



Notice of a public meeting of

Corporate and Scrutiny Management Committee

To: Councillors Wiseman (Chair), Barnes, Horton, King, McIlveen, Potter, Runciman (Vice-Chair), Steward, Warters, Healey and Douglas

Date: Monday, 21 January 2013

Time: 5.00 pm

Venue: The Guildhall

AGENDA

1. **Declarations of Interest**

At this point, Members are asked to declare:

- any personal interests not included on the Register of Interests
- any prejudicial interests or
- any disclosable pecuniary interests

which they may have in respect of business on this agenda.

2. **Minutes** (Pages 3 - 8)

To approve and sign the Minutes of the last meeting of the Committee held on 12 November 2012.

3. **Public Participation/Other Speakers**

It is at this point in the meeting that members of the public who have registered to speak can do so. The deadline for registering is **5.00pm on Friday 11 January 2013**. Members of the public can speak on agenda items or matters within the remit of the committee.

To register to speak please contact the Democracy Officer for the meeting, on the details at the foot of the agenda.

4. Monitoring the Workforce Strategy 2012-15 (Pages 9 - 16)

This report provides Members with a progress report on the Workforce Strategy 2012-15 since its launch in May 2012.

5. Staff Sickness Absence Draft Final Report

To consider the draft final report of the Sickness Absence Management Task Group following their meeting on Monday 7 January 2013 (report to follow).

6. Briefing on Operation Reach (Pages 17 - 22)

To receive a verbal update from Officers on Operation Reach in relation to staff engagement and communication. (*Update circulated at the meeting now attached*)

7. Scrutiny Support Budget Monitoring Report (Pages 23 - 28)

To consider a report which provides information on the scrutiny support budget to date (report to follow).

8. Improving Engagement Scrutiny Review

To receive a verbal update from Task Group members on progress to date on this review following their December meeting.

9. Work Plan 2012-13 (Pages 29 - 32)

Members are asked to consider the Committee's work plan for the remainder of the 2012-13 municipal year.

10. Any other business which the Chair decides is urgent under the Local Government Act 1972

Democracy Officer:

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

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Scrutiny Committees

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

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

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City of York Council

Committee Minutes

MEETING	CORPORATE AND SCRUTINY MANAGEMENT COMMITTEE
DATE	12 NOVEMBER 2012
PRESENT	COUNCILLORS WISEMAN (CHAIR), BARNES, HORTON, MCILVEEN, POTTER, STEWART, WARTERS AND REID (SUB FOR CLLR RUNCIMAN)
IN ATTENDANCE	COUNCILLOR GILLIES
APOLOGIES	COUNCILLORS KING AND RUNCIMAN

24. **DECLARATIONS OF INTEREST**

At this point in the meeting, Members were asked to declare any personal, prejudicial or disclosable pecuniary interests they might have in the business on the agenda. No declarations were made.

25. **MINUTES**

RESOLVED: That the minutes of the last meeting of the Corporate and Scrutiny Management Committee held on 10 September 2012 be approved and signed by the Chair as a correct record.

26. **PUBLIC PARTICIPATION**

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

27. **PRESENTATION ON WELFARE REFORMS UPDATE**

Members received a joint presentation from the Council's Strategic Welfare Benefits and Partnership Manager and the Assistant Director of Customer & Business Support Services (Customers & Employees), on work being undertaken in respect of the current Welfare Reforms (the full presentation has been attached as an annex to the online agenda for this meeting).

An overview of the proposals and implementation dates were reported together with further information on the following issues:

- Abolition of Community Care Grants and Crisis Loans for general living expenses. Funding transferred to Local Authorities for establishment of alternative Local Welfare Assistance. A cap would be imposed to limit the benefits to no more than average household earnings
- Employment and Support Allowance changes
- Improvements to Work Capability Assessment
- Disability Living Allowance to be replaced by new Personal Independence Payment for eligible working age people with a timetable for introduction between April 2013 and March 2016
- Overview of Universal Credit – replacement of a range of working age benefits with a single payment designed to ensure that ‘work will always pay’, including a timetable for gradual introduction between 2012 and 2017
- Challenges in relation to Universal Credit
- Timetable for specific Housing Benefit and Local Housing Allowance related changes
- From April 2013 Local Council Tax Support would replace Council Tax Benefit
- Details of steps already taken by the authority to assist customers which included the appointment of 2 additional Community Debt Worker posts, formation of a Welfare Reform Task Group, a Tang Hall ‘Advice Hub’ pilot and a down sizing incentive scheme.
- Further information on the impacts to the current service.

Members went on to question the following aspects of the presentation and verbal update:

- Proposed customer access being ‘digital by default’. Concern at reduction in face to face contact with customers who had no access to online facilities.
- Queries regarding the loss of income and budget provision for these changes. Officers confirmed that they were factoring into the budget the anticipated impact on collections.
- Need for signposting for residents on the CYC website to enable them to gain assistance with any issues arising from these changes.
- Signposting information also required for members to enable them to advise their residents, with details for

possible inclusion in a future Members' Bulletin, and a possible media presentation.¹

Following further discussion Members thanked Officers for their presentation and update on this complex subject.

