stage 2 Difference in % between pupils eligible for FSM and those not, achieving 5+A*-C or (equivalent) Inc E&M at KS4 • Food and Fuel poverty is increasing • Adults over 18 drinking at 'increasing risk levels' is on the rise. York has the 7th worst estimated level of binge drinking in the country

	<ul style="list-style-type: none"> • The number of children living in deprived areas who are obese is increasing in the Guildhall and Westfield Wards • More affordable housing is required to meet the housing needs of the city • People suffering from dementia set to rise to over 3,000 by 2020 from 2,700
--	--

Equalities Governance arrangements and monitoring arrangements [E8] have been strengthened through the establishment of our partnership Equality Plan: 'A Fairer York' which is overseen by the recently established Fairness and Equalities Board, a sub-group of the local strategic partnership, and championed by other partnership boards such as the Safer York Partnership, the Health and Wellbeing Board, YorOK, and the York Economic Partnership. Equality Score Cards [E9] mirroring the priorities of the Equalities Plan have been developed for Economic Wellbeing, Learning and Educational Wellbeing, Health and Wellbeing and Community Wellbeing.

The Fairness Leadership Advisory Group (FLaG), the council's corporate officer group, advises Cabinet on equality issues and monitors progress on equalities [E10]. Cabinet receives updates on equalities via the Performance Monitor [E11]. The Corporate and Management Scrutiny Committee has overall responsibility for scrutinising our approach to equalities and monitoring progress [E12]. In addition, other scrutiny committees [E13] also scrutinise equalities relevant to their own area. To strengthen equalities within the business of the council the Council Plan themed boards also monitor equality indicators [E14] via score cards relevant to them.

Our Community Impact Assessment (CIA) process has been strengthened. We have changed our forms (See example CIA [E15] and our CIA guidance [E16] to reflect the Equality Measurement Framework in that they take into consideration the 10 dimensions of equality. From April 2014 all relevant reports requiring a decision now have the CIA appended and a CIA action recording system has been established with reports provided to FLaG [E17] and to Departmental Management teams. A revitalised Equalities Advisory Group made up of representatives of the Communities of Identity advises the Council on CIAs.

Following results of our Big York Survey [E18] together with feedback received from our LGA Peer Review, the Community Engagement ‘Rewiring Public Services’ Transformation Programme was launched earlier this year in order to achieve greater involvement of residents in the setting of council priorities and the redesign of council services. This has reviewed our approach to engaging with communities as demonstrated by **Case Studies 4, 5** and implemented a programme of Community Conversations in each of our Wards. Community Engagement Guidance [E19] has also been developed.

The council’s Procurement Strategy **[E20]** provides a consistent and corporate approach to commissioning and procurement and equalities is firmly embedded within our processes. We have supported our equalities agenda through work on our JSNA, for example through a “deep dive” on poverty.

Our Annual Workforce monitoring report **[E21]** has been revised following feedback from the mock inspection. We have introduced Itrent, our HR information system, and also our Behavioural Standards [E22] and revised Performance Development Reviews [E23] which now firmly embed equalities. We have also strengthened our Equalities Training programme [E24] making it more comprehensive.

We hope that this narrative, evidence and case studies supplied, together with your visit will demonstrate that we have sufficiently improved to meet the ‘Excellent’ standard of the Equalities Framework for Local Government (EFLG) assessment through our approach to embedding equalities within our organisation and through strong partnership working.

3. Knowing our Communities

The council’s Business Intelligence unit provides information for the council and its partners. We draw upon a wide variety of information using census information, economic data, crime statistics, health profiles, public health outcome data and comparator data (Sentif, LG Inform, Experian, Stream, Local View, GIS). We also use performance monitoring and benchmarking tools such as Public Health Outcomes performance monitoring tool, LAIT, ASCOF and APSE. We draw upon needs assessments such as the Joint Strategic Needs Assessments. For the first time this year our Joint Strategic Needs Assessment is web-based and is accessible to a much wider audience. Equality data can be accessed on our website:
http://www.york.gov.uk/info/200484/equality_and_diversity/82/equality_and_diversity (3.1)

Ward profiles **[E25]** provide extensive data for each ward and are published on the web. Ward profile information along with intelligence from the community, elected members and service delivery partners have informed the development of ward action plans **[E24]**. Services also collect communities / protected characteristic information. For example, the housing service has customer profiling information for council house tenants. The homeless service routinely collects data on protected characteristics as does the substance misuse service **(3.1, 3.2)**.

We collect information on customer satisfaction through the results of our corporate survey The Big York Survey **[E18]** carried out every two years. Results are evaluated down to protected characteristics and published on the web and shared with partners such as the Fairness and Equalities Board. Individual services also undertake customer satisfaction surveys; for example, Housing Services undertake an annual Tenant Satisfaction survey **[E27]**. **(3.1, 3.2)**

Through our Community Impact Assessment Guidance **[E16]** we assess equality impact against the 10 dimensions of equality and this is outlined in our Business Planning guidance **[E28]** for the production of Directorate Business Plans **[E29]** **(3.1)**.

Individual services also carry out their own needs assessment and shape services accordingly. For example, the Housing Needs Assessment informed the Housing Strategy, whilst the Gypsy and Traveller housing needs assessment has led to funding for the provision of six additional pitches. To improve outcomes for Gypsy, Roma and Traveller families a Gypsy, a Roma and Traveller Strategy is currently being implemented and has led to the production of a Gypsy and Traveller Health Needs Assessment (**Case Study 1**), whilst an analysis of the need for supported housing has led to the production and implementation of the Supported Housing Strategy **[E30]**. In developing the strategy, the needs of seven groups: older people, people with mental ill health, people with learning disabilities, young people, offenders, homeless people and substance misuse were examined.

The Children and Young People's Weight Management Programme **(3.2)** has been implemented in the light of a detailed analysis at a ward level showing that whilst York's proportion of overweight obese children remains lower than the national average there is a marked difference in the Guildhall Ward where the number of obese children at year 6 is higher than the national average, and in Westfield Ward in the case of reception age children.

A comprehensive assessment on the impact of the welfare reform informed our partnership action plan to help mitigate its impact. Rent arrears have been contained, homeless performance has not deteriorated against a backdrop of these reforms. Communities have easier access to debt, housing and employment advice through the establishment of 9 Community Advice Hubs **(Case Study 2) (3.2, 3.3)**.

A York Hospital study, 'The influence of Alcohol on York Emergency Department' has reported how partnership working through the Safer York Partnership and Alcohol, Violence and the Night Time Economy (AVANTE) task group has helped to address alcohol related crime and anti social behaviour in York and reduced alcohol related attendance in Yorks Hospital's Emergency Department from 19.7% in 2011 to 14.9% 2013/14 **(3.2, 3.3)**.

Analysis of how the authority responded to Looked After Children (LAC) resulted in a review of the service and introduced our Keeping Families Together initiative. The number of LAC reduced from 256 in 2011 (the fourth highest number of LAC per 10,000 population in the Yorkshire and Humber) to 222 at March 2014 and the actual expenditure for LAC has reduced by about £1m over this period **(3.2)**.

We share information with our partners including data on health inequalities shared with partners via the Health and Wellbeing Board and other partnership boards such as the YorOK partnership and the Safer York Partnership. The Joint Strategic Needs Assessment (JSNA) is used to influence York's Health and Wellbeing Strategy and commissioning plans for health, wellbeing and social care services. Data has been shared to produce key strategic documents such as the Equality Plan: 'A Fairer York', the Community Safety Plan, Domestic Violence Strategy and the Alcohol Strategy. **(3.1, 3.2, 3.3)**.

Unlocking York's talent, the city's first All Age Strategy, is grounded in a comprehensive Skills and Employment Assessment of Need and is a partnership document championed by York's Economic Partnership. **(3.2, 3.3)**

The production of the 14-19 Local Statement of Need developed in consultation with York Education Partnership identifies outcomes that have been achieved and what needs to be improved. For example, the percentage of Year 11 students achieving 5 A* to C GCSE grades including English and maths has improved and is now close to being in the top 10% nationally. The gap between the FSM cohort and non-FSM cohort is closing and is now close to the national median.

However, the gap is still too wide and this has led to the York 300 project to improve educational attainment for young people eligible for Free School Meals **(3.1, 3.2, 3.3)**.

Where data is lacking then further research is requested. For example, the JSNA are undertaking 'deep dive' work in relation to the city's mental health needs and the effects of poverty. Through our service level agreement with Health Watch, research has been undertaken in how we can improve access to services for those with disabilities and for people who are deaf or have a hearing impairment. Providers of commissioned services are also required to provide monitoring reports and identify achievements in equality outcomes or where improvements are required.

We listen to the voices of our Communities of Identity, captured for example in YUMI York's Community Consultation 2013/14 which has led to the Council putting forward a proposal for a community venue on the Hungate site.

Corporate and Scrutiny Management Committee has undertaken a review around raising awareness of the democratic process amongst York's Communities of Identity, and identifying any required equalities training for Members **[E31]**. As well as receiving information on a community mapping project undertaken by the Council to understand the engagement experiences of York's many communities across the city, the committee undertake a consultation event with 'Communities of Identity' groups to explore their views and discuss the barriers they perceive that limit their involvement. The committee used this to frame its recommendations around the council's communications and member training.

4. Leadership, Partnership and Organisational Commitment.

Over the last few years the council has worked hard to ensure that equality is embedded within the organisation.. This commitment is detailed in our Council Plan **[E32]** which makes it clear that York's ambition is to achieve excellence for the Equalities Framework for Local Government. **(3.4)**

The City of York Council set up the Fairness Commission, **[E3]** an independent advisory body to recommend ways to improve fairness and reduce inequality in York. Six key areas emerged from feedback: Health, Incomes and Work, Education, Housing, Diversity and Community Life.

Recommendations have been implemented for example the introduction of the Living Wage by the council and others in the city and our partnership approach to tackling poverty. Recommendations influenced the York Equality Scheme [E4]. (3.4)

The council's commitment to equalities has remained strong and focused within the challenge of budgetary reductions. We have mainstreamed equality throughout the organisation through the Fairness and Leadership Group (FLaG) [E10]. FLaG strand leads represent all areas at all levels and ensure that equalities is completely embedded. The strand leads link in with various corporate groups including the performance and policy group responsible for business and service planning, the workforce strategy group dealing with work force issues and the corporate customer and community engagement network. FLaG representatives also ensure strong links with the Corporate Leadership Group and partners. A recent restructure has brought together our Business Intelligence Performance, Policy and Partnership functions into the Business Intelligence and Partnerships team (a corporate resource). This has further embedded our commitment to equalities by strengthening the links between equality and strategic priorities and partnership working. (3.4)

We are working to embed equality monitoring into our internal and external quarterly performance reports. These reports are received by priority boards, other forms of strategic boards, DMT's and CMT's which help to aid the organisation's understanding of whether we are on the right track to achieve equality objectives and outcomes."

Whilst Cabinet members for Leisure ,Culture and Tourism and Health and Community Engagement together with the Director of Community and Neighbourhoods have been leading on the council's approach to equalities, all members have equalities at the heart of their decision making process. Prior to decisions being made members take into consideration Community Impact Assessments (CIA) [E15] which provide details of both positive and negatives impacts of any decision together with action to mitigate any negative impacts. Through consideration of CIAs there is a clear commitment to equality even when making difficult decisions. (3.4)

Members act as ambassadors for our equalities agenda. For example:

Cabinet, following recommendation from the Fairness Commission introduced the 'Living Wage' to 570 council staff leading to the council being accredited as a Living Wage Employer by the Living Wage Foundation.

Through partnership working we have been encouraging other employers in the city to do the same. In recognition of the work on the 'Living Wage' Rhys Morre, Director of the Living Wage made the following comment, '**York is the first city outside London to have such a concentration of Living Wage employers and a commitment to tackling problems of low pay across the city**' (3.4, 3.5, 3.6).

Cabinet has supported the need for affordable housing the Get York Building Board was established to champion the development of the council house building programme. **The Deputy Leader** has also championed the need to keep housing rents at social rent levels.

Many Members have become Dementia Friends to underline their support for the national awareness campaign. York is an early adopter of a national recognition pilot for dementia friendly communities led by the Alzheimer's Society. Partnership work is underway to make York a *dementia friendly city* (3.4, 3.5).

The Cabinet Member for Leisure, Culture and Tourism (LCT) has created a bursary fund to allow partner organisations to purchase tickets for cultural or sporting activities for vulnerable individuals and families that they are working with. In its first year it has been used by the City of Sanctuary initiative. This Cabinet member also pressed for a new Reading Café at Sycamore House in partnership with the health trust for use by users of the Community Mental Health services and the general public alike (3.4, 3.5).

The Lord Mayor, supported by the Deputy Leader and Cabinet Member for Homes and Safer Communities championed York's Domestic Violence and White Ribbon campaign. The council has been awarded White Ribbon City status in recognition of its commitment to raising awareness on the issues of domestic abuse and violence against women and children.

The **Cabinet Member for Education, Children and Young People** champions mental health services for young people (3.4, 3.5, 3.6).

The **council's scrutiny committees** also champion improvements in equality outcomes through their task and finish reviews. In 2013 four overview and scrutiny committees worked collaboratively with the Corporate and Scrutiny Management Committee to review York's Night Time Economy [E33].

Cabinet accepted recommendations that '*the Council, Safer York Partnership and health partners investigate the establishment of a city centre treatment and recovery centre to operate on Friday and Saturday nights to provide both clinical care and a place of safety*'. In June 2014 through collaborative working between Safer York Partnership, York Ambulance Service, NHS Trust and York's Street Angles a bespoke unit became operational **(3.7)**.

The Learning and Culture Overview Scrutiny Committee undertook a review of the standards of Career Education, Information Advice and Guidance for young people in York (July 2014). Recommendations are being implemented and have led to the developed of the "Prepared for the Future Framework" self evaluation toolkit which enables schools to benchmark themselves against statutory guidance and nationally recognised frameworks. 7 secondary schools out of 9 have engaged in this process and have enabled the Local Authority and schools to identify and share good practice. In addition work is underway to encourage more employers to engage with schools **(3.7)**.

We utilise peer reviews, inspections and awards as a way of externally scrutinising our performance and learning and sharing good practice with others. Following learning from City Challenges (London and Greater Manchester) and the Kent *Every Lesson Counts* initiative, York has launched *York Challenge*. This aims to empower the city's schools to achieve excellence in the four key areas of leadership; curriculum; teaching and narrowing the gap to accelerate the progress of under-achieving children. Focusing on partnership working in geographical groups known as school improvement clusters, the emphasis will be on ensuring that all schools become 'good' or 'outstanding' **(3.7)**.

Our annual Crime Summit informs the review of our Community Safety Plan. Housing and poverty was the focus of York's *Housing Week 2013*, with *Housing and Health* the focus in 2014. Following learning from this, Housing Services are supporting Rental Exchange, a scheme developed by Big Issue and Experian, to help build up the credit scores of Social Housing tenants using their rent payment histories. **(3.7)**.

York is being contacted by numerous cities in the UK and Europe to hear how we are developing as a dementia friendly city. We are twinning with Bruges on this issue and have received visits from Norway and New Zealand **(3.7)**.

The council's Childcare Service is taking part in a two-year government trial to help other areas develop childcare hubs.

York was chosen because of the success of the award-winning *Shared Foundation Partnerships* which has been running for a number of years **(3.7)**.

York has been nominated as a Champion for its Special Educational Needs and Disability reforms in recognition of the progress made in implementing far reaching reforms and the approach taken to ensure parents helped shaped these. **(3.7)**

We have helped create a national toolkit to support health and social care professionals plan services for carers which provides an overview of the services for carers in their local area helping to address gaps in provision, pinpoint which groups and communities are being served and improve communication between carers, service commissioners and providers **(3.7)**.

