



## Notice of a public meeting of

### Customer and Corporate Services Scrutiny Management Committee

- To:** Councillors Crawshaw (Chair), Fenton (Vice-Chair), S Barnes, Hunter, Rowley, D Taylor, Vassie, Wann and Musson
- Date:** Monday, 13 January 2020
- Time:** 5.30 pm
- Venue:** The Thornton Room - Ground Floor, West Offices (G039)

### 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 1 - 6)

To approve and sign the Minutes of the meeting held on 9 December 2019.

#### 3. **Public Participation**

At this point in the meeting members of the public who have registered to speak can do so. The deadline for registering is

**5.00pm on 10 January 2020.** 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.

### **Filming, Recording or Webcasting Meetings**

Please note that, subject to available resources, this meeting will be filmed and webcast, or recorded, including any registered public speakers who have given their permission. The broadcast can be viewed at <http://www.york.gov.uk/webcasts> or, if sound recorded, this will be uploaded onto the Council's website following the meeting.

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

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[http://www.york.gov.uk/download/downloads/id/11406/protocol\\_for\\_webcasting\\_filming\\_and\\_recording\\_of\\_council\\_meetings\\_20160809.pdf](http://www.york.gov.uk/download/downloads/id/11406/protocol_for_webcasting_filming_and_recording_of_council_meetings_20160809.pdf)

#### **4. Attendance and Wellbeing - Day One Attendance Management (Pages 7 - 18)**

This report provides an update following the recent implementation of the Day One Attendance Management system.

#### **5. Procurement Strategy and Social Value Policy (Pages 19 - 56)**

This report informs the Committee of the Council's Procurement Strategy and Social Value Policy and how these are used to deal with procurement processes for goods and services.

**6. Report of the Chair of the Climate Change Policy and Scrutiny Committee** (Pages 57 - 60)

This report provides Members with a six-monthly update on the work of the Climate Change Policy and Scrutiny Committee.

**7. Schedule of Petitions** (Pages 61 - 70)

This report provides Members with details of new petitions received to date, together with those considered by the Executive or relevant Executive Member/Officer since the last report to the Committee.

**8. Work Plan 2019/20** (Pages 71 - 76)

To consider the Draft Work Plan for 2019-20.

**9. Urgent Business**

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

Democracy Officer:

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

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

Contact details are set out above.

**This information can be provided in your own language.**

**我們也用您們的語言提供這個信息 (Cantonese)**

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

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

**Bu bilgiyi kendi dilinizde almanız mümkündür. (Turkish)**

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

** (01904) 551550**

City Of York Council

Committee Minutes

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Meeting	Customer and Corporate Services Scrutiny Management Committee
Date	9 December 2019
Present	Councillors Crawshaw (Chair), Fenton (Vice-Chair), S Barnes, Hunter, D Taylor, Vassie, Wann, Musson and Doughty (Substituting for Rowley)
Apologies	Councillor Rowley

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#### **44. Declarations of Interest**

At this point, Members were asked to declare any personal interests not included on the Register of Interests, prejudicial interest or any disclosable pecuniary interests which they may have in respect of business on the agenda.

Councillor Doughty declared a personal interest in relation to item 6 of the agenda, as his partner was the Chief Executive at Teesside Hospice.

#### **45. Minutes**

It was noted that petition 138 (living wage) is to be included in both the overview report on procurement on CSMC's work plan for January 2020 and will be considered as part of Economy and Place Policy and Scrutiny Committee's review on in work poverty.

Resolved:

- i. That the committee are satisfied with the consideration that is being given to petition 138 (living wage);
- ii. That the minutes of the previous meeting held on the 11 November 2019 be approved and signed by the Chair as an accurate record, following an amendment to add further detail to minute No.38 regarding a perceived lack of staff resources.

**46. Public Participation**

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

**47. Data Management**

Members considered a report that provided detail on the performance information that was available within the organisation, the products that provide that information, and some of the data management structures that were in place.

The officer responded to a number of queries from Members regarding the Business Intelligence Hub's work, including its role in retaining the 'corporate memory'. Members inquired about if the team had sufficient resources, and noted that Members may currently lack the information to identify areas of the council that have been lacking resources.

Members expressed particular interest in how data from previous work was being used to inform new strategies and service plans. The officer confirmed the importance placed on using data to create robust plans and cited the current Council Plan as an example, containing several of the same performance measures from the last ten to fifteen years to allow for an effective review of performance over longer periods.