RESOLVED: That the presentation and verbal update be received and noted.

REASON: To update Members on the proposed reforms to the social security system and the work already undertaken and that proposed for implementation.

Action Required

1. Prepare and submit item for Members' Bulletin. JM

28. UPDATE REPORT - CITY CENTRE ACCESS AD HOC SCRUTINY REVIEW

Consideration was given to a report which updated the Committee on the City Centre Access Ad Hoc Scrutiny Review, submitted in June 2011. The aim of which had been to minimise vehicular movement in the city centre footstreets and immediate area to ensure the safety of pedestrians.

Councillor Gillies, as Chair of the Committee and instigator of the scrutiny topic, was in attendance and outlined the work of the Committee to date. In particular he highlighted the significant delays encountered and missed opportunities. He referred to the cross party support for the review and thanked both Committee Members and the Scrutiny Officer for their work. Concern was expressed at the time spent on this review, over 13 months, during which nothing had been achieved owing to a lack of real engagement and minimal time input from senior officers involved. Little or no information sharing had taken place with the ongoing Footstreets Review taking precedence and no weight being given to the Scrutiny Committees work.

Concern was also raised that one of the key objectives of the review, appropriate disabled access and parking provision, had not been addressed. It was pointed out that there was no meaningful enforcement of traffic restrictions, in the city centre, with contraventions largely being unenforced. Cllr Gillies expressed extreme disappointment that a fundamental part of

the democratic process appeared to have been disregarded and time wasted on this review. He therefore recommended the disbanding of the Committee for this review as the Cabinet Member was undertaking a full footstreets review as part of a wider strategic review.

Officers detailed the work of the footstreets review pointing out that one of the key elements had been to tackle a number of conflicting interests which included the abuse of regulations and accommodation of those with mobility needs. It was acknowledged that it had taken some time to obtain agreement on the scrutiny questionnaire owing to a particularly busy period for the department. It was pointed out the Footstreets Review report was however broadly in line with the Scrutiny Committee's aims and objectives. It was confirmed that the Cabinet Member for Transport, Planning and Sustainability had been notified of all the relevant Scrutiny meetings and work undertaken.

Members expressed concern at the money and time spent on undertaking this review with no apparent outcome. Reference was made to the need to address the issue in respect of moving and non-moving traffic offences. In answer to Members questions Officers confirmed that it had not been possible to forward any recommendations to the Cabinet Member as any recommendations required evidencing. Other scrutiny committee members also expressed their frustrations at being sidelined, lack of scrutiny support by officers in general and a lack of recognition for the work undertaken to date.

Corporate and Scrutiny Management Committee members confirmed their understanding of the frustrations encountered during the scrutiny review. They recommended forwarding this information to the Chief Executive and Chief Officers to raise their awareness of the problems being encountered to gain improvements in the scrutiny process generally. Rather than abandon the valuable scrutiny work already undertaken it was suggested that comments should be forwarded to the Cabinet Member to take into account when considering the options for the City Centre Footstreets review at his Decision Session on 19 November 2012.

Cllr Gillies undertook to collate the various issues raised by Scrutiny Committee members undertaking the review for

consideration by the Cabinet Member prior to him taking a decision on the City Centre Footstreets report.

Following further lengthy discussion consideration was then given to the following options:

- Option 1 Agree that there is no further role for this Ad Hoc Scrutiny Committee in relation to this review.
- Option 2 Continue the work of the Ad Hoc Scrutiny Committee giving clear objectives in order that it can be completed.

RESOLVED: i) That, as there is no further role for the Ad Hoc Scrutiny Committee in relation to the City Centre Ad Hoc Scrutiny Review the Cabinet Member for Planning, Transport and Sustainability be provided with the findings of the Committee prior to his Decision Session on 19 November 2012. ^{1.}

- ii) That the CSMC Chair be requested to pass on the Committee's concerns to the Chief Executive regarding levels of commitment and corporate support for scrutiny in general at a senior level within the organisation, highlighting the issues raised by the City Centre review. ^{2.}

REASON: In order to progress and complete the City Centre Ad Hoc Scrutiny Committee review.

Action Required

- 1. Forward findings of the Committee to Cabinet Member, prior to 19 November meeting. TW
- 2. In conjunction with Chair submit Committees concerns to Chief Executive. DS

29. IMPROVING ENGAGEMENT SCRUTINY REVIEW

The Scrutiny Officer updated Members on progress to date with the scoping of the scrutiny review on improving customer engagement. The Task Group had made the decision to carry out a comparison between two wards with differing levels of deprivation to examine the reasons for a lack of engagement focussing their review on the Heworth and Rural West wards.