Our Vision and commitment to partnership working to tackle inequalities was outlined within our Equality Scheme and is now included within York's Equality Plan: 'A Fairer York' **[E5]** a partnership document which has recently replaced the council's York Equality Scheme **[E4]** in recognition that no one agency can tackle inequalities alone and champions York's equality agenda. York's Fairness and Equalities Board (FEB), established following feedback from a previous assessment) has overall responsibility for ensuring that the plan is delivered. Delivery is also championed through individual partners, including statutory partnership boards and non statutory partnership boards (sub groups of LSP) Corporate and Scrutiny Management Committee also oversee delivery of the plan with individual scrutiny committees scrutinising progress relevant to their committee. **(3.5)**

York has a strong tradition of partnership working to tackle inequalities. Partnership commitment to tackle inequalities faced by York's Gypsy and Roma Traveller Community led to the implementation of the Gypsy, Roma and Traveller Strategy **[E34]**, a Health Needs assessment **[E35]** for York's Gypsy Roma and Traveller Community being completed, increased funding to improve existing Gypsy and Traveller sites and provide additional pitches and a commitment to improve literacy and educational attainment for Gypsy, Roma and Traveller adults and young people **(See Case Study 1) (3.5, 3.6)**.

The council approved a vision for a 'poverty –free York' building on the work of the York Poverty Action Group a partnership between the Council, The Press, Joseph Rowntree Foundation, church representatives, the NHS, the Citizens Advice Bureau, the South Yorkshire Credit Union and the York Economic Partners.

Following lobbying by York's Youth Council £60k from the council's Economic Infrastructure Fund was awarded for cashless payment systems to be installed in three secondary schools aimed at increasing the uptake of Free School Meals. The % of children eligible in the primary sector taking a free school meal increased to 76.8%. The % of children eligible in the secondary sector taking a free school meal remained stable at 76.3% **(3.5, 3.6)**.

Partnership working has led to the establishment of the multi-agency Safeguarding Hub and Central Referral Unit at the council's West Offices.

The unit oversees joint teams from the council, North Yorkshire County Council and the police work together to prevent and deal with serious crimes of abuse such as child sexual exploitation and serious domestic violence. Although year end figures show an increase in the number of domestic violence incidents the number of repeat incidents has reduced. The number of children subject to a Child protection plan has decreased. In the past year the York Health and Wellbeing Board has established a domestic violence strategy group with membership from all the relevant agencies and representatives from the City of York Safeguarding Children Board (CYSCB). The group has developed a York Domestic Abuse strategy and action plan. **(3.5, 3.6)**.

Working together, the council, North Yorkshire Police (NYP) and the Police and Crime Commissioner have established the Anti Social Behaviour (ASB) Hub, resources, powers and expertise from NYP and CYC have been merged. The number of reported cases ASB reduced from 13,892 (2012/13) to 13,047 in 2013/14. Hate Crime [E33] has reduced from 169 incidents in 2009/10 to 98 in 2013/14 **(3.5, 3.6)**.

Our communications team actively issues press notices and are instrumental in producing the council's newsletter and the staff newsletter BUZZ, they undertake joint campaigns working with the police and health colleagues and the local press **(3.8)**.

Our Procurement Management Strategy [E20] provides a consistent and corporate approach to commissioning and procurement. The strategy is supported by the procurement team's use of standard documents and the council's terms & conditions which are issued with every purchase order. As part of the council's procurement procedures contractors bidding for higher value work are sent our Employment and Skills Plan and their submission is scored against this **(3.9)**.

To encourage Local Small and Medium Sized Enterprises (SMEs) to bid for work, 'bidders' days' are held and SMEs registered are invited to attend. Recently a YorBuild 2 event was held to provide advice and guidance to SMEs on how to complete Pre-Qualification Questionnaires (PQQ's). To encourage more SMEs to bid for work it is no longer a requirement under our contract procedure rules that 3 years of account details are to be provided. This is applicable for work under £100,000 **(3.9)**.

A procurement toolkit has been developed which provides guidance and templates for officers to run their own small procurements compliant with public sector procurement rules, the council's contract procedure rules and financial regulations. Built into the toolkit is guidance on Ethical Procurement, Living Wage and Fair Trade as York is a Fair Trade City. The toolkit incorporates the council's equality requirements thereby ensuring all contractors abide by these requirements when undertaking work on behalf of the council. All contractors who are successful in obtaining work from the council are asked to sign up to the principles in the council's Procurement Equality Charter [E37]. **(3.9)**

There is a robust process in place for managing contracts ranging from business review meetings, customers satisfaction surveys and outcomes, complaints / concerns from customers / care management, on-going monitoring information and evaluation of performance and annual review / appraisal of services provided. Within Adult Social Care & Early Intervention & Prevention, there are quality monitoring officers who review the services provided. Both teams have dedicated contract management staff. As part of its approach to monitoring, the council conducts a quarterly survey of 25% of all individuals whom are using home care services. This captures their views on the quality of the services they receive, the timings of visits and if they are being treated with dignity and respect. Surveys are also carried out on all services provided by council Carers **(3.9)**.

The following examples demonstrate how we are meeting our equality objectives through commissioning and procurement of services:

The procurement team have worked with officers in the libraries and archives service and warden and telecare service to develop social enterprise models .

The council has a number of contracts with a local organisation, Brunswick Organic Nursery, which provides a productive workplace for adults with learning disabilities, mental health problems, Physical Disabilities or a combination of these.

Adult social care contracts provide for a total of 122 placement days each week and 47 individuals currently benefit. Activities for each customer are chosen in a person-centred way according to the abilities and wishes of the individual. Customers attending the scheme have individual “next steps” plans capturing individual personal development and learning goals, and the contracts are commissioned to deliver against individual customer outcomes. The provider has created initiatives outside of the contract funding to provide additional progression for customers towards independent employment **(3.6, 3.9)**.

The procurement of West Offices café illustrates how the procurement process supports community-led businesses or social enterprises. The contract was awarded to United Response, a third sector organisation that provides on the job training for people with learning and physical disabilities and mental health needs. The trainees are involved in most areas of the cafe from working in the kitchen preparing food, running the coffee machine and operating the tills. The adult social care contract provides for nine placements each weekday, making a total of 45 placement days each week. The final stage in progression is for the customer to move on into individual support arrangements where they receive coaching and support for job-hunting and individual mentoring when they move into employment **(3.6, 3.9)**.

Fostering Good Relations

York is passionate about welcoming all and celebrating diversity. Organisations in the City are working to make York a vibrant, diverse, fair and safe city. Results of the Big York Survey 2013 show 58% of respondents felt that people from different backgrounds get on well together, increasing to 67% for non-British respondents. York is seeking recognition as a City of Sanctuary and a Human Rights City. Over the next three years, a regular programme of training, events and festivals in York will highlight human rights issues both locally and globally. **See Case Study 3** which highlights our inclusive approach to celebrate culture and diversity in York. **(3.10)**.

York is a relatively safe city. Crime has fallen across the city for the eighth consecutive year falling by 5% on the previous year. Big York survey results 2013 show that 80% of respondents feel that York is a safe place to live and 79% feel their local areas are a safe place to live. Hate crime has reduced from 169 incidents in 20029/10 to 98 in 2013/14. Through our work on PREVENT we have pro-actively managed tensions to stop issues escalating. When a Turkish refugee was arrested, we were approached by Refugee Action York in response to growing anger within the Turkish community who did not fully understand why the arrest had been made.

The situation was resolved when issues of the arrest were made clearer. At the request of the Vice Chancellor of York University, the co-ordinator and North Yorkshire Police met with the Islamic Society to allay fears based on their perception of a growing anti-Muslim sentiment. **(3.10, 3.18).**

5. Community Engagement

Our Community Engagement Guidance [E19] sets our inclusive engagement approach and we have a wide range of informal and formal engagement structures including the use of social media.

Our involvement matrix [E38] shows the extent to how we engage. The weekly Connect Bulletin – Community Engagement Activity [E39] provides a central record of what is going on and identifies our forthcoming engagement activity not only raising awareness with staff but allows staff to join in with planned activity **(3.11).**

York is one of the first local authorities to use community- powered open innovation through our award winning GeniUS initiative. Launched in 2011, the GeniUS web forum seeks to crowd source ideas from residents, businesses and the academic community to help solve the city's key challenges. Following a call for ideas to raise awareness on dementia with young people the 'Turning into dementia' film was produced. Also, in response to an idea about older people living safely, the council opened its first independent living Telecare show flat equipped with the latest technology **(3.11).**

We also hold Synergy Surgeries which bring together our partners, business, voluntary and community sector and service users to discuss key challenges and find solutions. The Creative Health Synergy Surgery brought a mix of over 60 health care professional, IT and Digital and Creative businesses from all over the UK together with service users to co-design solutions and improve healthcare delivery in York. From this surgery three ideas have been funded from the Council's Delivery and Innovation Fund: one trialling an online, interactive doctor that delivers a more tailored and multi-platform approach to responding to patient needs, the second developing a crowd sourcing approach to local health care and the third testing new engagement approaches with social disengaged patients. The Library Synergy Surgery resulted in trialling libraries on prescription enabling GP practices working with the local library to provide a range of support for those experiencing social isolations. **(3.11, 3.12)**

The Equality Advisory Group (EAG) [E40] recently refreshed following feedback from a previous equality inspection now includes representatives from partner and voluntary sector groups covering all York's communities of identity. This group is instrumental in advising the council's Cabinet on key strategic community impact assessments. Representatives of the group meet quarterly with one of the council's Departmental Management Team (DMT) to discuss equality and social inclusion issues making leaders more accessible and accountable **(3.12)**.

Resident Associations are active in all our wards and the Residents Federation is the umbrella organisations for these groups.

As part of our Neighbourhood Working Model, Residents Forums have been established in every ward comprising elected members, groups, organisations, and other partners. They have developed ward improvement action plans [E26] informed by ward profiles [E25] and local intelligence to tackle local issues. Tang Hall an area in York were successful in bidding for Big Local Lottery Funding and received £1million provided over 10 years. Tang Hall residents have influenced how the money is spent to improve outcomes for people living in the area. The Tang Hall Big Local steering group has developed a community plan to setting out how the money should be spent.

Following feedback from the EFLG inspection 2011 we have strengthened our engagement mechanisms with Gypsy and Travellers and the LGBT community. Gypsy and Traveller engagement has led to the production of our Gypsy and Traveller Strategy. Gypsy and Travellers are represented on the Gypsy, Roma and Traveller Strategic Board who oversee delivery of the strategy. The format of the board has moved from being formal to informal to ensure the Gypsy and Travellers attending feel more comfortable **(3.12)**.

We have also being working closely with the LGBT forum, a representative of which has been working with secondary schools to raise awareness of homophobic language and we are considering implementing a training programme they have devised for staff in elderly person homes. We engage with LGBT young people through LGBT Youth York. This project is specifically for young people aged 15-21 who either identify as lesbian, gay, bisexual or transgender or are questioning their sexuality. It was established following representations from young people themselves. **(3.12)**

Satisfaction surveys also influence how we do things. Surveys are undertaken corporately and at service level. The corporate customer satisfaction survey 'Big York' survey [E18] is undertaken every two years and results are

disaggregated to show responses for those with protected characteristics. Results inform directorate Business Plans and policies and strategies. Results of the Big York Survey revealed that we needed to improve the way we engage with our residents (24% of respondents agreed that they are able to influence decisions in their local area, 49% disagreed). The results of the survey, together with feedback received from the LGA Peer Review, led to the Community Engagement 'Rewiring Public Services' Transformation Programme [E41] with the aim of creating greater involvement of residents in the setting of council priorities and the redesign of council services. This programme has developed a framework where people come together to make decisions by introducing new ways for residents to interact with the Council **(3.11, 3.12)**.

This approach enables residents and communities to be involved at every stage, from clarifying the outcomes, service review and design through to delivery arrangements. Over two months during the summer as part of the council's wider Transformation Programme a major engagement exercise was undertaken resulting in conversations with 7,800 residents (1,700 on Children's proposals see below) through a number of different activities including open days at Council offices, conversations with residents on the buses, using social media, workshops with Parish Councils and Resident Groups and sessions with different stakeholder groups. We have worked with York Community and Voluntary Service to engage with communities of identify so that we consider the views of as many residents as possible. **(3.11, 3.12, 3.13, 3.14)**.

As part of the council's Rewiring programme, Children's Services Education and Skills is transforming the way it delivers Early Years services from York's 9 Children's Centres. A partnership approach to consultation with partner agencies ensured high levels of engagement which included health visitors and social workers visiting the most vulnerable families and community led consultations with parents using community centre facilities. 1,700 responses, including responses from the most vulnerable groups including Gypsy and Traveller families, those living in our most deprived areas, parents and carers of children with disabilities and special educational needs and families registered with our Troubled Families Service were received. **Case Study 4 'York's Children Centres- Shaping Services for the Future' (3.12, 3.13, 3.14)**.

We have also actively engaged with people with learning disabilities and their parents and carers in the review of one to one support provision and day activities and the developed of a Specialist Activity Hub focusing on those with

Autism, Challenging Behaviour and High Support Needs. See **Case Study 5 (3.12, 3.13, 3.14)**.

Members, taking on board the need to better engage with communities have implemented a programme of Community Conversations. Each month a ward is visited attended by the Leader, Cabinet and senior officers talking to residents about what is important to them. **(3.12)**.

To make our services more accessible the new Customer Service Centre at West Offices replaced the original thirteen receptions across the city This prompted an overhaul in the way face to face interviews are managed and delivered. The design of West Offices in order to ensure accessibility was informed by extensive community engagement activity **(See Case Study 6)**.

Participation in Public Life

York is renowned as a volunteering city. Respondents to the Big York survey show that 21% of respondents volunteer as least one per week. We have implemented initiatives to increase volunteering opportunities. A Volunteer Co-ordinator post has been established to implement our CYC Volunteering Strategy [E42] and initiatives funded by our Community Grant. Working with York Cares and York Council for Voluntary Service (CVS), staff events have been held to promote city-wide volunteering opportunities. Volunteering is now part of the council's staff recognition scheme with volunteering supported by authorised time off. As part of the council's commitment to volunteering we have signed up to the York Compact and the York Volunteering Charter. **(3.14)**

Our Smarter York initiative enables people to volunteer to maintain a clean, safe and green environment through Snow Wardens, Street Buddies, Recycling Champions and Friends of Park Groups. Our Spring Board projects recruit volunteer mentors to support young people leaving care. Community Champions help the Family Information Service to extend the reach of high quality information to a greater number of families. The Customer Panel established in ACE was involved in the establishment of *Through the Gate*, a buddy service for offenders to escort/assist people leaving prison to their support scheme. The Grand Depart brought together hundreds of volunteers to assist in its delivery **(3.14)**.

6. Responsive Services and Customer Care

We work to ensure our services are responsive to the needs of our customers and make sure that there are no gaps. Policy and decision-making is informed by equality analysis and impact assessments. Our Business Plans look at demographic changes, changing needs, and past performance and identify actions to improve outcomes. The examples provided below demonstrate improvements in equality outcomes.