Resolved:

- i. That the content of the report be noted.

Reason: To ensure the Committee had a greater understanding of the City of York Council performance information.

**48. Scoping Report for Corporate Project Management Approach**

The report provided Members with a series of recommendations to further explore elements of the council's Corporate Project Management procedures. The Committee was asked to consider what areas they could add value too and to consider work being undertaken by other Committee's in order to avoid any duplication of work.

Members agreed in regards to the Discovery Phase that ongoing meetings involving individual Members of the Committee, were currently sufficient and therefore would not be pursued further by the Committee. Members also agreed to explore several areas recommended in the report, by assigning individual Members to explore further before reporting back to the Committee. It was noted that the Committee were currently content regarding the process for Lessons Learnt and therefore would not pursue further at this time.

Members confirmed a specific interest in having a report on the York Central project brought to the Committee, in order to test how risks are assessed, the performance of the project, and the robustness of the decisions made within the project. This was due to the importance of the York Central project to the city, the Council's objectives, and its impact on all Scrutiny Committee's remits.

Resolved:

- i. That Councillors Fenton and Wann would explore the Quality Assurance process with officers and report back to the Committee;
- ii. That Councillor Barnes would explore the Change Management process with officers and report back to the Committee;
- iii. That Councillor Crawshaw would explore the Risk Management process with officers and report back to the Committee;
- iv. That a scoping report on York Central be brought to the Committee, for a date to be agreed between Officers and the Chair.

Reason: To ensure that the committee was satisfied with how key and project activity have been undertaken.

#### **49. Report of the Chair of the Health and Adult Social Care Policy and Scrutiny Committee**

The Chair of the Health and Adult Social Care Policy and Scrutiny Committee introduced the report that provided the Committee with a six-monthly update on the work of the Health and Adult Social Care Policy and Scrutiny Committee.

Members discussed the monitoring of Unity Health following the concerns about the organisation. It was confirmed that Unity Health had attended Health and Adult Social Care Policy and Scrutiny Committee three times in the last year and was being monitored by the Health Ombudsman regarding an individual case that was also raised at the Committee. The Chair of the Health and Adult Social Care Policy and Scrutiny Committee confirmed that he could raise with his Committee, whether the Committee would be interested to explore with partners how another mental health hospital on the Retreat site could fit into mental health provisions in the city. It was noted that next steps from the Older Persons Accommodation Needs Survey, will be discussed at the next meeting of the Health and Adult Social Care Policy and Scrutiny Committee on 17 December 2019.

Resolved:

- i. That the update be noted.

Reason: To keep the Committee updated on the work of the Health and Adult Social Care Policy and Scrutiny Committee.

**50. Work Plan 2019/20**

Members received and considered the Work Plan for 2019-20. Members agreed that an update reports on Food Poverty Review and the Corporate Poverty Review would be considered at the 10 February and 11 May 2020 meetings of the Committee respectively.

It was agreed that the Council Plan would be attached to the Work Plan at future meetings, so that it can be cross referenced when considering future items of work.

Members thanked the Scrutiny Officer for his work on the Committee.

Resolved:

- i. That the Work Plan was approved, as submitted, subject to the above clarification;
- ii. That the relevant sections of the Council Plan be included in future CSMC agenda's, alongside the Work Plan.



Reason: To ensure that the Committee has a planned programme of work in place.

Councillor J Crawshaw, Chair

[The meeting started at 5.31 pm and finished at 7.04 pm].

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**Customer & Corporate Services Scrutiny  
Management Committee****13 January 2020**

Report of the Director of Customer &amp; Corporate Services

**Attendance and Wellbeing – Day One Attendance Management****Summary**

1. The aim of this report is to provide the committee with an update following the recent implementation of the Day One Attendance Management system. This includes what went well, what we are continuing to work on and the ongoing actions taking place to support the wellbeing of staff and improve absence levels at City of York Council (CYC).

**Background**

2. Supporting staff in their health and wellbeing continues to be a key focus at City of York Council.
3. At CYC, levels of absence are currently, on average, just over 11 working days per FTE. This is roughly in line, in benchmarking terms, with other regional authorities. However, CIPD currently reports the average number of sickness days within public sector organisations is around 8 days per FTE.
4. CYC's aim is to reduce absence levels by a third over the next two years to around the 8 working days per FTE. However we appreciate that this will be an average, and that in some areas this will be higher and in others much lower.
5. CYC has appointed Medigold on a two year contract, they are a specialist Day One Absence Management provider who deliver support to employees on their first day of absence and support managers in their proactive management of staff wellbeing during periods of absence.