Response rates to the Big York Survey in these wards had been low, leading members to agree to the grouping of similar wards, thereby increasing response rates in order to gain a wider view. In addition, customer service enquiries and information received from the neighbourhood teams were also being gathered.

Members confirmed that a broad remit had now been set for the review however there was still a need to identify tangible outcomes. This would require measures to show the success or failure of any subsequent outcomes.

RESOLVED: That the verbal update be received and noted.

REASON: To update the Committee on the work of this Task Group.

30. WORK PLAN 2012-13

Consideration was given to the Committee's work plan for the remainder of the 2012/13 municipal year.

It was noted that a more detailed briefing had been requested on 'Operation Outreach' and that this would be included in the update on the Workforce Strategy scheduled for the Committee's January meeting.

The Chair made reference to the scrutiny budget which had not been well utilised during the year and asked members to bear this in mind in relation to their reviews.


Following further discussion it was

RESOLVED: That the work plan and update be received and noted.

REASON: To assist in the formulation of the Committee's work plan for the remainder of the municipal year.

Councillor S Wiseman, Chair

[The meeting started at 5.00 pm and finished at 6.40 pm].

	
Corporate Scrutiny and Management Committee	14 th January 2013
Report of the Assistant Director, Customers & Employees	

MONITORING THE WORKFORCE STRATEGY 2012-15

Purpose of the report

1. To provide Members with a progress report on the Workforce Strategy 2012-15 since its launch in May 2012.

Background

2. The Workforce Strategy 2012-15 replaced the previous Workforce Plan 2010-12. The new Strategy was approved by Members at a meeting of Cabinet in April 2012 and was launched to staff in May 2012. Members last received a presentation on the Workforce Strategy at Scrutiny Committee in July 2012.
3. The Workforce Strategy is premised on ensuring *'the council has the right people, with the right skills, in the right places, at the right time to deliver the right services to our customers'*. It sets out the strategic priorities for the development of the council's workforce, and how core competencies will be delivered through the following priority areas:

Skills and Behaviours Development – we want to encourage our managers to be visionary and ambitious, and lead, develop, and motivate their teams to deliver our services effectively in challenging times. We want to be seen to be valuing flexibility, innovation, and decision-making and at all times excellent customer service.

Recruitment and Retention – we want to recruit and retain a workforce with the skills and values we need, to promote jobs and careers as an employer of choice, and identify, develop and motivate talent. We are committed to promoting equality and diversity and to actively challenging and addressing accessibility barriers and issues faced by some groups of staff.

Pay Reward and Recognition – we want to provide a fair and flexible reward package within the current financial constraints and ensure

fairness across all groups of employees. We will recognise great work and ideas through rewarding staff that do well and are high performers.

Wellbeing and Engagement – we want to be an organisation where risks are managed sensibly and proportionately to ensure the levels of accidents and incidents of occupational ill health are as low as possible. We will actively promote and manage our staff's wellbeing so that people feel cared for and valued.

Performance and Change – we want to work in an organisation that can transform quickly and effectively, that is highly productive and focussed on achievement that values and engages with employees and has a culture that is collaborative, innovative, inclusive and creative.

Governance Arrangements

4. We appointed a new Head of Strategic Workforce Development and Resourcing within Human Resources (HR), who joined the council in May 2012 from the Senior Civil Service and she has set up a Workforce Strategy Steering Group. This group oversees the delivery of the Workforce Strategy action plans, and is chaired by an Assistant Director in City & Environmental Services. The group which is made up of senior managers from across the council has now met twice since September to set priorities and to review progress against plans.

Progress to Date

Skills and Behaviours Development

5. We launched the 'Service to City' programme in July 2012, this is a collaborative project between Human Resources and the Office of the Chief Executive, a modular programme on a variety of priority topic areas aimed at developing the leadership skills of Heads of Service. The programme is supported with Action Learning Sets, Mentoring and a Volunteering Programme. It is intended to challenge managers to think differently, to be more open to different ways of working, to innovate and be creative in their approach to problem solving. The programme is low cost due to innovative use of free use of venues and speakers, working across professional networks, use of internal expertise and with the future potential to share the programme across a number of local public sector employers in the region.