Inclusive Sport and Leisure Activity for Disabled People: In response to the decline in numbers of people with a long term limiting disability taking part in sport and active leisure. The Sport and Active Leisure Team have been working to establish new inclusive and disability sport activities. **(See Case Study 7)(3.15, 3.16).**

Improving outcomes for Gypsy and Travellers: Targeted work has been undertaken to improve the educational attainment of the Gypsy and Traveller Community and reduce the number of Gypsy and Traveller young people (NEET) Not in Employment, Education or Training. **(See Case Study 1). (3.15, 3.16).**

Our award winning York Independent Travel Scheme was established enabling students with Special Educational Needs to travel independently to school and college rather than being dependent on transport provided by the council **(See Case Study 8). (3.16, 3.17).**

Howe Hill Young People Resettlement Service opened in January 2012, providing intensive supported accommodation for young homeless people . Since opening a total of 63 young people have moved on to more permanent accommodation. Of these, 25 have achieved their own permanent tenancy and currently 100% have sustained it. The number of young people accepted as homeless has reduced from 40 (2010/11) to 1(2013/14) **(3.16).(Case Study 9)**

Short breaks provision for disabled children has been transformed, reducing the need for overnight short breaks in foster homes and children's homes (away from home). The provision of short breaks in the community has proved popular and fewer children, young people and their parents/carers have indicated a wish for overnight short breaks away from home, since this newly introduced service **(3.16, 3.17).**

The Family Intervention Rapid Service Team (FIRST), was commissioned following concerns to provide intensive home based support for families, to reduce the number of children going to out of city specialist assessment centres. FIRST provides intensive one to one support for families who have reached the stage where they feel the only option is out of authority placements/care. Support is provided in unsociable hours to help develop good bedtime routines, model responses to behaviour at the weekends and form a strong partnership with parents that change behaviour. Analysis on how the service is working shows satisfaction is high. No disabled children have required an out of area assessment or placement since the introduction of FIRST **(3.16, 3.17)**.

The council commissioned Women's Aid only to provide support for women suffering from domestic violence. Their remit was to support women only and there was no support to men suffering domestic violence. To meet this gap the Independent Domestic Abuse Service was commissioned and provide outreach support to both women and men **(3.16)**.

A priority within the Children and Specialist Service Plan 13/14 was to review provision for Looked After Children(LAC). In partnership with children service providers across the city a whole system transformation programme branded 'Keeping Families Together-Safely: Reducing our LAC Programme' was launched, which reconfigured our Children's Social Care Provision. One aim of the programme was to reduce the number of LAC (256 in 2011, the fourth highest number of children looked after children per 10,000 populations in the Yorkshire and Humber region) and make savings. The number of LAC has seen a sustained reduction month on month and was 222 at March 2014 and the actual expenditure on LAC has reduced by about £1m over this period **(3.15, 3.16)**.

Surveys undertaken to assess the impacts upon young carers point to raised risk of stress, anxiety, low self esteem, depression, eating problems, sleeping difficulties and self harm. To support Young Carers An e-learning tool on the Needs of Young Carers has been developed. The online training site has been created by York Carers Centre, with funding and support from the council, Young Carers Revolution and the Innovation Fund. The Innovation Fund is coordinated by the National Young Carers Coalition and managed by Carers Trust **(3.15, 3.16)**.

In 2011 a review of the council's Elderly Persons Homes concluded that they were not meeting the needs of current residents and were not fit for purpose for the future. Cabinet in 2012 agreed a three phased modernisation programme.

This will see nine care homes being gradually closed and replaced by two state of the art modern care homes focusing on providing dementia care and high dependency care. Prior to reaching a decision we involved voluntary sector organisations in the consultation process and Age UK and York's Older People's Assembly facilitated consultation. A wide range of consultation events took place including public meetings, older peoples, fairs, supermarket consultation days, Have Your Say postcards and online questionnaires targeted at the 50+ age group **(3.15, 3.16)**

The need to broaden the range of activities offered through medical practitioners in the form of a social prescribing package was identified in the City's Health & Wellbeing plan. York now has a GP referral scheme which offers supported access to condition specific physical activities. Sessions include activity for those with a Cancer diagnosis, those with musculo- skeletal or neurological conditions and there is a growing programme to support those with a mental health condition **(3.16)**.

Statistics show that only 1 in 4 cyclists are women and 75% of women never cycle at all. To encourage more women to cycle the women only cycling project 'Bike Belles' is exceeding all expectations. At the end of June 2014 there have been a total of 1,546 engagements with women including 19 events such as led rides, maintenance classes and other social meetings. So far 21 Bike Belles champions have been recruited from key businesses in York. As part of the Tour de France Legacy the council is looking to roll out the project across the Yorkshire and Humber region **(3.15, 3.16)**.

In response to the number of overweight children a local healthy child participation programme has been developed to target school children who are overweight and obese into physical activity. This will have potential positive impacts on the long-term health of children who are at greater risk of continuing to become more overweight as they get older. **(3.15, 3.16)**

York is a very safe city but has a reputation as a party town for groups, stags and hens. A key priority for Community Safety [E43] is to deal with the effects of alcohol on the levels of crime and anti –social behaviour and admissions to York Hospital Emergency Department (ED). Research was commissioned ' Planning Express Research' to fully understand York's night economy, and the

impact of alcohol. Research found that 10% of ED attendances are alcohol related rising to 20% at night. The age of attendees with alcohol related injuries is slightly younger than average. Following learning from Yorkshire Ambulance Service in Leeds which helped over 700 people last year a Community Medical Unit (CMU) a collaboration between City of York Council's Safer York Partnership (SYP), Yorkshire Ambulance Service NHS Trust (YAS) and Street Angels became operational in June 2014 and is a bespoke unit with a waiting and clinical assessment/treatment area on board where Emergency Care Practitioners assess, treat and discharge appropriate patients with minor illnesses or injuries – therefore reducing admissions to York Hospital's Emergency Department. **(3.15,3.16)**

7. A Skilled and Committed workforce

Prioritised equality outcomes for our workforce are outlined in our Workforce Strategy **[E44]** The priorities of the strategy drive initiatives that address the need to be more reflective of our community. In particular more women in higher paid jobs, more disabled people and younger people (16-24 age group) and more employees from black or minority ethnic backgrounds. The strategy also drives the staff's health and wellbeing agenda and training and development support in these changing times. **(3.20)**

We are aware that our workforce profile **[E21]** does not reflect the community we serve. We have gaps in the workforce data (this is where staff do not provide us with their "sensitive information") but our recruitment data suggests that we are attracting applicants from a diverse pool. To encourage staff to complete their sensitive information we have undertaken campaigns using BUZZ the staff newsletter and included messages on payslips. **(3.19).**

We have taken positive action to diversify our workforce, and we include the following channels to advertise vacancies: York Racial Equality Network, Disabled Go, schools, colleges, universities, Future Prospects, Bull Lane Mosque, Refugee Action York and York Pride. We have targeted the 16-24 age groups through the implementation of our Apprenticeship Strategy and opportunities for internships to address under-representation in the workforce. To increase the diversity of apprenticeships sessions were attended at York College, Future Prospects, National Careers Service job fairs, Steps to Success Event at York Racecourse. Contact has been made with various support groups including Refugee Action York, Traveller and Ethnic Minority Support Service, York Equality Network, Mosque and York Pride.

Since September 2013, all apprenticeships are considered for council vacancies creating a career path and opportunity for progression. Pay rates for apprenticeships have increased from £2.65 per hour to £4.98, rising to the National Minimum Wage (NMW) after 12 months. Since the start of the formal apprenticeship programme the council has taken on over 50 apprentices. The council has been shortlisted for the Large Employer of the Year in the York Apprenticeship Awards. Working in partnership with Higher York we have established undergraduate internships and mentoring programmes. The internship programme is in its first year and developing well with 6 interns offered placements during the summer and 19 are offered for the winter programme. To enable the women in our workforce to achieve their full potential we have delivered the Women in Leadership project and our Spring Board Women's development programme (for grades 4 to 11) has been running since last year following a "soft launch" to mark International Women's Day. **(3.19)**

Flexible working arrangements have been enhanced and our Smarter Working Policy provides staff with greater control over their work life balance offering working from home arrangements, compressed hours, dependent care leave, job sharing opportunities etc. We are a 'Two Ticks' disability accredited organisation ensuring that we are supportive of disabled employees. Positive action statements will be introduced into the council's recruitment process December 2014 as part of our Workforce Strategy In addition development pathways such as talent pools, acting up arrangements, secondments and TARA opportunities enable staff to develop and progress. **(3.20).**

Workforce monitoring is regularly undertaken (presented to Corporate Management Team and Departmental Management Teams. Our Annual workforce monitoring report **[E21]** has been strengthened following our mock equalities assessment and includes a robust and comprehensive set of employment data including protected characteristic profiles and pay levels in the full report **(3.21)**

We have worked with partners in the city to establish a city wide Equality and Diversity Practitioners Group which meets every quarter to share information and good practice. Its members include a range of public and private sector organisations across the city and interest is growing.

A commitment has been made to administer the staff Health and Wellbeing survey **[E45]** introduced in 2011 every two years. The second one was completed in 2013. The survey covers the health and safety executive standards and allows us to benchmark against both public and private sector organisations.

Our participation rate for the 2013 survey was up +5% from the 2011 at 42%. This compares favourably against a public sector average of 35% participation. The latest survey results evidenced improvement across 4 of the 7 HSE management standards (namely working relationships, manager and peer support, and staff having control of how and when they work). Results for Change remained relatively stable since the 2011 survey .Results for 2013 show that 31% of staff agreed that they are always consulted by changes at work whilst 38% disagreed (30% neutral). Whilst this may appear to be low when benchmarked against other organizations our results show that this is good but improvements are needed. **(3.22)**.

Since our last peer assessment we have continued to strengthen our Staff Engagement mechanisms. Our staff engagement reference group has been refreshed now known as SEE (Staff Equalities Experts) and have representation covering all protected characteristics. SEE are routinely involved in engagement activities on policy and practice and have a detailed work programme of staff engagement activities. For example, SEE and Human Resources have worked closely with the Joseph Rowntree Foundation to host a half day event to mark Lesbian, Gay, Bisexual and Transgender (LGBT) History Month at the University of York St John in February and another staff event in March to mark International Women's Day. Both events helped to raise the profile of diversity and inclusion at the council. **(3.23)**.

In addition, we have also established a programme of events for our staff focus group which meet quarterly to give their views and become involved in organisational wide initiatives and projects.

This group is made up of a diverse range of over 150 staff from a variety of backgrounds relating to race, gender, age, directorates, pay grades etc who can pick and choose which sessions they would like to become involved in.

Directors and Corporate Management Team (CMT) have also held a series of road show events and breakfast meetings encouraging staff involvement in change programmes. A Staff Forum made up of over 170 staff have volunteered to take part in quarterly sessions to consider staff proposals and policy change. In addition Directorate Management Teams hold specific drop in sessions for staff. For example the Communities and Neighbourhoods' (CAN's) management team have programmed in a number of sessions. **(3.23)**

There are a comprehensive set of policies and procedures which guide our workforce and are made available to all staff via our intranet .Managers are asked to cascade information to team members who do not regularly have access to a computer.

Staff are engaged in shaping our policies and procedures and are able to influence their development. The Smarter Working policy was influenced by feedback from staff questions within the Health and Wellbeing questionnaire 2011. We actively consult and seek feedback on changes to policy and practice with key stakeholders including SEE. Community Impact Assessments are undertaken to ensure we do not discriminate against anyone on the basis of protected characteristics. **(3.22)**

We conducted an Equal Pay audit [E46] and reported the findings in May 2013, which showed no significant differences in pay across a range of different characteristics. We have worked closely with male craft workers and trade unions to change male craft workers terms and conditions moving them onto the council's pay and grading scheme established in 2008. We will repeat the Equal Pay Audit in March 2016. **(3.25).**

Since our inspection in 2011 we have also implemented new Behavioural Standards [E22] and revised our Performance Development Reviews (PDR's) [E23]. These were launched in April 2014 and the majority of staff can now complete their annual appraisal online and have their training requirements identified as development objectives. For the first time staff have been subject to performance ratings. We can now identify our "high performers" and those who need more support for their development. Following feedback from the peer assessment in 2011 we further embedded equality and diversity within our behavioural standards. The Dignity and Respect standard focuses on enabling employees to make them accountable for equality outcomes and to demonstrate their understanding about equality and diversity. **(3.27).**

To improve opportunities available to staff a corporate learning and development offer has been developed, training budgets have been consolidated and the Workforce Development Unit now sits within HR. Staff now have equal access to learning and development based on their development need rather than on available local funding. The council also has a comprehensive equality and diversity training programme [E24] administered through our Workforce Development Unit which is regularly reviewed. **(3.28)**

The council has embarked on its 'Rewiring Public Services' Transformation programme its biggest programme to date. The 'Rewiring' project is in response to the shift in community expectations, new opportunities presented by technological innovation and collaborative working, and the ongoing financial challenges faced by local government.

To further equip staff for change brought on by the Transformation programme, the Support Through Change 18 month programme has been launched. **(3.28)**.

Good performance is recognised through the new PDR rating system that has been introduced. Staff achievements are celebrated in a number of ways; Directors at Directorate Management and staff briefings highlight key achievements across the directorate. Staff can be nominated for the employee of the month and the extra factor annual awards. In 2013 an equalities category was introduced, this has been amended slightly for 2014: Celebrating Diversity (The team or individual who has/have played a vital role in encouraging and promoting diversity, fairness and inclusion). **(3.27)** .

We are an equal opportunities employer and have zero tolerance on bullying. We expect everyone to be treated with dignity and respect as reinforced in the new behavioural competency framework. The Dignity at work policy **[E47]** replaced the Bullying and Harassment policy following feedback from staff . and the former Staff Equalities Reference Group (now SEE). Employees can access the policy and procedure via the council's intranet site or through their line manager. The First Contact Network, a group of employees trained to offer confidential support and information is available to staff. Analysis of the staff survey 2011 and 2013 show that the overall score for the Relationship Standard of the Health and Safety Executive standard is good and that the number of incidences of bullying have decreased slightly from 10% (2011) to 9% (2013) where 135 staff indication they are sometimes, often or always bullied has reduced from 139 (10% in 2011) to 135 (9% in 2013). The % of staff agreeing that they get the respect they deserve from colleagues increased to 69% (2013) from 67% (2011). Results for disabled staff are 61%, for LGBT staff 67% and 72% of Black and Minority Ethnic (BME) in relation to this question. **(3.26)**.

In terms of health and safety at work and satisfaction with the physical working environment, results for the 2013 Health and Wellbeing survey show that 62% of staff are satisfied with their health and safety at work and 60% satisfied with the physical working environment (these questions were not asked in the 2011 survey so no comparative information is available). However disabled people are less satisfied with 48% satisfied with health and safety at work at 43% with their working environment. It should be noted that the 2013 staff survey was administered shortly after our relocation to new office accommodation (May and March 2013 respectively). Staff Equalities Expert (SEE) group have undertaken a workplace audit **[E48]** to improve the working environment and recommendations are being implemented.

SEE have also organised staff focus group sessions based on the findings for the purpose of identifying further improvements. **(3.24)**. Health and Wellbeing of staff is actively promoted. CYC have an Occupational Health Contract including an Employee Assistance Programme with Healthcare Management Ltd. Under a separate arrangement staff can access an osteopath practitioner. The Health and Wellbeing team together with Active Leisure have developed the YOR Wellbeing portal signposting staff to suitable organisations or advice to improve wellbeing. The Workplace Health Resource pack is available and developed as part of the Workplace Health Projects. A staff lottery scheme launched in 2009 continues to promote and fund staff health and wellbeing initiatives. A new programme of Health Surveillance recently been rolled out, around 260 staff are subject to health surveillance in the council. **(3.24)**

8. Next Steps

Our narrative outlines improvements we have made. Assessment feedback will identify further improvements required as part of our continual journey. Our Self Assessment has identified areas we will continue to strengthen:

- Collection of sensitive data from our workforce to further collect data on our workforce profile
- Implementation of York's Single Equality Scheme to narrow the gap in equality outcomes identified within the scheme.
- Refresh our workforce strategy identifying actions to continue to diversify our workforce
- Embed our new equalities management framework within the council and with our partners
- Continue to strengthen our performance monitoring of CIA's.
- Further strengthen equalities training for members.