6. Medigold is an established industry expert in Day one Absence management and provides:
  - a standard process for all employees to report their absence from work;
  - where appropriate, medical and self-care advice to employees who have met an early intervention or policy trigger based on their absence record;
  - real time, direct data (for instances of employees opening, changing and the closing absences) to managers to help inform and support them in taking the appropriate actions. This may include recommendations to refer employees to our OH provider, the Employee Assistance Programme or the Osteopath. As well as tailored questions to inform return to work interviews and proactive push reports to ensure policy compliance;
  - trend analysis and bench marking of data, to include manager compliance around the holding of return to work interviews and stage management to ensure appropriate support can be given where needed.
7. In summary this provision, agreed by the Executive for the duration of two years at a cost of £180,000, will see us working proactively with employees who are absent due to sickness, providing them occupational health support for self-care, identify where an early referral to OH may be needed; provide support for managers in their management of sickness absence; provide true reasons for absence and real time data, (including compliance data with council policy) to enable targeted support to be provided where needed.
8. With both suppliers working jointly with the council to share data and review trend analysis and benchmarking data, will help the council to develop and inform solutions to keep employees with health issues at work. This more proactive approach to health management should in turn reduce the cost of absenteeism, increase productivity and staff retention.

## **Implementation**

9. The service was launched on 30<sup>th</sup> September 2019 to circa 2500 directorate based employees, following awareness raising, employees were written to individually, to explain the changes to the reporting of

absence and to provide them with the necessary information regarding the new reporting process. (See Annex A)

### **What went well:**

- Working in partnership with Medigold throughout the implementation has built a strong relationship and enabled us, as the customer, to tweak and amend the system as we received feedback in real time.
- The pre-launch communications through the manager briefing packs were sustained, engaging and informed managers early enough to ensure that the messages were communicated right across all staff groups
- Over 80% of CYC managers have received face to face training in the use of the system. This included manager's right across all directorates, in multiple site locations and received overwhelmingly positive feedback.
- The use of television screens, posters, and desktop screensavers had a positive visual impact in supporting the launch and created conversations at a crucial time in the implementation.
- There has been a clear reduction in the amount of HR officer time spent around administrative support on monitoring long term sickness, short term sickness and return to work interview compliance.
- In addition, managers have been freed from the more administrative role of opening, amending and closing absence cases on iTrent to focus solely on the employees wellbeing and managing absence.

### **What we could improve on:**

- Call handling times during the first two weeks of launch, were longer than anticipated on a small number of occasions. Medigold acknowledged the issue with service delivery and are putting in place measures to improve their resourcing and training additional staff.
- There have been some reports of negative staff experience regarding the perception of the call advisors sounding slightly 'robotic' or asking the employee the same question more than once. On each occasion we have been able to request Medigold listens back to the calls and provide us with feedback. In addition we will

look to work with Medigold to consider the scripts used and if improvements can be made.

### **Contract Management and Management Information**

10. The contract management arrangements in place consist of monthly contract meetings. In addition, we are regularly in contact with the contract manager should we identify any improvements we wish to make in the interim.
11. Given the timing of the reporting to the committee, it is not possible to provide meaningful data until the system has been running for a period of 3 months.
12. However, the Service Level Agreement will provide us with the following types of information:
  - Absence Days lost by directorate
  - Average days per employee
  - Absence reasons
  - Call statistics, number of calls, average wait times
  - Early intervention information – i.e. those absence that are musculoskeletal, psychological or injuries at work
  - Non illness/injury – including number of dependent care/compassionate leave, data that we have not systematically recorded previously.
13. Scrutiny committee should consider the above and discuss if this is sufficient to provide assurance that the contract is delivering or if additional information is required.

### **Next Steps**

14. To continue to respond to feedback and make further improvements to the system, a number of drop in sessions for any member of staff to attend are planned in over the coming months. These will be run by members of the HR team and will enable any member of staff to provide feedback and/or ask questions in relation to CYC attendance processes.