6. As part of our wider approach to Skills and Behaviours Development, we have also undertaken a review of all learning and development activity within the council, and are developing a new core offer to staff through the council's Workforce Development Unit (based in Adults, Children & Education Services), which will be in place from April 2013. Central to this offer will be courses available to all staff on Equality and Diversity, Health and Safety, Customer Care, and IT based skills, as well as courses specifically aimed at managers such as the new course on Promoting Dignity at Work, which supports the new HR Policy on this subject, and more specialist training such as Hate Crime or First Aid training.
7. In addition we have an ambition in the Strategy which states 'We are committed to driving up basic levels of attainment in essential skills (literacy, numeracy & IT) in the council...'. This need is being recognised and addressed through the development of a City Skills Strategy which seeks to maximise, co-ordinate and target council resources (including those that the council commissions) for adult learners across the city, which includes the council's employees.
8. Aligned to the work on staff development is the work we have been undertaking in developing a behavioural competency framework, which will be launched in May 2013. This new framework sets out the behaviours we expect staff to work to, and to support the key values of the organisation, such as promoting a positive customer experience. We used focus groups to engage staff on what values and behaviours they viewed as important to create a productive and confident working environment, and our report outlining the new framework was approved by the Council Management Team in December 2012. The new behavioural competencies will sit beside and support the performance management framework we already have in place to help managers motivate staff to improve their personal performance.

Recruitment and Retention

Young People

9. The council recruited 35 apprentices in 2012 and there are currently 57 apprentices in post. We have sought mentors for our apprentices from amongst senior managers and we have highlighted the difficulties faced by care leavers looking for work. We are also partnering a number of schools in the city to extend our offer to young people in Year 10 looking for a work experience placement, and worked with York Training Centre to secure 10 pre-apprenticeship placement opportunities. We are also piloting a Graduate Internship programme

with the University of York in January 2013, aimed at helping 12 unemployed recent graduates gain work experience.

10. In January 2013 we are also hosting a meeting of HR Directors in the city, to encourage other employers locally to consider their training and employment of the under 24s, and internally we are starting work on developing an offer for Higher Apprenticeships for 2013.

Redundancy and Redeployment

11. Between January 1st and October 31st 2012, 149 people were placed at risk of redundancy, 60 of this number have been successfully redeployed and 89 people have left the council. As a result of terms and conditions negotiations finalised in 2012 with Trade Unions, improved redeployment processes have been put in place together with regional redeployment protocols between local authorities. We are looking to create stronger links with other employers within the city to ensure our employees have the very best chance to secure onward employment within the local area.
12. Our Supporting Staff workshops are designed to help staff under risk of redundancy prepare for applying for jobs with other employers, assist with welfare benefits and planning for retraining or setting up their own businesses.

Flexible Working Practices

13. A significant amount of work has been undertaken to review flexi-time arrangements and a full range of flexible/ smart working policies and practices in preparation for the new ways of working at West Offices and Hazel Court. This has included working with staff and Trade Unions in the development of the toolkits, involvement in the training of managers in their use and in staff roadshows.

Wellbeing and Engagement

Wellbeing

14. Council and directorate wellbeing action plans were produced following the last staff survey in summer 2011, which included identifying actions required such as the revised Dignity at Work Policy (launched November 2012) as well as the provision of manager training in promoting good mental health. The Health & Safety Team has worked closely with the Active Leisure Team in designing a wellbeing portal that will act to signpost employees to suitable organisations/advice to help improve their wellbeing. This will be launched in January 2013. The Team continue to post health and wellbeing messages to staff

through the year including recent messages to mark World Aids Day on December 1st 2012.

15. Officers in HR including the Health & Safety Team have assisted on the Sickness Absence Scrutiny review and task group which will inform new HR policy in this area.
16. Occupational Health developments include the introduction of an occupational Health Nurse on site three days a week to advise staff and managers on local health issues and absences.
17. It is a commitment of the council to provide a safe working environment, and there have been significantly fewer reported incidents in 2011/12 than in 2010/11 (493 versus 774). There were 50 incidents reportable under RIDDOR to the HSE, higher than the 43 in 2010/11. Slips trips and falls remains CYC main cause of injury followed by musculoskeletal disorders (MSD), these alone account for almost half of all reported incidents and are being prioritised for focussed action in 2013.
18. The Health & Safety Team have also been supporting the preparations for the opening of West Offices in assisting with the development of the flexible and smart working policies and practices, and working with Facilities Management Team to ensure that the health and safety standards and implications have been considered throughout the process. This has included carrying out in excess of 150 personal needs assessments.

Engagement

19. We have developed an Employer Supported Volunteer programme which is designed to encourage more staff to give time to volunteer with community projects in York. The council will support staff in undertaking volunteering tasks as part of their personal development activities and the programme has attracted interest from other councils.
20. We are about to commence a review of our collective engagement mechanisms for Trade Unions and staff due to be completed by the end of March 2013.
21. Other work in enhancing staff engagement activity includes the development of team briefings and the work badged as 'Operation Reach', which looks at improving accessibility for all staff to all forms of communication.

Pay, Reward and Recognition

Pay & Reward

22. HR have completed all the pay modelling and developed plans to implement the Cabinet's decision to adopt the Living Wage of £7.45 per hour from 1st April 2013. As part of this work the minimum wage paid to apprentices will also be reviewed.
23. An Equal Pay Audit is currently being undertaken to ensure that there is no discrimination in the way in which we pay people, and this will be reported at the end of March 2013 to officers and Trade Unions.
24. A further area of development is to develop a total reward approach to pay and benefits including widening of salary sacrifice schemes and other staff benefits building on the staff discounts and benefits schemes we already have in place.