This page is intentionally left blank

Case Study 1: Improving Outcomes for Gypsy, Roma and Traveller Community

Knowing Our Communities

Gypsies and Travellers are one of the largest distinct ethnic groups in York. Information from the 2011 Census showed York's 269 (although it is widely recognised that members of the community are very reluctant to self identify due to perceptions that they will be discriminated against) Gypsy, Roma and Traveller (GRT) community had a higher proportion of females, children and young people and a lower proportion of older people than York's general population. York has three council run Gypsy and Traveller sites.

Census data reveals that Travellers reported their health as either 'Very Good' or 'Good' (75%) compared to the general population of York (84%) and England (81%). Similarly, double the proportion of White: Gypsy or Irish Travellers recognise their health as 'Bad' or 'Very Bad' (8%) compared to York generally (4%). National research indicates reduced life expectancy, higher rates of infant mortality and greater likelihood of ill health within the GRT community.

A lower proportion of York Travellers are economically active (42.9%) and in employment than nationally.

In 2003, less than a quarter of Gypsy and Traveller children obtained five GCSEs and A*- C grades, compared to a national average of over half. (*Equality and Human Rights Commission 'Simple Solutions for Living Together' 2009*). York figures for 2012 show that there were 5 Gypsy/Roma (no Irish Travellers) of which 60% achieved 5+ A*-C compared to the national equivalent figure of 80%.



Census_2011_York
_Gypsy_and_Iri...

During 2009 the Gypsy and Traveller Area Assessment (GTAA 2009) reported a shortfall in pitch numbers in the City of York of 36 up to 2015. It is recognised across the city that there is a high demand for pitches and the need for additional pitches is included in the Local Plan.

Leadership Partnership and Organisational Commitment

Following Feedback from our LGA Equality Framework for Local Government Inspection in 2011 we have taken a strategic overview to improve outcomes for the Gypsy, Roma and Traveller Community and strengthened our engagement mechanisms with them.

In spring 2012 we commenced work in leading a city wide strategy, in partnership with agencies and the Gypsy, Roma and Traveller community. The purpose being to further explore the significant and complex issues relating to Gypsy Roma and Travellers communities across the City, and the steps required to improve the opportunities and outcomes for one of the cities biggest minority ethnic groups. Partners included in the development of the strategy were:

- City of York Council
- North Yorkshire Police
- Citizens Advice Bureau (CAB)
- York Traveller's Trust
- IDAS (Independent Domestic Abuse Service)
- North Yorkshire Fire Service
- North Yorkshire and York Foundation Trust
- Vale of York Clinical Commissioning Group
- National Farming Union
- The Gypsy, Roma and Traveller community
- The wider community

The York Gypsy Roma and Traveller Strategy was approved by Cabinet in June 2013 and has six priorities.

- a health needs assessment will provide the evidence needed in order that healthcare resources are targeted most effectively;
- an increase in the availability of land for Travellers to develop sites and improve the condition of the city's three sites;
- increasing levels of literacy among adults to enable them to support their children at school, thus enabling higher levels of attainment amongst the children;



York_Gypsy_Rom York_Gypsy_and_
a_and_Traveller_... Traveller_strat..

Involving Communities

In developing the York Gypsy, Roma and Traveller Strategy and taking forward the above priorities there has been a wide range of engagement with this community.

York Gypsy, Roma and Traveller Strategy

A mix of engagement activity was undertaken to ensure that the Gypsy Roma and Traveller Community was able to influence the development of the strategy. The knowledge and experience of frontline staff working closely with the GRT community was seen as fundamental to engagement activity. Professionals who had taken the time to build relationships with the community enabled trust to be gained and support to be accessed. This required sensitivity to cultural attitudes and beliefs along with acknowledgement of the importance of family and traditions in shaping decision making and behaviour change.

Consultation with Gypsy and Travellers took place on all 3 Gypsy and Traveller Sites. Visits were made to roadside Travellers. Visits were made to Gypsy and Travellers living in houses who had self identified.

A focus group brought Gypsy and Travellers across the city to explore issues arising following consultation to be explored in greater detail.

To oversee the delivery of the Gypsy, Roma and Traveller Strategy Gypsy and Travellers are represented on the Gypsy, Roma and Traveller Strategic Board. The format of the board changed from being formal to informal to ensure the Gypsy and Travellers attending felt more comfortable.

Gypsy and Traveller Health Needs Assessment

Little was known about the Health Needs of the Gypsy, Roma and Traveller Community. Therefore work was undertaken to produce a Health Needs Assessment.

Engagement with front line staff working closely with the Gypsy, Roma and Traveller community and engagement with the Gypsy and Traveller Community informed the development of York's Gypsy and Traveller Health Needs Assessment.



As part of this process, a number of professionals were asked to feedback about what health concerns they have seen whilst working with the Gypsy, Roma and Traveller community locally in the past year. The aim of this was to help build up a local picture of complex issues. Engagement with the Gypsy, Roma and Traveller community took place via a survey about their own health and wellbeing needs (please see appendix 2). Frontline staff, who already have established relationships with the community, circulated the surveys and supported individuals to complete it where appropriate.

The findings were analysed as a whole and then separately by site or tenure, to reflect the three sites, those living in bricks and mortar (B&M) and roadside. 38 surveys were completed in total. Based on the 2011 Census figure of 156 Gypsy, Roma and Traveller adults aged 18 or older in York, this is potentially nearly a quarter of the population (24%). Overall, 33 (87%) surveys were completed by females and 5 (13%) by males. The majority of respondents were aged 25-44 (45%), with only 2 (5%) aged 65 or over. Although 80% of respondents were female, it is encouraging to have at least 10% males in the sample, as research shows they often do not engage in health related activities.

The low proportion of respondents aged over 65 was somewhat anticipated, as we know that the proportion of older adults in the community is relatively small. There may also be reluctance from older generations to engage with frontline staff and to participate in surveys and information gathering, plus lower levels of literacy may have been a barrier.

Findings revealed that:

- 97% were registered with a GP but usage of the Emergency Department was high at 45%.
- 79% were happy with the health services available to them,
- 89% did not feel they had problems accessing health services or information about health (92%).
- Over half of respondents reported good health but 20% reported very bad/bad health, five times greater than that of the general population(2011 census)
- Nearly 60% of respondents identified as having a long term condition
- 45% reported experience of mental health problems, predominantly stress and depression, either themselves or within the family;
- 21% of respondents had experienced the loss of a baby within the family

- 81% of eligible females had attended a smear test in the past
- Under 20% of eligible females had attended breast screening
- 79% of parents had children who had received their childhood immunisations

Fostering Good Relations.

In January 2014 York hosted a Gypsy and Traveller Conference 'Moving Forward Together' a partnership conference funded by the Joseph Rowntree Foundation. The conference brought together professionals and people from the Gypsy, Roma and Traveller community. Over 140 delegates from all over the UK attended a variety of sessions on subjects ranging from health to literacy.

The aim of the conference was to achieve a greater awareness of the barriers to communication in order to build stronger relationships with the Gypsy, Roma and Travelling community.

Those attending had the opportunity to discuss language barriers, myths, barriers to accessing health and education amongst other areas.

The conference was organised in partnership by:

Joseph Rowntree Foundation

York St John University

CYC Traveller and Ethnic Minority Support Service

York Travellers Trust

CYC Adult Family Learning

Citizens Advice Bureau

City of York Council Workforce Development Unit

Two of the keynote speakers were from the Traveller community, and community members also delivered several of the workshops. They were able to speak with the authority of first hand experience about the barriers Travellers can face in accessing services, and give examples of how these can be successfully addressed by professionals

The evaluations received from delegates show that the event was thought provoking, dispelled some myths and raised awareness of issues encountered by the Community. Many of the delegates stated that they will be working with and involving the community more in any future decision making and will be mindful of the barriers.

Responding to evaluations, plans are in place for a second conference in Jan 15.

This will provisionally focus on the cultures of different Traveller communities, e.g., English, Irish Travellers, and European Roma, responding to requests from evaluations from first conference. Community members will again be involved in the delivery of workshops and as keynote speakers.

A video of the first conference is available on YouTube:
https://www.youtube.com/watch?v=r4dh99z_Mkk



Travellers moving
forward toge...



Travellers
conference agenda.i



Travellers Session
- Evaluatio..

Following on from this conference, for the first time over a 4 week period we have supported a public residency by the Le Bas Family 'Grace in thy Sight' to explore issues surrounding perceptions of 'the outsider' and 'otherness', migration and belonging, social inclusion and exclusion. The Le Bas family draw on their Roma Gypsy and Traveller heritage to engage audiences, using immersive installations, performance, and poetry, visual and digital art to encourage dialogue.



DLB Grace
flyer.pdf

Responsive Services

Health and Wellbeing

Building on the findings of the Health Needs Assessment further work has been commissioned through 'deep dive' work of the Joint Strategic Needs Assessment to research the social needs of the Gypsy, Roma and Traveller Community to give a complete picture of the needs of this community. In addition work is underway to establish the feasibility of this community having a dedicated Health Visitor.

Improving Housing and Increasing Pitches on Gypsy and Traveller Sites

During 2009 the Gypsy and Traveller Area Assessment (GTAA 2009) reported a shortfall in pitch numbers in the City of York of 36 up to 2015.

To increase the number of pitches for the Gypsy and Traveller Community a successful bid to the Homes and Communities Agency (HCA) enabled the council to provide an additional six pitches at the Osbaldwick site and includes amenity space and grazing land. A 'Tethered Horse Protocol', outlining the Councils approach to managing horses in the City.

A 'Traveller's Choice' programme has been developed, in line with the 'Tenant's Choice Policy' for tenants living in houses to secure investment and plan ongoing improvement works on the sites in future years. This is based on current evidence of condition and will keep apace of any guidance and best practice nationally on standards expected on the sites.

Developing adult literacy classes for the Traveller Community

Traveller women living on one of the council run sites approached their Housing Support Worker to ask about literacy classes due to their concern that they didn't have the skills to support their children's school work.

A multi-agency meeting involving housing, the local children's centre and Family Learning Service was convened to explore a way forward.

A series of educational taster sessions were offered to this group of women. To encourage attendance lunch was provided. Following on from the taster session a beginner's literacy class was established at the local children centre. The venue was chosen because it was familiar to the women.

Attendance and retention for the first course were extremely high and the women keen to continue into a second year. For most the accreditation gained was the first they had ever achieved. In its third year, parallel classes were established into the Travellers Trust base, located on the other side of the city enabling a different group of Traveller women to attend.

Building on this, parenting classes have also been delivered.

The literacy classes have been very successful with many of the original group of women completing second and third year courses. Developing literacy skills has been life changing for the women, they are better able to support their children's learning and many have been able to move into employment.

Quote by one of the women '*I felt like I was laid on the floor. Then I felt like I was standing up and now I feel like I am just starting to take steps*'.

The women have published a book of their own stories and delivered a workshop at a Gypsy and Traveller conference to inform others how developing literacy skills has had such a positive impact. Most of the women attending literacy courses were between 25 - 45 years of age. Seven women received formal accreditation this year; qualifications obtained are:

Two x Entry 2 - Skills Units in Reading
One x Entry 1 - Full City & Guilds Award in Reading
One x Entry 1 - Skills Unit in Reading
Two x Entry 2 - Skills in Writing
One x Entry 3 - Skills Units in Writing

Reducing the numbers of Traveller Young People not in Employment, Education or Training

Historically many Traveller young people in York have chosen not to engage in learning or training beyond Year 11. Many young women decide to start a family at a young age, missing the opportunities further education might have provided. Many young men were choosing to follow their fathers into self employment.

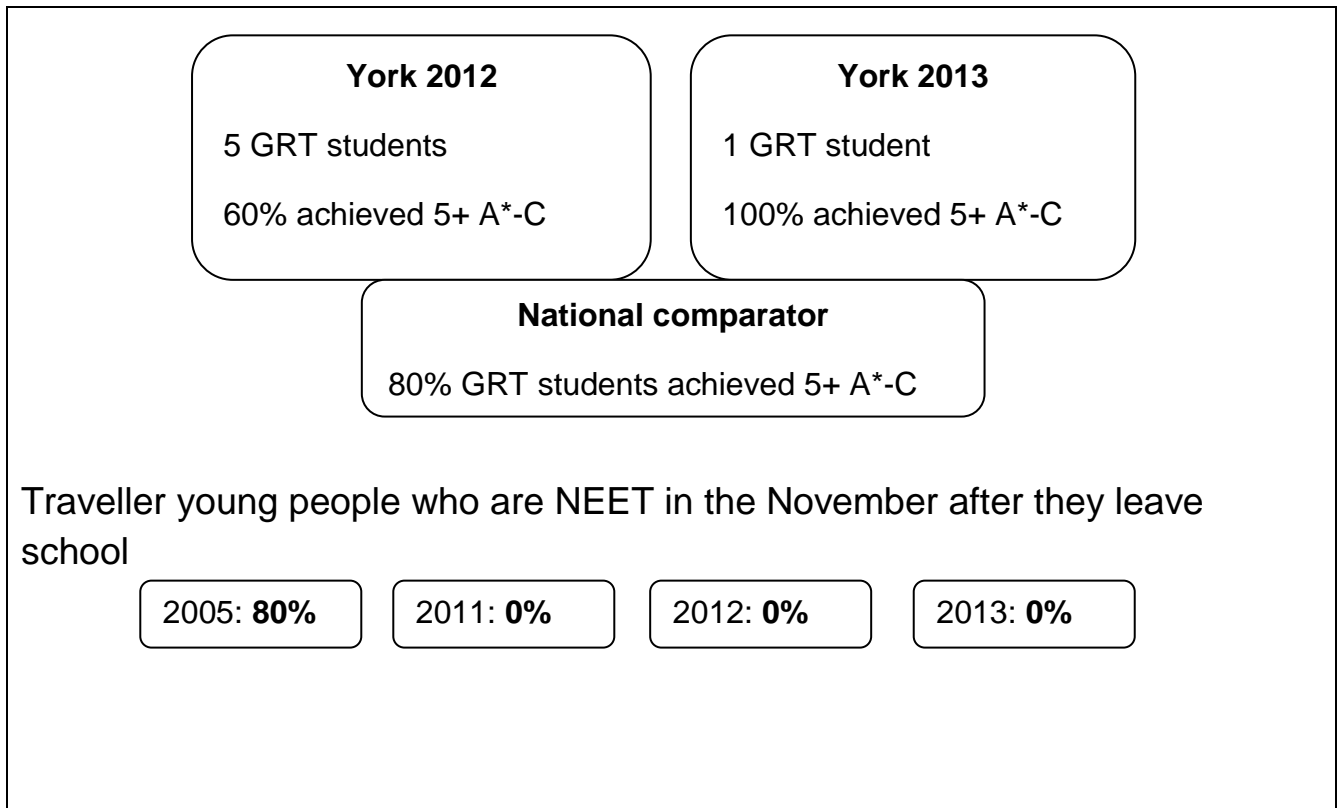
The Traveller and Ethnic Minority Support Service (TEMSS) wanted all young Traveller people to have the opportunity to raise their aspirations through access to:

- careers information
- advice and guidance
- practical support and mentoring

TEMSS formed a partnership with the Youth Support Service which resulted in the permanent secondment of a Connexions Adviser to the TEMSS team. The Connexions Advisers brief is to work exclusively and intensively with young people from the Gypsy, Roma and Traveller community in York. Delivery includes providing careers information, advice and guidance as well as support to help young people achieve a successful transition to post-16 education, employment and training.

