

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

November 2014

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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: <ul style="list-style-type: none"> % 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
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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.