Recognition

25. In December 2012, we celebrated the second year of the fully sponsored annual eXtra Factor Customer Service awards to recognise individual and team achievements in this area. The Employee of the Month Awards also commenced in June 2012. It is anticipated that the annual award categories will be reviewed this year to widen the scope of recognition to look at, for example, achievements by volunteers and developments in innovation.

Performance and Change

Management of Change

26. As a responsible employer we recognise that the level of change in the council brings about uncertainty and is unsettling for our employees. We have reviewed our policies for managing change such as restructuring and service delivery changes and we have worked hard with Trade Unions to ensure these are fit for purpose, fair and can be understood and navigated through by all managers and staff.
27. As well as developing stronger links with major employers across the city we are working with other Local Government Yorkshire & Humber authorities in implementing a Workforce Strategy for the region called 'Local Authorities as a Progressive Employer'. We are currently benchmarking ourselves against the standards set within that strategy and that will assist us when we review the council's Workforce Strategy in a few months time.

Performance Management

28. Through the implementation of the iTrent HR system we will be able to finally bring about a consistent and measurable mechanism for managing performance through staff appraisal clearly linked to not only service planning objectives but also behavioural competencies as described in paragraph 8 above.

Equalities

29. The Staff Equalities Reference Group (SERG) continues to work closely with HR on policy development and the priorities set down in the Workforce Strategy through its workshops. The purpose and format of the Group is under current review as it has existed in its current format for several years and it was felt that it needed to be refreshed and relaunched.
30. Our key HR policies are currently being reviewed to ensure they are equality compliant and we are working to provide more up to date Equality and Diversity training for council staff as part of our core Learning & Development offer.
31. As part of our ongoing commitment to develop women leaders, we have launched a Women's Leadership Programme as a subset of the Service to City programme.

Implications

32. **Financial** – there are none for this report, all costs are managed within existing budgets.
33. **Human Resources (HR)** – as described in the report.
34. **Equalities** – as described in the report
35. There are no specific legal, crime and disorder, IT or property implications.

Risk Management

36. Failure to produce a Workforce Strategy and monitor the outcomes of its action plan could result in:
 - a. Failure to prepare the workforce to deliver the transformation and efficiency programme and be able to respond to current spending and government policy change;

- b. Inability to achieve the 'Core Capabilities' priorities in the Council Plan 2011-15;
- c. Failure to meet equalities legislation;
- d. Failure to respond to changing customer service needs.

Recommendations

37. Members are asked to:
- a. note progress made against the Workforce Strategy in the eight months, May 2012 to December 2012; and
 - b. agree a six monthly update in July 2013 which will include a review of achievements and a Strategy refresh in terms of future direction.

Reason: To ensure Members are kept informed of progress against the Workforce Strategy 2012-15 .

Contact Details

Author:	Chief Officer Responsible for the report:		
Tracy Walters Head of Strategic Workforce Development and Resourcing Tel No: 07500 663713	Pauline Stuchfield Assistant Director, Customer & People Ian Floyd Director of Customer & Business Support Services		
	Report Approved	✓	Date 3 January 2013
Specialist Implications Officer(s)			
Wards Affected: List wards or tick box to indicate all		All	✓

For further information please contact the author of the report

Background Papers: None

Annexes: None

Operation Reach Update January 2013

Aims of project:

One of the problems arising out of the drive to reduce our paper publications is that many of our staff do not have any or limited access to email and the internet/intranet – what we call our ‘hard to reach’ employees. For those who do not have access to the Citrix environment, this numbers approximately 3,000 employees.

Operation Reach intends to gather information on non-office based staff which establishes:

- Who hard to reach groups are and who are their direct line managers/supervisors
- How/where they work
- If they have access to mobile technology in their work
- If they have access to internet at home
- If they are willing to provide personal email addresses or mobile numbers to receive CYC news and notices
- If not, how else they can be reached
- How we will record this information, who will maintain it and how it will be used.

The cost of producing paper based publications for staff communications has become unsustainable, both environmentally and financially and so the key aim is to ensure that we can contact more and more people electronically. While many of our ‘hard to reach’ employees do not have direct access to computers/mobile data handsets at work, they often do at home and may be happy to provide personal email addresses/mobile numbers to receive updates and news from the council.

With the introduction of the new iTrent self-service HR system, staff will also need to be able to view and maintain their personnel/pay information online.

There are also many more staff now who use mobile technology provided by CYC in their work. We need to be able to bring this information together so that we can utilise it for general communications purposes and keep all our staff informed.

Operation Reach intends to bring together work that has already been done in reaching out to non-office based staff and creating a hub of contact information across the council that can help us do this.