There has been a significant reduction in Traveller young people NEETs.

The majority of Traveller young people in York now continue studying at a further education college. Some have continued to attend college for three years.



This page is intentionally left blank

Case Study 2: Impact of Welfare Reform

Knowing our Communities

In preparation to implement the changes brought about by Welfare Reform and to prepare those who would be affected by these changes we undertook a comprehensive impact analysis an impact summary table was created to analyse each proposed change in detail and to model its impact in York. All data for housing benefit claimants were mapped across York and summarised in wards for the following four criteria:

- LHA changes
- Non-dependant deduction
- Social housing under-occupation
- Under 35 yr olds (in private rented accommodation)

We were particularly concerned about children living in poverty and the well established link between that and poorer educational outcomes. Using intelligence on free school meal take up (a proxy measure of poverty) we identified those families that would be affected.

The impact summary formed the basis of the agenda, enabling the planning of customer communication, preparing for and implementing changes and establishing support needs and available resources. Where permitted, data was shared with registered housing provider partners enabling them to identify and support affected tenants. The primary focus was work around the impact of the Spare Room Subsidy (bedroom tax), local council tax support, reductions in LHA rates, restriction of Housing Benefit for under 35s and the overall benefit cap.



HB changes impact
table Sept 14 update



Annex E -
ousing Benefit Map

Leadership, Partnership and Organisational Commitment

When the scale of Welfare Reform became clear following the 2010 budget, we swiftly set up a joint benefit and Housing Welfare Reform Task Group. As the scope and depth of the reforms became clearer, membership was extended to other stakeholders and included, resettlement services, children's services, York learning and future prospects, Citizens Advice Bureau (CAB), Department for Work and

Pensions (DWP) and other social housing providers in York. The shared aim was to proactively develop measures to mitigate the impact of welfare reform by supporting tenants affected by them.

By developing a robust partnership approach we sought to minimise the effect of Welfare Reform in York and help develop community resilience. Our work to evidence the impact of Local Housing Allowance changes led to Housing Services being national finalists for the 2012 Guardian Public Service Excellence Awards.

Our Partners comprised of:

- Tenants and residents
- Social housing providers in York
- Private landlords in York
- Department of Work & Pensions
- Welfare Benefits & Housing Benefits
- Resettlement services, including the Salvation Army
- Children's Services
- York learning & Future Prospects
- York Advice Partnership
- Older Citizens Advocacy York & Age UK

The first task of the Welfare Reform Task Group was to undertake the impact analysis. From this an action plan was developed.

Following on from the work of the Welfare Reform Task Group in early 2012 the *Financial Inclusion Strategy Group* (FISG) was established to deliver the council's wider anti-poverty programme. Members include the Citizen's Advice Bureau, the South Yorkshire Credit Union and CYC representatives responsible for housing, revenue and benefits, children's services, human resources and public health.

Involving our Communities

We identified who would be affected by Welfare Reform .We assessed the impacts on them. A Communities Impact Assessment (CIA) was carried out for the abolition of CTB and its replacement by a local Council Tax Reduction (CTR) scheme and to model financial impact on the council. Findings indicated a greater impact on people under 25, single parents and carers. The CIA detailed actions to reduce the impact on those groups.



CIA

_F_Council_Tax_Su

A specialist 'Money Matters' newsletter for tenants was developed to focus on welfare reform, housing benefit changes, universal credit and debt and money management advice.

Nine local community-based advice hubs have been established to offer advice on housing, debt and employment. Multi-agency working in schools, libraries and children's centres puts advice within reach of local people.

Housing invested in the employment of two dedicated money and employment advisors who along with housing estate managers have visited over 800 tenants affected by bedroom tax, providing advice to secure their financial stability.

Regular articles were included in Housing's newsletter 'Street's Ahead' and information was included on our website.

http://www.york.gov.uk/homepage/68/welfare_benefit_changes

http://www.york.gov.uk/info/200642/welfare_benefit_changes/721/welfare_benefit_changes

Responsive Services

A wide range of work was undertaken to mitigate the impact of WR. Some initiatives provided direct support and help to individuals affected whilst other activities provided 'indirect' support through the Council's wider anti-poverty programme including some under the Financial Inclusion Steering Group designed to alleviate financial pressures.

Initiatives Implemented.

CYC's Housing Services implemented a wide range of measures to mitigate the impacts of the *bedroom tax* and other welfare reforms including:

- Creation of two new dedicated Money and Employment Advisor posts were created.

They helped over 800 affected tenants explore options including Discretionary Housing Payments, training and employment, utility switching and referral to specialist agencies.

- A downsizing incentive scheme with flexible criteria provided grants up to £2,500 to support tenants who wanted to move. Examples include installation of a shower to meet medical needs, cost of removals, cooker purchase.
- A revised direct exchange policy enables customers with arrears and in financial hardship to move provided they demonstrate commitment to reducing their debt. (Previously tenants with arrears were not allowed to exchange.)
- A Property Swap Shop held during 2013 Housing Week targeted tenants affected by welfare reform. Over 70 social housing tenants were able to explore exchanging homes and receive welfare reform advice. Similar events are planned again this year.
- A new Money Matters newsletter was created to keep tenants informed about Welfare Reform changes and offer debt and money management advice.
- Nine local community-based sessions were developed to offer advice on housing, debt and employment. Multi-agency working in schools, libraries and children's centres puts advice within reach of local people.
- A £27k DWP award funded the Salvation Army to target support to private renters affected by Welfare Reforms.
- The 2013 Housing Week took the theme of 'Housing and Poverty' which saw over 600 people attend 25 events including:
 - A joint CYC/DWP session on 'Universal Credit and Rent' at the private sector landlord fair.
 - Seven city-wide *Small changes, Big savings* drop-in events hosted by Resident Associations offering advice on banking, benefits, budgeting and energy saving tips.
 - Community open days at two sheltered housing schemes saw over 90 people enjoy entertainment, information and advice.
 - 'Smartmeter' trials in ten households showed how energy bills could reduce.

Using a two year lottery grant and council funding, the *Advice York Partnership* was established to improve advice services across the city. Led by CAB, all agencies adopt a '*no wrong door*' approach. Outcomes are monitored through the Financial Inclusion Strategy Group.

First year outcomes were approved by the Big Lottery following submission of a report. More information can be found at www.adviceyork.org.uk

In 2013/14, a £35k one-off DWP award funded a targeted Welfare Reform Scheme, enabling non-repayable grants to be made to 100 tenants in significant need and primarily affected by welfare reforms. In June 2014, *Advice York* provided analysis and a positive report on the impact of this initiative http://www.adviceyork.org.uk/our_reports.html. The report highlighted debt as the main reason people needed help, suggesting increasing levels of debt is a significant impact of Welfare Reform.

Analysis found:

- Disability or sickness had prevented 50% of respondents from working.
- 73% had an extremely low income of less than £600.
- 80% were positive about the help they had received.

To alleviate the impacts of people going into debt we worked in partnership with the England Illegal Money Lending Team, FISG developed an anti-loan shark campaign. This includes an Anti-Loan Shark Charter launched at one of 2013 Housing Week's community events. The charter was the first in Yorkshire and is only the sixth nationally. Over 100 council and local agency staff have been trained to help spot signs indicating people are being targeted by loan sharks. A joint council and Police door-knocking exercise promoted the dangers of borrowing to 200 homes in areas known to be targeted by loan sharks. From April 2013, York Financial Assistance Scheme (YFAS) replaced the previous DWP Community Care Grants and Crisis Loans with a support package solution. Targeted at those most in need, YFAS helps residents continue to live in their communities. Using IMD data and Lower Super Output Areas located in wards (Westfield, Guildhall, Heworth, Micklegate, Clifton and Holgate) we found that:

- 25% of applicants were from areas within the 20% most deprived areas in the country
- 88% of applicants were from the 50% most deprived areas in York.

Feedback from a survey of 25% of applicants was in the main very positive with 80% finding the application process easy. 85% said the grant provided met their needs.

Following a Community Impact Assessment in May 2014, we proposed amending the scheme to have a potentially positive impact on any citizen whose JSA or ESA claim was subject to a sanction. Such individuals can come from any of the communities of identity. A significant review of the scheme is taking place autumn 2014 in light of significantly increased demand in 2014/15 and the planned withdrawal of government funding from 2015/16.

Working with Experian, the *Rental Exchange project* explored incorporating rent payment data with credit bureau data enabling it to contribute to determining a tenant's credit score. Rent-paying tenants will have a better credit score and thereby easier access to affordable credit and financial products. Having completed the research and development phase and consulted with tenant's implementation was approved by the Executive member September 2014. We plan the scheme to be operational for CYC tenants later this year. Other social landlords have expressed an interest.

To address the well-established link between children living in poverty and poorer educational outcomes we used data on the take up of free school meals, a proxy measure of poverty. FISG funded a cashless payment system in three schools to help remove the stigma of claiming free meals. As well as reducing financial pressure on hard-pressed families, schools are also able to take advantage of the Pupil Premium.

In September 2013, acting on resident feedback the council changed the way it made decisions to award Discretionary Housing Payments (DHP). Income from Attendance Allowance and Disability Living Allowance was disregarded from the DHP assessment.

This had a positive impact, enabling around 70 previously rejected DHP claims to be reviewed and appropriate decisions changed. Of 862 DHP claims in 2013/14, 200 were made by disabled people with 105 awards paid. Fostering income was also disregarded. Although affecting only a small number of residents, this change supported carers of fostered children and aligned DHP policy with the council's strategic aim to ensure an adequate supply of placements for children and young people.

In July 2014, again in response to feedback, we altered YFAS criteria to include those affected by inappropriate Job Centre Plus sanctions on Job Seeker's Allowance /Employment and Support Allowance (ESA) claims.

Outcomes

The actions taken to mitigate the impact of welfare reform have supported people to stay in their homes and avoid falling into debt.

Outcomes include:

- A 309% increase in DHP applications January 2013 - January 2014, compared to same period in 2012/13 and an increase in overall spend to £232k in 13/14.
- Year end current and former rent arrears reduced and rent collection increased, an achievement in such a difficult economic climate.
- Rent arrears evictions are on par with 2012/13. The number of households living in temporary accommodation is below the national average.

Where people have preferred to move to avoid hardship, we have supported them to do so:

- Downsizing incentives helped 17 tenants to move to smaller homes
- The flexible exchange policy and property swap initiatives resulted in a 25% increase from 2011/12 levels; a 14% increase in 2013/14 (247) compared with the previous year (216).

We have reached out to communities, to put advice and information at hand:

- In its first year of operation the Tang Hall advice hub helped customers claim £43k of new benefits and manage debts of nearly £250k.
- Nine community-based service delivery sessions offer multi-agency advice on housing, debt and employment. In Lindsay Avenue an empty shop has been refurbished to offer advice, information and meeting facilities in the local area. Other community facilities are planned for the future.
- Sheltered housing open days held during Housing Week 2013 enabled partner agencies to offer advice to residents and the local community. Partners included York Deaf Society, York Blind and Partially Sighted Society, Older Citizens Advocacy York, Yorkshire Housing, Age UK, Healthwatch and the local police and fire services. Age UK were able to share Winter Warmer information without incurring the costs of hiring a venue. We are exploring the future use of sheltered schemes as venues to promote services.

- Active promotion of the 'Big Community Switch' saw interest from 751 residents signing up. 242 made the switch saving an estimated £41,000 per annum. By analyzing available fuel poverty data we targeted behavioral change activities on four identified areas of the city. CYC has agreed to continue to fund this work through until March 2015 through FISG.

Some initiatives that began in response to welfare reform are now embedded in day to day business, including the work of the Money & Employment Advisers and our approach to mutual exchange. Some like *Advice York*, are part of a fixed-term project that will help determine future strategy. Others were one-offs from direct external funding including the DWP £27k funding private sector work via the Salvation Army and £35k towards targeted tenant support. Through FISG we will continue to deliver best use of existing resources, targeting those in greatest need.

Local Council Tax Support now allows payments to be made for over 12 months. To avoid court action and costs staff now intervene earlier. A hardship fund was set up to help council tax payers in difficulties. In 2013/14, £28k was awarded from this fund to 241 council tax payers. In 2014/15 to date, £25k has been paid to 136 people. Year end projections suggest an outlay double that of last year.

Evidence from activities thus far will influence and shape future anti-poverty work as well as helping inform local provision to support Universal Credit.

Case Study 3 : York the Welcoming City

Knowing Our Communities

York has a population of approximately 200,000 people. The city has become more culturally and religiously diverse with a Black and Minority Ethnic (BME) population of 9.8% (non White British) compared to 4.9% in 2001. At 1.2% of the population, the highest non-white group is Chinese. The City's Gypsy and Traveller population is around 269.

The main religious group across all ages is Christian. York has a lower proportion of Muslims than regionally and nationally.

International migration into the city (Census 2011) totalled 3, 858, with the highest number of migrants coming from China, Germany, United States, India, Poland and Australia.

Leadership, Partnership and Organisational commitment

York is passionate about welcoming all, celebrating diversity and making York a vibrant, diverse, fair and safe city as set out in our partnership Equality Plan 'A Fairer York'.

York has a long history of being a welcoming city embedded in the City's history. In the Middle Ages, the Sanctuary Knecker on the north door of York Cathedral gave anyone who had committed a serious offence the opportunity to claim sanctuary by knocking at this door.

York is seeking recognition as a City of Sanctuary and a Human Rights City. York's City of Sanctuary movement welcoming refugees and asylum seekers are working in partnership with City of York Council seeking recognition for York as a City of Sanctuary. Work is also underway for York to be declared a Human Rights City. The York Human Rights City Network has received continued funding for another three years from the Joseph Rowntree Charitable Trust and the Joseph Rowntree Foundation. Over the next three years, a regular programme of training, events and festivals in York will highlight human rights issues both locally and globally.

York also hosts a programme of events to celebrate diversity and aim to enhance the quality of life for York's residents through participation in arts and creative activities especially those who are disadvantaged and to remove barriers to ensure residents can share in the city's cultural, economic, environmental and social well-being. Our Inclusive Arts team pull together artists, volunteers, organisations in variety of projects and programmes to celebrate culture and diversity within this city. We work with a variety of partners including:

- Residents
- Visitors
- Volunteer organisations
- The private sector
- Community groups
- Artists and performers
- Young people and children in care
- NEET young people and children at risk
- Older people
- Clinicians, scientists and the medical profession
- Gypsy and Traveller communities
- People with learning difficulties, mental health issues and disabilities
- Schools
- York St. John University
- City of York Council teams and individual staff
- York District Hospital
- Media organisations
- BME communities
- LGBT Forum

Involving our Communities / Responsive Services

The council undertakes and supports a variety of initiatives working in partnership to foster good relations and to respect difference and diversity within York.

York's International Family Day- CYC provided funding to support an International Family Day created and delivered by York's diverse ethnic communities, which took place September 2012. The aim was to engage more people from ethnic communities in activities and strengthen community cohesion. Funding was also provided to YUMI (York's Unifying Multicultural Initiative) which was delivered by York's diverse ethnic communities. The event enabled people to sample traditional

foods from various countries, engage in activities including Indian and French Board games. Entertainment was provided by BME communities.

Celebration of Faith and Culture: In April 2013 York hosted the first International Festival one day event; A celebration of Faith and Culture which is now an annual event.

Interfaith Events: In November 2013 York hosted a number of interfaith events 'Faith in York' to support National Interfaith week. CYC have been supporting the Muslim community to successfully process the planning application for the city's first purpose built mosque.