Operation Reach steering group

An operation reach steering group was set up last year to help collect the information and decide on process. Members include:

- Annette Clark, Communications Officer, OCE
- Jane Benson, Business Support manager, CAN
- Niall McVicar, Family Information Service, ACE
- Ben Wilson, ICT, CBSS
- Marilyn Summers, iTrent and HR transformation project manager, OCE
- Ali Lilly, Business Change Manager, ACE

Activity and progress to date

Several data capture exercises took place using paper permission forms sent out via managers to hard to reach groups and also with payslips that are sent to home addresses over the summer which asked for permission to send email or text messages regarding important staff communications to personal addresses/mobile phones.

We have had 408 respondents, most of whom have supplied personal email addresses or mobile numbers to receive email/text alerts and messages.

This group comprises a range of employee types including cleaners, caretakers, care workers, refuse operatives, teaching assistants and adult education tutors.

A spreadsheet has been created with the data and details contact preferences (SMS/Email). Mailing lists and SMS lists have been created by Communications using this data. These are used when sending out important all-user emails or publication dates for the staff e-magazine, buzz (externally available on web).

Copies of the data files and hard copy forms have been sent to HR Business Centre for filing and inputting to iTrent.

All of the hard to reach groups in CAN directorate such as cleaners, highways & civils, refuse operatives and drivers, have been approached for permissions either through their managers or through the paper form exercises or breakfast meetings.

WorkWithYork

Many casuals and other hard to reach workers are now employed through the WorkWith York recruitment pool managed by Karen Bull and this is allowing us to establish more formalised contact with them on a regular basis.

Presently, they have the following types and numbers of staff on their books:

- Admin/Clerical – 59 (most of these have email access)
- Manual – 69: Waste loaders, Drivers, Park Attendants, Caretakers, Cemetery workers, cash collectors, street cleaners (mostly classed as hard to reach)
- Libraries – 105 (most of these have email access)
- Other – 15 Passenger transport assistants, Adult tutor support assistants (classed as hard to reach)
- Professional – 38 (what type of workers are included?) Social workers, Care managers, specialist teachers, E crime investigators, learning and work advisors, environmental health officers, accounting staff, IT analysts, project managers, contact supervisors, family support workers, housing managers, trading standards inspectors (not classed as hard to reach)

- Social Care Staff – 273: General assistants, Care assistants, care leaders, mental health support workers, learning disability support workers (classed as hard to reach).
- CYT Staff (teachers and support staff) – 227: includes MSAs, teaching assistants (mixture of hard to reach/e-enabled)

The iTrent team is also mapping the management reporting lines across the organisation which will make it easier to deal directly with managers and supervisors of hard to reach groups.

SMS service

Using Pinacl SMS credits from central Pinacl account we have now set up SMS messaging service for use by Communications Team to send texts to subscribers . They are currently being used to alert people to publication of buzz so are only sent to those with internet access either at home or at work (currently 140). Each text costs 4.2p so each communication costs around £6. 2,000 credits were allocated and there are 1,200 remaining however, it has not been established whether there will be available funding/credits to continue this service in future. This is being investigated.

Other communications channels

A TV screen has been set up in the EcoDepot canteen which is regularly updated with news items from buzz and colin and other sources.

Staff can also use PCs with internet access in the canteen and access the council's intranet and buzz e-magazine.

Notice boards around site all carry latest editions of buzz and all-user emails.

Breakfast sessions regularly held at EcoDepot and York Explore with attendance from Health and Wellbeing, HR, Lottery, and other employee services. Currently has been restricted to CAN employees only however this is to be opened up to all hard to reach groups.

Next steps

- Further permission form exercises to be undertaken with remaining groups of staff ie Youth Services, EPHs and other care establishments and WorkwithYork hard to reach groups.
- Data verification exercise to be undertaken to cross check existing information
- Survey of personal SMS/email subscribers to gather feedback on service
- Input of data to iTrent so people can maintain their own information going forward and up to date reports can then be run on regular basis.
- Identifying specific individuals with no access to internet/email/mobile data and working with their managers/supervisors to develop ways to keep them regularly informed of important news, HR, health and wellbeing initiatives etc.

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**Corporate & Scrutiny Management
Committee****14 January 2013**

Report of the Assistant Director, Governance & ICT

SCRUTINY REVIEW SUPPORT BUDGET**Summary**

1. This report sets out the current position in relation to available Council funding in relation to research for overview and scrutiny review work.
2. Corporate & Scrutiny Management Committee (CSMC) has a constitutional right, under its delegated authority “to consider and recommend to Cabinet a budget for scrutiny”. This report seeks to consult CSMC on any recommendations it may wish to make to Cabinet prior to the budget setting process for 2013/14.