Championing Diversity: CYC have provided funding to the Centre for Global Education York to champion diversity within York. Individuals from the BME community are given training to impart their unique cultural memories and experiences and participate in workshops with other York Community groups to challenge myths and stereotypes.

Pride: In July 2012 for the first time ever, the city's Gay Pride took place in York and began with a parade passing the Lord Mayor's residence, where a rainbow flag – the international symbol of lesbian, gay, bisexual and transgender pride was flying following a decision by the City of York Council. The theme for the event was marriage equality. The 2013 Gay Pride event focused on kicking homophobia out of sport once again the rainbow flag flew over the Council's Mansion House in recognition of this important event. York Pride 2014 had the biggest attendance so far with 1500 on the Parade and over 3500 at the Knavesmire.

The inaugural Lesbian Arts festival was held at York Guildhall in August 2013. This event promoted Lesbian arts including music performance reading and writing.

York's 50+ Festival: In its 10th year York's Older People's Assembly host York's 50+ festival. Events include sporting, health and wellbeing activities and creative events.

Holocaust Memorial Day -The City of York has been marking this occasion since 2008. York's HMD programme enables those living, working and visiting the city to come together to reflect individually and collectively, to learn the lessons of the past and seek to create a safer, better future. It is believed that in remembering and acknowledging the past we can each help to promote a more tolerant and inclusive society for the future.

York's International Women's Week 2014 held over 60 events .The Rt Hon the Lord Mayor of York, Cllr Julie Gunnell, personally brought together an important array of events at the Mansion House to mark York International Womens' Week.

There was a national Aviva workshop focusing on Women in Business; a conference on Women in Archaeology; a celebration of women from different cultures and an International Service celebration of women's work at home and abroad. Voices of Dissent at the Theatre Royal, the Dean Court Open House had a special women's evening. The York Feminist Network organised a city centre March to celebrate International Women's Day on Saturday 8th March and the York Feminist Reading Group held its monthly meeting at the Golden Ball. There were talks on the role of women in Cuba, Women in Tibet, the participation of women in the Zimbabwe elections of 2013, and a talk on meditation by Kelsang Chogma.

17 different health and wellbeing events were held including week-long chiropractic offers, life coaching, tapping away your tension with EFT, Tuina reflexology, back pain management with yoga, managing change and understanding anxiety, easing joints with Alexander Technique, facial treatments, toning tables and energy medicine.

Black History Month was established in 1987 and is a key event in York's calendar with a wide variety of organisations in the city hosting events.

Our Inclusive Arts team actively work with the public, communities, the third sector and private sector to deliver community arts projects and programmes to bring people together in a non- threatening, inclusive and positive way. Examples of our programme include:

York: Be Part of it': a programme of projects, events and festivals showcasing York's vibrant creative and cultural talent. It was an opportunity for York residents to be actively involved in a 100 day cultural festival leading up to Yorkshire's Tour de France Grand Départ 2014. Over 100 organisations from community groups to establish cultural organisations were involved in over 160 events from grass roots community events to large scale spectacles. Festival highlights included:

Dress to Impress: City Walls community banners project	60 banners representing 50 organisations involving approximately 500 participants. All ages and abilities
Road Through York	Large scale 300m squared community

	collage. Over 200 participants created the collage. All ages and abilities
Bike Story in schools	Highly successful theatre education programme 23 schools and over 3,000 pupils involved
Dressing and animating the city	Ongoing support, advice and guidance to mobilise and activate city wide community participation to dress and animate the city. From yellow bikes to bunting to large scale spectacular land art created by communities involving all ages.

Beat the Bullies is an anti bullying project created by and involving young people from across York. They use music, song writing, video, drama and digital media to give young people the opportunity to voice their own views and opinions on issues around bullying and collectively create one message – Beat the Bullies. A DVD educational resource linking into the national curriculum has been produced and used in schools in York and North Yorkshire.

Upfaders is a community youth music initiative accessible to young people aged 13 – 18 who are at risk and not in education, employment and training. Upfaders is run by professional DJ's and producers and using the very latest professional equipment giving young people the opportunity to produce original tracks, cut 12" vinyl dubplates, develop DJ and MC techniques and perform at Upfaders events and gigs.

It has successfully engaged young people from targeted groups such as young offenders, NEETS, looked after children, young careers, young people with mental health issues, who are socially isolated and have low self esteem and young people from the Gypsy Traveller communities. The aim of the project is to develop participants' personal and social skills, such as self-confidence and self esteem, engaged young people in positive activities and also offers level 1 and level 2 national accreditation through the Arts Awards. Over 300 young people in York have taken part in over 70 DJ, MC and music production workshops and training programmes over the last two years.

Young People in Care - Music4Care – is a partnership project between the Springboard Project, Foundation, Inspired Youth, York St John University, Digital Sun Media, Access to Music and City of York Council. Working with professional musicians and film makers, the project enabled young people in care to express their feelings through the

creation of a high quality music video. This powerful and positive project also enables them to develop their creative skills. The song and video aimed to build a picture of life in care and is based on their real experiences. The video has been viewed 8,000 times on the web.

Biomation is a pioneering two-year science and youth arts project involving a team of artists, clinicians, children and young people exploring the social, emotional, scientific and clinical aspects of **Diabetes, Aspergers Syndrome and Arthritis** through animation, film, digital media and creative writing. The international award-winning project was a joint partnership between City of York Council, York Hospital Art & Environment Group and Lime Trees Child, Adolescent & Family Unit. A series of film animations produced by children and young people involved with Biomation are used as DVD educational resources by clinicians, specialist teachers and families as well as an interactive digital media exhibition currently being exhibited at Eureka National Children's Museum.

One Biomation film alone has had over 50,000 views on the internet creating a global dialogue between children, young people, families, teachers and clinicians about Aspergers Syndrome.

All About Us :is a partnership with City of York Council's Traveller Education Service and Inspired Youth. It involved working with young people from the Gypsy and Traveller communities in York to explore the young people's experiences of education through community media. 16 young people participated in the project and undertook 52 hours of consultation and practical and production workshops involving filming and audio recording, photography, storyboarding, creative writing about individual talents and creating an online blog. The achievements of the young people were mapped against the ASDAN qualification structure.

Three broadcast quality films, a DVD, online blog and two campaign posters were produced. As well as public screenings the project and its films have been showcased at various local and national conferences and BBC radio. The DVD is also used by teachers to help develop cross cultural dialogue between children and young people in York.

Moving Forward Together Gypsy and Traveller Conference -To achieve a greater awareness of the barriers to communication and building relationships with the Gypsy, Roma and Travelling community a the Moving Forward Together conference was held in 2014. It brought together professionals and the Gypsy Roma Traveller Community to

share their experiences and develop best practice. Over 120 people attended. Two of the keynote speakers were from the Traveller community, and community members also delivered several of the workshops.

They were able to speak with the authority of first hand experiences about the barriers Travellers can face in accessing services and give examples of how these can be successfully addressed by professionals. Gypsy and Traveller Women attending literacy classes have published a book of their own stories and delivered a workshop at the conference to inform others how developing literacy skills has had such a positive impact. Responding to evaluations, plans are in place for a second conference in Jan 15.

Drawing on Roma Gypsy and Traveller Heritage: For the first time this year over a 4 week period we have supported a public residency by the Le Bas Family 'Grace in Thy Sight' to explore issues surrounding perceptions of 'the outsider' and 'otherness' migration and belonging, social inclusion and exclusion. The Le Bas family draw on their Roma Gypsy and Traveller heritage to engage audiences, using immersive installations, performance, and poetry, visual and digital art to encourage dialogue.

Able Radio is a partnership with Accessible Arts and Media and Khaoz Media, based at the Explore Media Centre in York. Ableradio is a small group of adults with moderate learning difficulties and disabilities who are learning to record and create their own radio shows. Ableradio is the first community/on line radio station of its kind in York to be created and managed by local people with learning difficulties and disabilities.

Through the radio station local disabled groups and individuals are encouraged to share their stories, showcase their work and celebrations and disseminate information that is relevant to others with disabilities living in the area. The idea for Ableradio evolved from a group of adults with learning difficulties and disabilities that AAM has already trained to design and run a fully accessible website. Ableweb contains essential information about activities, services and support available to people with disabilities living in and around York.

European Youth4media Network is a Europe- wide youth media network which aims to give young people a voice and promote citizenship, political and intercultural understanding through digital media. It is a European association of 36 organisations from 24 countries working in the field of community media and civil society. The

European network partners are made up of organisations involved in youth development, arts and culture, community media and civic engagement.

Community Media in York work has been nationally and internationally recognised for positively engaging individuals, groups and communities, enabling their voices to be heard by providing perspectives on issues that lie at the heart of a given community through community media.

It has made a substantial contribution to social inclusion and cohesion, equality, diversity, creativity, citizen's participation, local democracy and lifelong learning and has become a tool for personal, community development, cultural and ethnic expression in York. By giving citizens in York first hand experience of production and broadcasting, community media contributes to the government's media literacy, informal learning and digital inclusion agendas and provides other skills development in a range of different contexts.

Community media enables citizens to develop skills such as ICT literacy, communication, planning, team work and using cutting edge technology in an innovative, engaging and creative environment. It also reaches out to people that are not in education, employment or training and offers alternative approaches to tackling illiteracy and innumeracy.

York Stories 2012 was a major city wide community project and part of York 800 celebrations. The project aimed to encourage people of all ages and backgrounds to tell and share personal stories unique to the city of York. The idea was to capture a moment in time, to tell local stories, past present or future through words, audio, video, music, poems, artwork and conversation.

Through this intergenerational project, over 1,700 stories about York, its people and places were collected. This was done through a programme of training, workshops, targeted projects and events involving over 800 participants, 50 organisations, 25 volunteers and 50 volunteers of different ages and from different backgrounds.

Links

www.yorkstories2012.com

www.youtu.be/vD4TYdpaEEU

www.youth4media.eu

www.ablewebyork.org.

www.upfaders.org.uk

Link to film - [All About Us](#)

Workforce

The City of York Council has a comprehensive equality and diversity training programme to assist staff in respecting and celebrating diversity within the city.

This page is intentionally left blank

Case Study 4: Review York's Children Centres- Shaping Services for the Future

Knowing our Communities

There are currently 9 Children's Centres in York providing access to services for a population of over 10,000 children aged 0-4 years old. The Self Evaluation Data Pack produced December 2013 shows the 0-4 age profile for each area the 9 Community Centres are located in. The data also shows how many children were from BME backgrounds, Gypsy and Traveller Children, Disabled Children and Children with Special Educational Needs, number of Looked After Children, number of Children with Child Protection Orders, Children living in the most deprived wards, families claiming child benefit etc. **See Annex 1** for a summary of the profile information.

Children Centre Data Pack



Childrens Centre
Data Pack (De...

Children Centre Registration



Children's Centre
Registration...

Leadership and Vision

As part of the Council's Re-wiring programme, Children's Services Education and Skills is transforming the way it delivers Early Years services from the 9 Children's Centres in York which provide access to services for children aged 0-4 years with a saving of £400k attached to this project.

As part of our approach to being a Co-operative Council and our strengthened approach to community engagement (another one of our Transformation projects) 1,700 individuals who responded to consultation have helped shape the proposals that Cabinet approved 7th October 2014.

Involving our Communities

We ensured at the heart of the review that local residents would have the ability to influence how the service was redesigned.

Firstly an early years working group was established with representatives from relevant internal and external services e.g. – CVS, Homestart, Health, Speech and language, Schools, Unions, FIS Children's Centres, Children's Social Care, Early Help, Family Focus etc. This working group was formed to help lead and shape engagement and consultation throughout the transformation programme, taking engagement feedback and producing options for the consultation plan. The engagement process was designed to capture the views of parents, carers, service users, partners, community groups, schools, nurseries and PVI settings, advisory boards and other interested parties.

The Partnership approach to community engagement was a real strength in ensuring that as many people as possible had an opportunity to give their views and was undertaken in two phases. As well as Children Centre staff being involved, health visitors, midwives, private providers, child minders, parent led consultation and the voluntary and community sector such as CAB, CVS, Credit Union were also involved.

The first phase an initial open engagement activity via a questionnaire took place. The engagement document outlined the reason for the engagement and explained how people could give their views and was designed to enable respondents to comment freely on a number of questions. An additional document outlining what Children's Centres currently offer was included in the engagement materials.



York CC



Analysis of

Engagement Response Children's Centre ..

The questionnaire could be completed on line via the Children's Centre's Website. The Link was put on the Children Centre and Family Information Service face book and twitter pages. All Parents and Carers registered with the Children's Centre Service were contacted either via e-mail or a mobile text asking them to take part in the engagement and give their views; the e-mail/text included the link to the website. Parents and carers were supported to take part through conversations on an individual or group basis within the Centres, at parent forums or on home visits. Front Line delivery partners, parent representatives, community members were engaged through Advisory Boards. An e-mail with the link to the document was sent to the Project Board, Partner Agencies, PVI leaders and setting managers, schools and Early Years staff.

A total of 650 responses were received:

- 185 were completed online via the Children's Centre Website
- 192 were completed via West Cluster Children's Centres (Hob Moor, Carr and Westfield)
- 140 were completed via North Cluster Children's Centres (Clifton, Haxby Road and New Earswick)

- 133 were completed via South East Cluster Children's Centres (The Avenues, Knavesmire and St Lawrences)

The second stage consultation activity concentrated on 4 Models for possible service delivery developed following feedback from the initial engagement activity. Again all Parents and Carers registered with the Children's Centre Service were contacted either via e-mail or a mobile text asking them to take part in the consultation. A total of 1809 families from Children Centre reach areas accessing any activity at the CCs were asked their view. 736 families accessed a vulnerable or targeted activity. 298 families had either a face to face or home support family contact to provide an opportunity to give their views. The Health visitors visited the families that they work with as part of the Health child programme. Children Centre staff undertook visits to those families identified as vulnerable, Gypsy and Traveller Families were consulted as a group on the Gypsy and Traveller sites or on a one to one basis and discussions took place at the Hostels and Women's Refuge.

Second phase activity resulted in 1,721 responses being received providing views on 4 models of possible service delivery.

Model 1

The three main children's centres, serving areas of greatest deprivation, would remain open all year and would maintain their current opening hours. The other six centres would remain open, but with reduced opening hours. In these six centres parents, volunteers and community groups would be encouraged to use the buildings to run and participate in local activities.

Model 2

Six of the nine children's centres would remain open full time. The remaining 3 centres to be closed or used as community venues. Parents, volunteers and community groups would be supported and encouraged to use the 6 buildings to run and participate in local activities

Model 3

Three of the nine centres would remain open, the other three would close.

Model 4

Children's Centres Services would be run by alternative providers. For example, the voluntary sector (local or national); a social enterprise, a charity, a private provider or a school. The council's role would be to commission services and then co-ordinate, monitor, and ensure such services are of a good quality and meet priority local needs.

Community Impact Assessments were undertaken for each of the 4 proposals.

The majority of feedback supported Models 1 and 2. The majority of respondents stated a willingness to consider a different configuration of Children's Centres but not at the expense of their local centre.

The consultation process indicated an overwhelming preference for accessible provision within local communities. Coming through strongly from the engagement feedback was that more parents would like to volunteer to run non statutory groups but previously felt they have not had the opportunity to do so.

Phase 2 Consultation Inputs and Results



Consultation



York CC

Process Input All... nsultation Respons

Responsive Services

Cabinet considered the proposals at their meeting on 7th October 2014 and agreed to a phased approach for Children Centre provision to allow Children's Centres to become more sustainable, develop community capacity and support to changing services delivery, the long term vision for Whole Family Support:

Phase One – No Children Centre will close. The Early Years Service will operate from the Centre for part of the week initially. The Early Years service will operate out of the building for part of the week, concentrating on targeted, statutory provision to the most vulnerable families. Volunteers, other council services and partners will be enabled, encouraged and trained to deliver non statutory Universal services to the rest of the community. The centres will operate in a cluster model and each cluster will consist of 1 hub and 2 satellites.

Phase Two – Assess Community Take Up : Once phase one is embedded, each Children's Centre will be evaluated, taking into consideration the alternative community venues available in each area and the level of volunteer take up. Decisions can then be made regarding the viability of the building as a community resource.

Phase Three – Whole Family Support : The longer term strategy is to focus more closely on family needs and encourage further integration of services with other agencies to provide whole family support and early intervention and prevention. The intention is to roll this model out into the communities and use the best facility each area has to offer. In some areas, the Children's Centre is likely to be the most appropriate venue, in other areas it may be an alternative community hub will be used and the Centre is closed.

Workforce

The majority of the savings will be achieved through reductions in staffing. The main reductions will be in management and front of house staff, keeping reductions to the front line workers to the minimum.

Annex 1 Customer Profile Information

% of York families in York with children 0-4 registered with a Children's Centre

	Carr	Hob Moor	Westfield	West Cluster	Clifton	Haxby Road	New Earswick	North Cluster	Knavesmire	St Lawrence's	The Avenues	SE Cluster	Total York
% of York families with children 0-4	80%	85%	97%	87%	70%	75%	65%	70%	80%	65%	70%	72%	76%
Lone Parents	82	88	94	264	97	69	39	205	80	53	92	225	694
Teenage Parents	20	20	19	59	16	13	4	33	17	14	15	46	138
Fathers with Children any age	823	838	481	2142	831	472	605	1908	791	574	658	2023	6073
BME Reach Area 0-4s	46	62	24	132	122	68	36	226	57	136	56	249	607
Children 2-4 with a Disability	2	4	4	10	3	4	1	8	1	1	3	5	23
Armed Forces families	1	1	2	4	1	1	32	34	1	1	2	4	42
Travellers All Ages -	1	1	2	4	17	0	0	17	3	19	10	32	53

This page is intentionally left blank

Case Study 5: Development of a Specialist Activity Base for Adults with a Learning Disability and/or Autism with Challenging Behaviour/High Support Needs.

Leadership and Vision

Adult Social Services budgets in York, as in most other authorities across the country, are under significant pressure. This is partly as a result of an aging population, more young people with complex needs surviving into adulthood and changing expectations about the care we receive. Adult Social Care current net spend (2013/14) is £52million (Gross spend £70m). Of this overall spend 40% is spent on Learning Disabilities. Learning Disability customers only constitute approximately 18% of all our customers and the authority is a high spender on this service compared to other local authorities.

A review of the service has been undertaken to enhance service provision as well as making savings. The aims of the review were to:

- Support people in different ways and not use one to one support as much.
- Make sure people are part of the communities they live in
- Make best use of the activities people currently use as well at looking at different ways of supporting people.
- Provide a facility for people with Autism, Challenging Behaviour and High Support Needs.

As part of the review programme we worked with colleagues across the council, as well as our partners in health and the voluntary and community sectors, to identify efficiency savings and review the best ways of providing high quality, cost-effective services to our most vulnerable residents. Whilst we needed to reduce costs this is not at the detriment to customers receiving services and support.

The Proposal

Following discussions with Communities and Neighbourhoods who are implementing a programme to establish Community Hubs throughout the city, it was agreed to create a vibrant community asset by enhancing Burton Street Community Centre (BSCC) ensuring current community use was developed alongside the activities which focus on delivering services for those with Autism, Challenging Behaviour and High Support

Needs with a clear strategy to achieve integrated opportunities and community connections.

Knowing our Communities

There are 60 individuals who access services provided by the council either attending day care services at the centre, or those individuals with Challenging Behaviour and High Support Needs receiving one to one support. In addition individuals from the local community who currently use the facility were identified.

Involving our Communities

To ensure clarity about why the review was required and its aim the information below gives the direction for Adult Social Care's key messages for Adults with a Learning Disability. This paper went to the Health & Wellbeing Board, York CVS Forum for Learning Difficulties; a Council facilitated Learning Disabilities Provider Forum as well being sent out in its accessible form to people with a learning disability who are known to Adult Social Care.

Partners including all providers of learning disabilities services and any interested parties in the City were invited to a facilitated workshop help form the vision of BSCC. Over 20 providers attended the event.

The BSCC consultation has also focussed on ALD/A and their families who will be effected by the changes that will take place at BSCC and we have consulted widely with these individuals. We invited everyone who would be affected by the changes in services to two sessions where they could influence and contribute to the specification for what would happen at the Specialist Activity Hub. These events took place late June and early July 2014. Over 30 people attended these sessions. Following on from the sessions we sent out feedback to everyone we had invited, not just those that had attended.

Following on from this session we invited everyone to a feedback session. Over 20 people attended this session. At the feedback session we delivered a power point presentation and talked about the future changes and concerns people may have as well as any other ideas that had not already been talked about.

Case Study 6: Accessible West Offices

Knowing our Communities

Just over 200,000 people comprising 83,500 households live in York and receive a range of services delivered by the council.

Leadership, partnership and organisational commitment

Feedback from the Place Survey and Talkabout told us residents were dissatisfied with access to council services which they felt were spread across too many buildings, some of which were run down, unwelcoming and had poor accessibility. Prior to the opening of West Offices there were thirteen reception areas across the city.

A key priority within the Council Plan was to operate one point of customer contact in West Offices. This is supported by the vision set out in the 2012-2015 Customer Strategy: 'To deliver the right services, cost-effectively, at the right time, in the right way for you.'

Involving our Communities

To ensure the Customer Centre in West Offices would meet customer access /service delivery requirements we worked in partnership with:

- Tenant Service Inspectors/ Residents' Committees
- Staff Equality Reference Group(SERG)
- Equalities Action Group (EAG)
- Youth Council/Young Inspectors
- "Looked after children" groups
- Older people's groups
- Residents and service users
- Staff
- Partners/Voluntary organisations e.g. CAB, SYCU

We also undertook a range of activities including:

- Site visits to other local authorities to learn from best practice
- Advice from specialist consultancy groups
- Public consultation events where specific groups were able to put their thoughts across
- Data gathering on why people used the council's services

- Surveys - both face to face and in written form
- Liaison with specific customer groups to ensure the service embraced their requirements. These included Youth Council, Young Inspectors, team leaders and managers of customer-facing services and sessions with Children's Services

A thorough and detailed Community Impact Assessment was undertaken over the course of four years to ensure changes were soundly based on clearly understood feedback from consultations and customer input. The CIA also took care to incorporate and reference

- Other relevant programmes including the Fairness and Inclusion Strategy, Engagement Strategy, Information and Communication Technology and Development Strategy as well as the efficiency agenda and service plans.
- Anti-discriminatory and employment legislation including: Anti Social Behaviour Act 2003; Human Rights Act; Data Protection Act; Disability Discrimination Act 1995; Gender Recognition Act; Special Educational Needs and Disability Act; Children's Act 1989.

The CIA was continuously revised and amended as the Customer Centre vision and purpose evolved and customer needs and expectations became clearer. Ten sets of consultation took place using a variety of methodologies enabling us to draw on a wide variety of representative groups and individuals. Extensive preparatory work was carried out with customers from all Communities of Identify (CoI) to ensure services would be fully accessible and inclusive. Consultation with stakeholders and feedback from service users raised a number of issues enabling original plans to be adapted to accommodate specific needs. Plans and proposals were shared with CoI customer groups at each stage, enabling their detailed feedback to guide and shape both the physical environment and service delivery.

Careful consideration was given to specific aspects including:

- Proximity of the building to public transport to allow for independent travel
- All front and most rear parking spaces are designated for people with disabilities

- The physical structure of the building structure includes full accessibility with level entrance, automatic entrance doors and ease of use of all public spaces for wheelchair users and people with prams/buggies.
- WCs caterer for the comfort of all visitors, including *Changing Places*, disabled access facilities and family-friendly facilities.
- A multi-faith contemplation space with private washing facilities is available
- Easy navigation around the Customer Centre via static and electronic signage, all designed with large, clear, high contrast lettering.
- Self-service monitors are height adjustable with some especially adapted for people with epilepsy.
- Customer information is delivered by announcements and visual displays meeting the needs of customers with visual or hearing impairments.
- The height, font size and contrast of static and electronic displays enhance information delivery to customers.
- To make waiting a comfortable experience, the seated waiting areas are child-friendly with free Wi-Fi available and screens offer a rolling programme of informal customer information.
- Deaf or hearing impaired customers have access to staff trained in British Sign Language or the use of hearing loops, two of which are permanently available in the Customer Centre.
- The *Language Line* translation service is available over the phone at the Customer Centre with staff able to request written translations if required.
- Fire evacuation plans for wheelchair users or those unable to negotiate staircases
- Baby feeding and changing areas
- Facilities for support dogs both in and outside the building
- Accessible, private interview rooms offering customers space for confidential discussion.

Prior to opening, the Customer Centre it was 'road tested' by residents from various user groups aiming to identify any flaws or barriers to service access. This exercise proved to be crucial given the diversity of our customers, including those requiring specific support as well as our staff. For example, following a dry run by people with visual impairment, we identified a hazard created because both the desk partitions and the carpet were grey.

People with visual impairment found it difficult to differentiate between the two surfaces. Repainting the desk edges to increase the contrast resolved the problem.

To capture ongoing customer feedback, our “Seeds of Change” suggestion scheme displays customer comments along with a response from the council.

Responsive Services

We can now meet the needs of customers far better. Customers can deal with most council business at one convenient, accessible location. The first six months were essentially a time to see how arrangements and facilities worked in practice.

From customer and staff feedback since opening, we have made a number of changes including:

- Reconfigured the layout of the help desk and self-service areas to improve directional flow for customers
- Installed additional signage to more clearly identify the specialist desks in the open plan area.
- Drawing on census information, the welcome desk now greets customers in the top five spoken languages in York.
- New signage on the self- service access points helps customers identify what they can do at these points.

Recognising the need to improve the service offer for deaf customers we are investigating the provision of a British Sign Language translation and interpretation service. This would be accessed remotely via a secure weblink during opening times but with scope to extend to out of hours access where required. The initial service would be available at West Offices but once fully operational could be extended to other locations including libraries/Explore Centres, Hazel Court and community venues. Opened in March 2013, CYC's new Customer Centre dealt with 125,164 customer contacts in its first year of operation.

Quick query/ Service data:
customers dealt with in less than five minutes without needing to see a service representative.

Ticket data:
customers needing to see a service representative

Top 4 service areas	Number
Advice Benefits including York Financial Assistance Scheme	22,117
Parking	19,827
Council Tax	12,363
Housing	8,232
19 Other Services	24,906
Total	87,445

Service area	Number
Business and visitors	28,056
Self-service	4,815
Application forms	3,243
Leaflets / Information	1,111
CAB	207
Future Prospects	156
Adult Social Care	116
Veritau (fraud)	14
Total	37,719

Workforce

Staff working in or based in the Customer Centre take part in training and awareness-raising sessions ensuring they are enabled to understand and meet customers' differing needs.

The help desk staff direct and assist customers and visitors, ensuring a warm and professional welcome.

Trained floorwalkers are available to provide in-person support. By meeting and greeting customers, the trained floorwalkers are able to direct customers to the most efficient way of meeting their needs. Where appropriate, customers are steered towards self-service, saving them time and contributing to service delivery channel-shift. The floorwalkers offer a personal service to customers lacking skills or confidence in using self-serve technology.

Being fully aware of the range of facilities and technology available in the Customer Centre, they are able to ensure each customer gets the most out of their visit. Some staff have been trained in British Sign Language to assist deaf or hearing impaired customers.

This page is intentionally left blank

Case Study 7: Celebrating Ability Inclusive Sport and Leisure Activity for disabled people.

Knowing Our Communities

Census data 2011 highlights that 6.6% of the population in York (13,018 people) have a long-term health problem or disability which significantly limits their day to day activities, lower than regionally (9.1%) and nationally (8.5%). 3.1% of those aged 0-24 are limited in their day-to-day activities, rising to nearly 8% for the 25-49 age group. Numbers of people with a long-term, limiting disability taking part in sport and active leisure declined from 15.4% to 9.3%.

York like many other towns and cities is facing the challenge of the ever increasing numbers of residents suffering from dementia and delivering services that ensure that they can remain socially and physically active. In September 2014, a report by the Alzheimers Society reveals that the number of people living with dementia in York had reached 2,741 and this is set to increase to 3,209 by 2020.

Leadership, Partnership and Organisational Commitment

To address the decline in the numbers of people with a long-term, limiting disability taking part in sport and active the council's Sport and Active Leisure Team successfully secured £252,705 of National Lottery funding from Sport England's Inclusive Sport Fund to maintain targeted sport and health provision for disabled people in York.

The funding is used to maintain a three-year programme to extend sport and exercise activities across the city for residents with a medical condition and for those with a physical, sensory and/or learning disability. The strategy to increase disabled young people's access to positive activities and volunteering through extended services and in youth clubs is also progressing.

Working in partnership with Joseph Rowntree Foundation, York Sports Village Get Cycling, British Cycling Sky Ride program, The Wilberforce Trust, York Blind and Partially Sighted Society, British Blind Sport , Sports Coach UK , Dementia Forward, Age UK York, North Yorkshire Sport and York's GP's the Sport and Active Leisure Team have developed an inclusive disability sport activities programme which not

only caters for those that have a physical disability but also for those with a learning disability and those suffering from dementia.

In celebration of ability for the first time this year the annual celebrating ability day has been extended to a week long celebration 'Celebrating Ability Week.

Involving our Communities

To inform the programme of activity surveys are undertaken. The first survey was introduced in 2011 through work with the Valuing People Partnership Board for those with a learning disability. In 2013, we conducted two surveys, one aimed at people with an intellectual disability (learning disability) and the second for people with a physical disability and /or sensory impairment. Both were produced in multi-formats including Braille, CD, online, widget, paper as well as offering a telephone option and help with completion.



Anonymous final
LD survey resu...



2013 Physical and
Sensory Surv...

Responsive Services

There are more than 70 inclusive sessions running across the city for disabled people, shaped and informed by the annual surveys. A wide variety of sport and physical activity opportunities for anyone with a disability or additional needs regardless of impairment is available ranging from Goalball to Boccia, from Wheelchair Basketball to Cycling on our fleet of adapted bikes. In May 2014, the new Inclusive Cycle York sessions held three times a week were promoted along with new weekend disability football sessions for children and over 16s.

Information on current sessions and clubs in the city is available on our online Disability Sports Directory. The 2014 online directory is available in symbol, photo image or table format. A PDF version of the 2014 sports directory in widget, photo image or table format can be downloaded. Information is made available through our Disability Sport and Physical Activity Newsletters. The October 2014 here to download newsletter highlights activities going on in York.

Key to the success of inclusive sporting events is making them available for the whole family to enjoy together, In August 2014, York youngsters and their families were invited to join the annual **Picnic in the Park**.

Organised by CYC's Short Breaks Team, coordinators of care for young people with disabilities, activities included parachute and ball games, disability cycles, art and crafts and face painting.

Sandra Hirst, from the council's Short Breaks team, said: "***The annual picnic is a fantastic opportunity for children of all ages and backgrounds to get together with their families and carers.***"

Residents in York's sheltered housing and older people's homes enjoy **chair-based exercise sessions** including Boccia, new age kurling, gym based exercise and armchair cycling to increase activity levels and wellbeing. Evidence shows that people over 70 and living in a care home are sedentary for up to 80% of their time yet regular activity can help reduce the age-related decline in strength, endurance, bone density and flexibility. Run by the Sport and Active Leisure Team, sessions are held fortnightly at each of the venues and between April and July 2014, 187 individuals took part.