Background

3. For the 2010/11 financial year, this Committee decided not to recommend any change to its then existing base scrutiny support budget, which stood at £15k. The Budget Council meeting, however, in February 2011, agreed to cut that support budget, as part of a savings exercise.
4. The then Budget Council decision was taken against an understanding that there had, in reality, been little spend against the scrutiny support budget for the previous 3 to 4 years. This was with the notable exception of a consultation survey undertaken in relation to a scrutiny review into traffic congestion and its impact.
5. Subsequently, at Budget Council in February 2012 and upon the recommendation of Scrutiny Management Committee, Council agreed to reinstate a small support budget for scrutiny research work associated with reviews, in the sum of £5k.

6. Earlier this year, CSMC agreed to allocate £1k each to the Standing Scrutiny Committees for use in supporting any research associated with scrutiny reviews.

Analysis

7. To date only Health Scrutiny Committee have committed to any relevant spend against this budget, amounting to approximately £500-600 to employ a specialist facilitator helping to gather information and research associated with the personalisation review. There is also the possibility that a Task Group of the Learning & Culture Overview & Scrutiny Committee may choose to carry out a visit to a community library in Sunderland in support of their current ongoing review of Libraries & Community Provision. There will be some travel costs associated with this but the exact amount is yet unknown.
8. Members should also be aware that historically, too, spend against this budget, when available, has been very little over the last few years, as follows:

2007/8 - £93

2008/9 - £620

2009/10 - £41 + £17k

2010/11 - £380
9. In 2009/10, a special carry forward to the budget was agreed by Council for the specific purpose of undertaking a public consultation survey in relation to an ongoing review at the time relating to traffic congestion.
10. Despite the comparatively low spend on external research support for scrutiny over the last few years; it does not appear, on the face of it, to have had a noticeable impact on Members undertaking scrutiny reviews. Following a work planning session with Cabinet and Scrutiny Members in April 2012, the Scrutiny Committees are proceeding with the following scrutiny reviews during the current year:

CSMC

Sickness Absence Review

Community Engagement

Health

End of Life Care – use and effectiveness of DNACPR form

Personalisation Scrutiny Review

Community Mental Health in the Care of Young People Scrutiny Review

Community Safety

Domestic Waste Review

Learning & Culture

Libraries & Community Provision

York Museums Trust (completed and awaiting Cabinet approval)

Economic & City Development

Reducing carbon footprint in privately rented sector

Youth Unemployment

Out of Hours Childcare

E-Planning Facilities (awaiting decision from Cabinet)

Attracting European Funding for Economic Development

Ad-Hoc Scrutiny

City Centre Access (in final stages)

11. In addition, the Committees continue with a range of overview activities. In the case of Health and Community Safety, these Committees are also continuing with their statutory overview responsibilities in relation to health and crime and police affairs.
12. Given the explosion in the use of IT facilities and in the internet in recent years as essential research tools, it is noticeable that there has been less need to 'buy in' paid external research in relation to the chosen reviews over the last few years. Traffic congestion being a notable exception, although on that occasion, the specialist consultant used gave his time freely in support of that scrutiny work

Consultation

13. No consultation is required on this report at this stage, given that it provides CSMC with their constitutional opportunity to consider making a recommendation to Cabinet for a budget for scrutiny.

Options

14. (i) Having regard to the analysis section in this report, to note the position and recommend to Cabinet not to provide any budget specifically to support external research and consultancy work for scrutiny in 2013/14 onwards; or
- (ii) To recommend Cabinet retains the current budgetary support for external research and consultancy work, explaining why; or
- (iii) To recommend Cabinet increases the current budgetary support for external scrutiny research/consultancy, explaining why and suggesting an appropriate figure

Council Plan 2011-2015

15. Whilst this report does not in itself materially affect how the work of scrutiny can support and develop the Council's overall priorities set out in the Council Plan 2011-2015, how scrutiny organises itself, selects and conducts its reviews could have a significant impact on how it contributes to the Council's development.

Implications

16. **Financial** – There would, of course, continue to be some financial impact should CSMC to recommend continuing with a scrutiny research support budget, if Cabinet supported that proposal. If funding continues at a comparatively low level as currently provided, then that impact of course is minimal in comparison to the potential benefits of receiving expert support, where required.
17. There are no Human Resources, Equalities, Legal, ITT, Crime & Disorder or other implications associated with this report. Constitutionally, SMC has the right to recommend to Cabinet an appropriate budget to support scrutiny research.

Risk Management

18. Clearly, this Committee needs to address what it believes the current and future needs of scrutiny may be, taking into account the historical levels of spend in the area concerned and any potential impact on improvements to Council performance. Based on previous years level of spend in this area, including the existing financial year, there is a risk that any budget allocation made in the future could largely remain unused.

Recommendations

19. Members are asked to consider whether they wish to make a recommendation to Cabinet in relation to a scrutiny support budget for use on external consultation/market research, for consideration as part of the Council's budget setting process for 2013/14.

Reason: To address the constitutional right of CSMC to comment to Cabinet on setting the above scrutiny budget

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Report Approved

Date 09 Jan 2013

Specialist Implications Officer(s)

Debbie Mitchell
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Wards Affected:

All

For further information please contact the author of the report

Background Papers: None

Annexes: None

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Corporate & Scrutiny Management Committee Work Plan 2012-13

Meeting Date	Work Programme
25 June 2012 @ 5:30pm	<ol style="list-style-type: none"> 1. Presentation on Welfare Reforms & Likely Impacts on Vulnerable Residents (David Walker) 2. Staff Sickness Review – Interim Report 3. Annual Overview & Scrutiny Report for 2011/12 4. Draft Workplan for 2012/13 (see list of scrutiny topics & suggested briefings below)
16 July 2012 @ 5:30pm	<ol style="list-style-type: none"> 1. Briefing on Workforce Strategy 2012-15 & Update on iTrent. (PS) 2. Briefing on Procurement Strategy & Suggested Topic on Procurement & Commissioning (TC) 3. Report on Annual Scrutiny Budget for 2012-13 4. Implementation Update on Outstanding Recommendations Arising from Previously Completed Scrutiny Reviews (PS)
10 September 2012 @ 5pm	<ol style="list-style-type: none"> 1. Briefing on the work of the Financial Inclusion Board & forthcoming Inclusion Strategy 2. Briefing on Community Engagement Strategy (Kate Bowers) 3. Briefing on Customer Strategy (Pauline Stuchfield) 4. Further Briefing on Procurement Strategy inc. information on previous Procurement Review 5. Workplan & Consideration of suggested scrutiny topics (see list below)
12 November 2012 @ 5pm	<ol style="list-style-type: none"> 1. Welfare Reforms Update (PS) 2. Update Report - City Centre Access Ad Hoc Scrutiny Review 3. Improving Engagement Scrutiny Review Verbal Update on Scoping 4. Workplan
14 January 2013 @ 5pm	<ol style="list-style-type: none"> 1. Workforce Strategy 2012-15 Monitoring Report (PS) 2. Staff Sickness Absence Draft Final Report (MC) 3. Verbal Briefing on Operation Reach (re staff engagement/communication) (PS/AC) 4. Scrutiny Support Budget Monitoring Report (DS) 5. Improving Engagement Scrutiny Review - Verbal Update from Scrutiny Task Group 6. Workplan & Topic Registration Form re Credit Union
11 March 2013 @ 5pm	<ol style="list-style-type: none"> 1. Improving Engagement Scrutiny Review – Draft Final Report 2. Briefing on Innovation Strategy (IG) 3. 2012/13 Workplan 4. Draft Workplan for 2013/14 - Discussion re Possible Topics for Scrutiny Review in Coming Municipal Year
8 April 2013 @ 5pm	<ol style="list-style-type: none"> 1. Attendance of Deputy Leader & Cabinet Mbr for Corporate Services – End of Year Update 2. Workplan 2012/13

13 May 2013
@ 5pm

1. Procurement Strategy Update (Zara Carter)
2. Workplan

**SCRUTINY TOPIC ASSESSMENT FORM FOR COUNCILLORS
'ONE PAGE STRATEGY'**

What is the broad topic area?

How are loans/grants from CYC to outside organisations monitored

What is the specific topic area?

i.e. what should be included & excluded from the topic? what are the driver behind the topic?

To look at ways of better monitoring grant/loans from the Council to outside organisations

Ambitions for the review:

i.e. what is the review trying to achieve & why e.g. financial / efficiency savings and/or performance improvements? what will be different as a result of the review?

Using the loan to the North Yorkshire Credit Union as an example and other recent loans and grants to outside organisations determine whether sufficient, suitable monitoring is in place of the outcomes, as determined at the time of the award.

NB: Grants/loans above a certain threshold to be determined at the scoping/remit setting stage of the review

(For completion by the relevant Overview & Scrutiny Committee)

Does it have a potential impact on one or more sections of the population?

Yes No

Is it a corporate priority or concern to the council's partners?

Yes No

Will the review add value? and lead to effective outcomes?

Yes No

Will the review duplicate other work?

Yes No

Is it timely, and do we have the resources?

Yes No

If the answer is 'Yes' to all of the above questions, then the Committee may decide to proceed with the review. To decide how best to carry

out the review, the Committee will need to agree the following:

1) Who and how shall we consult?

i.e. who do we need to consult and why? is there already any feedback from customers and/or other consultation groups that we need to take account of?

2) Do we need any experts/specialists? (internal/external)

i.e. is the review dependent on specific teams, departments or external bodies? What impact will the review have on the work of any of these?

3) What other help do we need? E.g. training/development/resources

i.e. does this review relate to any other ongoing projects or depend on them for anything?

what information do we need and who will provide it? what do we need to undertake this review e.g. specific resources, events, meetings etc?

4) How long should it take?

i.e. does the timings of completion of the review need to coincide with any other ongoing or planned work