	Females	Males	Through put	BME	Disability
CYC Care Homes	86	20	363	2	All Frailer Older People 1 Blind
CYC Sheltered Housing	62	19	353	1	All Frailer Older People
Totals	148	39	716	3	

The number of people with dementia which is set to increase and because of the positive affects that physical activity has on mental wellbeing, we have developed a dementia friendly physical activity package in partnership with the Joseph Rowntree Foundation and Sports Coach UK. The training is delivered to voluntary clubs in the city. In addition the Council has been running a sporting memories programme as part of its dementia friendly campaign.

Extending Celebrating Ability Day to Celebrating Ability Week

Celebrating Ability Day is a free celebration of disability sport in York, open to everyone. It celebrates disabled people's ability to take part in and play sport and highlights the increasing number of sporting opportunities available for disabled people in York.



Now in its fifth year, the event was awarded the London 2012 Olympics and Paralympics *Inspiremark*. The success of the event was the catalyst for York being chosen to host the paralympic torch on its journey around the country in 2012.

Celebrating Ability Day 2013 offered 24 different sports with over 40 different physical activities and sport opportunities throughout the day. Run in partnership with 16 voluntary community sports clubs and five national sport governing bodies sports offered included tag rugby, athletics, football, climbing, health walks, dance ability, goalball, wheelchair basketball, seated volleyball, badminton, wheelchair rugby, tennis, power chair football and wheelchair skills.



Over 130 people attended the 2013 Celebrating Ability Day.

Based on the success of this and previous years, in 2014 the event was expanded to Celebrate Ability Week.

This included York's first sports event entirely dedicated to visually-impaired and blind residents. This was organised in partnership with the Wilberforce Trust, the York Blind and Partially Sighted Society and British Blind Sport. It included visually impaired running and tennis, goalball, chair based exercise and supervised sessions in an active sensory room.

The afternoon of sports and games gave residents a chance to try different activities adapted for visual impairment and to find out about continuing the sports on a regular basis at many of the city-wide venues. Assisted travel arrangements offered help and support to reach event venues.

George Ferguson, National Development Manager of British Blind Sport said: "***It is fabulous to see visually impaired organizations working in collaboration with the Sport & Active Leisure Team from City of York Council and we are delighted to support this event, dedicated to allowing people with a visual impairment to try different sports and help them maintain a more active life.***"

York Inclusive Sky Rides also provide an opportunity to celebrate ability. With the fantastic opportunity that the Tour De France,



Le Grand Départ offered York in July 2014, CYC bought into the British Cycling's Sky Ride Partnership Programme. This provided opportunities to run both local rides and a main event ride in 2013, both of which were repeated in 2014.

Since we had already run a successful York Sky Ride programme, the decision was made to gear local sky rides around specific targeted groups including families, people with medical conditions and people with disabilities. The guided rides were based at the new enclosed cycling track at the University of York Sports Park. This was the first time a fully inclusive, track based ride had been incorporated into a local Sky Ride in the country.

25 local rides formed a preliminary to the main city centre Sky Ride in September 2013. Three of the rides were earmarked as inclusive rides, two as weekend fully open rides and one closed ride was held during the week especially for special needs children in York.

Around 100 participants attended over the three sky rides, including around 30 people with a disability. From the success of this event and the great feedback on the day the program was expanded for 2014.

Workforce

Partnership work with the Joseph Rowntree Foundation to develop York as a dementia-friendly city began in 2011 with the *Dementia Without Walls project*. A joint report highlighted a lack of awareness of dementia across the city and a need for resources to increase knowledge of dementia, especially across leisure, transport and retail services. As a leading provider of sport and physical activity sessions across York, CYC's Sport and Active Leisure Team saw the opportunity to create a dementia awareness workshop.

As a prelude to the development of the workshop a Dementia Development Day was held which brought together partners from health, sport, the voluntary sector and dementia specialists to share knowledge and experience of the condition to develop the workshop.

The aims of the workshop are

- a) to increase awareness of dementia within sports clubs and facilities, especially those with a higher age demographic
- b) to work to create dementia-friendly sport and physical activity venues

The workshop, the first of its kind in the country, was established by linking up with Sports Coach UK (a leading sports coaching provider) to become condition specific. The first session in October 2013 delivered training to a range of staff including fitness instructors, receptionists, lifeguards and management. Further developments included a dementia factsheet and a *Top Tips* card all aimed at increasing knowledge of the condition.

A second workshop was delivered in March 2014 with a third in conjunction with our 50+ Games in October 2014. Using the Joseph Rowntree Foundation £3,000 Dementia Small Grants Fund, the workshop will be rolled out to sports clubs across York over the next three years.

All clubs who attend the workshop are encouraged to create a Dementia Action Plan to submit to the local Dementia Action Alliance. This records how they are taking on board what has been learned on the course and implementing it into their specific sports clubs. We will record the number of clubs that join the local Dementia Action Alliance through this.

Members of the council's Sport and Active Leisure Team have undertaken the Alzheimer's Society Dementia Friends training with two of the team being recognised as Dementia Friends champions. In June 2013, the Alzheimer's Society awarded the service 'Working Towards Becoming Dementia Friendly' status in recognition of its work to increase dementia awareness and support.

Case Study 8: York Independent Living Travel Scheme

Knowing Our Communities

There are 3,427 students placed on the Special Educational Needs (SEN) register with 501 holding a current Statement of SEN. There are 276 SEN students provided with council funded home to school/college transport.

Leadership, organisational and partnership commitment

York Independent Living Travel Service (YILTS) was set up to move students with special educational needs (SEN) away from dependence transport provided by the council towards a more independence-based / self-determining model. Challenging the expectation that SEN students are dependant on transport organised and paid for by the council.

The York Independent Living Travel Scheme (YILTS) assess the ability of SEND students in order that they might be able over a period of time, to travel independently in and around the City of York via the use of public transport and from this reinvest any travel costs offset back into the Council in order to further grow and develop the YILTS Service.

The YILTS Service is located within the SEN and Transition Teams and benefits from close contact with the range of professionals in these teams. The team work in partnership with:

- Students and their families
- SEN Services and the Transitions Team
- Social workers
- Connexions Advisors
- Educational Psychologists
- Specialist teachers
- Special Educational Needs Coordinators
- Staff at the local Further Education Colleges
- 'Bikeability' scheme staff members
- Transport Police
- Bus companies, including bus drivers
- Taxi companies

The YILTS Service has embarked upon a public / private partnership with Streamline Taxis and York First Buses. Both organisations have signed a Service Level Agreement to release resources and staff to help support delivery of the scheme.

Involving our Communities

Individual consultation with the young person and their parent/carer is undertaken in developing Independent Travel Plans. One to one support is provided with the training programme split into 3 stages:

- Accompany
- Follow
- Meet

Responsive Services

Making a real difference, this scheme enables students with Special Educational Needs (SEN) to travel independently to school and college by using public transport, or by walking or cycling. The service supports students with a full range of special educational needs and disabilities aged 11 to 19.

Every SEND student aged 11 to 19 who currently accesses council-funded transportation, can be referred to the YILTS Service for consideration for submission onto the YILTS independent travel training programme. Each referral is considered against available staff capacity and initial criteria check. A risk assessment is undertaken. If at, or below the acceptable risk level, then a contract is signed with the young person and their parents / carers and an Independent Travel Plan (ITP) with targets, will be drawn up.

A YILTS worker will discuss the young person's needs with their school, college or a place of work. We then visit the family and the young person so that everyone contributes to a realistic Travel Plan. To build skills and confidence, a YILTS worker will typically start with road skills and safety around traffic. Because the team work with vulnerable young people, issues around personal safety and appropriate behaviour are also addressed including how to ask for help when things go wrong. As the student's skills develop, the YILTS worker will follow, rather than travel with them. As confidence and self-esteem is enhanced, the YILTS worker promotes independence by progressing to meeting the student at agreed points on their journey.

Through partnership working with the main bus provider, *First York*, both YILTS workers and students have access to free bus passes for use during their travel training sessions.

Developing a key set of core life skills is crucial to independent living and personal growth. The service supports the young person to develop autonomy, self-esteem, self-worth and confidence including:

- Pedestrian/ traffic skills
- Interaction with the public
- Bus skills
- Sense of place
- Life skills including using money and mobile phones
- Keeping safe

The YILTS project has a number of beneficial social, financial and personal outcomes including:

- Fewer taxi journeys have resulted in lower carbon emissions, reduced council costs and less traffic on the roads.
- Students have benefited from increased exercise opportunities and access to greener modes of transport
- More cultural and leisure activities have become available to students as independent travel opens up their world of opportunities
- Students are better equipped to travel to work in the future

The outcomes for the young people themselves and their families are long term and often life-changing, providing the most crucial measures of success. The following feedback gives an indication of how positively the service is viewed by users and carers:

Young man starting to cycle to school after YILTS support:

'I just want to do it on my own. I don't want to go in the taxi anymore. I want to be the same as everyone else'

Head of Learning Support in a secondary school about a student supported to catch the school bus

"He could not catch the bus to school. It is good that he can do this on his own as he doesn't want me around now he is 16. I'm very grateful for your help. You have been marvellous. I would give you 10 out of 10"

Parent of a young man who learnt to catch the bus and train to a school for students with ASC out of York

"He is brimming with pride at school whenever it is mentioned. What a wonderful success story"

Parent whose son started to travel to a local college on leaving school

"An invaluable experience. My son is certainly more confident travelling independently. He does not panic or become over anxious when amongst the general public as he used to. Peta coming to the house explaining clearly to my son and myself what the plans were was great - communication was always good"

See Laura's story and how it has made a difference to her at Appendix 1.

Workforce

A *First York* driver and senior member of staff work with the YILTS coordinator in schools. Taking a bus into school promotes bus travel and enables selected vulnerable groups to have practice sessions on how to catch a bus. To date six sessions have taken place. *First York* have committed to providing the staffed bus for annual visits to every secondary schools in York. .

Streamline taxi company holds the current CYC contract to transport students with SEN to and from their place of education. *Streamline* have offered one of their experienced members of staff to work with YILTS for up to 20 hours a week. Following an initial training period, the *Streamline* taxi driver has taken on her own YILTS caseload, to date working with five students.

Appendix 1 - Laura's Story

Laura is a Year 11 student who holds a Statement of SEN for Moderate Learning Difficulties (MLD) and who attends Applefields School. Laura has travelled to and from this school via the use of a 'shared' council-funded taxi since she started in Year 7. It was agreed that she be assessed by the YILTS Service. Following the initial assessment meetings, 5 targets were identified in her Independent Travel Plan (ITP) for her to work towards. Laura needed help to develop her skills and confidence in:

- Pedestrian skills
- Bus skills
- Sense of place
- Life skills
- Personal safety

Parental concerns at the start:

Laura -

- Can't tell the time,
- Will not use her bus pass when she gets on the bus – needs to put it up to the ticket machine and was once spoken to unkindly by the driver so she won't do it now,
- Can be overfriendly and will talk to anyone,
- Is scared of 'gangs' of kids,
- Can be impulsive – knows how to cross a road but might rush over if she saw a friend, etc,
- Might feel rushed by the YILTS Service involvement,
- Won't be able to cross Tang Hall Lane safely.

Laura's wishes / concerns before the YILTS Service training started:

- I would like to travel on my own but I am nervous and want to practice first.
- I am worried that people might pick on me or that I might panic if something went wrong.

Summary of what happened over the next 16 months:

Between October 2012 and April 2013, Laura accessed 14 YILTS training sessions with the targets identified on her ITP, worked towards being achieved,

The YILTS Coordinator also worked with Laura's Teaching Assistant from school, to employ the 3 stages of the YILTS Service independent travel training programme. This resulted in Laura being able to attend her work placement at the Retreat,

By May 2013, Laura was able to travel home from school, independently via the bus, travelling once per week. This same bus route allowed her to travel to and from her 2 week work experience placement at DEFRA with some additional YILTS sessions,

From September 2013 onwards, Laura has been travelling independently using the bus from school to home.

The last target is for Laura to be a completely independent traveller (AM and PM) by the time she starts attending York College from September 2014.

Case Study 9: Howe Hill Young Person Hostel – Subject of site visit

Knowing our Communities

The numbers of young people accepted as homeless was significantly above the national average. When we compared this to the national position York had a significantly higher acceptance rate. Investigations into the potential reasons for this raised a number of issues; however the biggest was the lack of a suitable facility focused on young people. The table below shows our position compared to the national average prior to the opening of Howe Hill Hostel.

% No households accepted as being homeless and in priority need										
By Main Priority Need Category										
Area	Date	Total Number of Households Accepted	Dependent Children	Pregnant	Young Person	Old Age	Physical disability	Mental illness or disability	Domestic Violence	Other
York	2005/06	433	52%	15%	13%	1%	5%	9%	3%	2%
England	2005/06	93980	53%	12%	9%	2%	5%	8%	4%	6%
York	2006/07	214	50%	10%	21%	0%	6%	7%	3%	2%
England	2006/07	73360	55%	12%	9%	2%	5%	7%	4%	6%
York	2007/08	258	54%	13%	19% ¹	0%	5%	5%	2%	2%
England	2007/08	63170	59%	12%	8%	2%	5%	7%	3%	5%
York	2008/09	208	48%	13%	19% ²	0%	8%	8%	1%	2%
England	2008/09	53430	59%	11%	8%	2%	5%	7%	3%	5%
York	2009/10	130	45%	12%	25% ³	1%	7%	7%	2%	3%
England	2009/10	40020	57%	11%	7%	1%	6%	8%	4%	5%
York	30-Jun-10	37	39%	12%	36%	0%	12%	12%	0%	0%

¹ Actual number = 55 16/17 year olds.

² Actual number = 50 16/17 year olds.

³ Actual number = 34 16/17 year olds.

Leadership, Organisational and Partnership Commitment

The Homeless Strategy 2008 -2013 identified the need for a young person facility which had identified a gap in suitable housing provision for young homeless people .Young people themselves had also identified such a need.

A multi –agency group was established to research the best option for supporting young homeless people and to meet their specific needs to give them the skills to sustain a tenancy and gain employment.

Cabinet agreed that a Young Person Foyer be developed at the Howe Hill Hostel which would bring together all key service provision aimed at supporting Young People at risk of homelessness. The service would be staffed on a 24/7 basis providing structured focused support to young people.

Involving our Communities /Responsive Services

Young People who had experienced being in temporary accommodation working with a service called Night Stop organised an event for key partners to explore what could be done to tailor provision to the needs of young people. A site visit was undertaken to a stand alone young person's hostel at another authority. This led to the provision of Howe Hill a Young Peoples hostel.

Howe Hill Young People Resettlement Service opened in January 2012, providing intensive supported accommodation for young homeless people aged 16-21. Young People involved in a focus group identified support and facilities they would like to see in the hostel. In response this multi-agency service offers young people, who would normally find themselves homeless through the statutory homeless route, a staged approach to resettlement and tenancy sustainment alongside a youth education programme.

The service works closely with the Pathway care leaver team so that care leavers can be supported.

Previously 75% of young people would be evicted from their permanent tenancies but this service offers young people more targeted and appropriate support to develop skills to sustain a tenancy. Since opening a total of 63 young people have moved on to a more permanent accommodation. Of these, 25 young people have achieved their own permanent tenancy and currently 100% have sustained their tenancy. The number of young people accepted as homeless has reduced from 40 (2010/11) to 1(2013/14).