15. Further face to face manager training is planned for 2020 and training for all new starters with line management responsibility will be incorporated to the essential manager training programme from January 2020.
16. As part of the contract and continuous improvement staff will be surveyed in February, to gauge staff experience and to ensure Medigold are meeting their contractual requirements. Results of the survey will be reported to the Committee in due course.
17. We will be working with Medigold and our Occupational Health provider to identify common themes and interventions to improve staff wellbeing.
18. HR officers will spend time working within their directorates to improve the quality of Return to Work Interviews within any teams who have been identified as needing additional support. In addition, where appropriate, any ad hoc training will also be delivered helping managers get the most out of the new system. This is in the early stages of being rolled out and has been met with universally positive feedback.
19. Hotspots/targeting those with high and, equally importantly, no absence will be the activity supported by the HR team over the coming months.

### **Consultation**

20. There was no consultation involved in the production of this report. Medigold have been advised of the content prior to publication.

### **Council Plan**

21. The information outlined in this report is in line with the Council Plan and the People Plan which has health and wellbeing as a priority.

### **Implications**

#### **Financial**

22. There are direct financial cost associated with health and wellbeing, mainly through the cost of absence. Managing Health & Well Being effectively will reduce this strain on resource.

## HR

23. HR implications are throughout health & wellbeing and ensuring that practice and policy is being consistently applied is essential.

## Legal, ICT

24. There are no known Legal, ICT or other implications associated with the recommendations in this report.

## Risk Management

25. The main risks continue to relate to failure to record, track, monitor and put into place actions to monitor and manage wellbeing, which may cause sickness levels to rise.

## Recommendations

- To consider the information provided in the report.
- To agree what information is required for Scrutiny to receive on the forward plan to provide assurance that the contract is delivering.

Reason: To inform the Committee of the progress and impact of the implementation of the Day One Absence Management system.

## Contact Details

### Author:

Trudy Forster  
Head of HR  
01904 553984  
Claire Waind  
HR Manager  
01904 554519

### Chief Officers Responsible for the report:

Ian Floyd, Interim Head of Paid Service

Report Approved

Date 31.12.19

Specialist Implications Officer(s) None

Wards Affected:

All



**For further information please contact the author of the report**

**Annexes**

Annex A - Day One Absence Employee Letter and Information

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# City of York Council Absence Line



## Why are we introducing Absentia Day One Absence Monitoring?

City Of York Council recognises the importance in looking after you!

### The benefits of having the service for you are:

- You are able to log absence 24/7 by a trained call advisor
- Your manager is notified immediately via email
- Early occupational health recommendations when you hit a predetermined trigger
- Appropriate support and recommendations from an occupational health (OH) nurse
- Fair and consistent approach to absence for everyone

### How does it work?

- Please contact the City of York Council Absence Line on **01904 809584** when you know that you are going to be absent from work
- A call advisor will confirm your employee reference number and details to locate your employee record. (We can still find your record without your reference number)
- You will be asked questions to understand the reason for your absence
- Once logged, a notification will be sent to your manager and your absence details are stored on your employee record
- If your absence hits a predetermined trigger in the system, then you may be contacted by an OH Nurse

### When do I need to contact the service?

- You need to contact the City of York Council Absence Line as soon as you know that you are going to be absent from work
- All unplanned absence, including sickness, compassionate leave and dependent care leave
- You don't need to contact the City of York Council Absence Line for any planned leave, such as holiday or maternity/paternity leave. This should be agreed with your manager

### What happens next?

- Contact the City of York Council Absence Line on **01904 809584** when you know that you are able to return to work
- The call advisor will confirm your absence information then close this on the system for you
- Once the absence is closed, a return to work form (RTW) will be sent to your manager so that a RTW interview can be completed with you

**If you need any assistance in contacting the City of York Council Absence Line, please speak to your manager, as we have facilities to support you with this.**

### What happens if I need to extend my absence?

- If you need to update your absence, then you need to contact the City of York Council Absence Line again
- You should provide the call advisor with a new expected return to work date and any additional information relating to your absence
- This will send a further notification to the relevant manager and update your employee record
- If you have a fit note you should inform the call advisor and send it to your manager

### Why might an Occupational Health Nurse contact me?

- If your absence hits a predetermined trigger in the system, then you may be contacted by a OH Nurse to discuss the reason of absence
- The predetermined triggers include our absence management policy triggers as well as early intervention triggers. The early intervention triggers include any musculoskeletal or psychological related absences and injuries at work
- The OH Nurse is there to support you and ensure that they offer advice and recommendations on any treatment
- They will discuss your absence with you and review your previous absence history
- Following the call, they will feedback to your manager with any OH recommendations they





Customer and Corporate Services  
Directorate

Human Resources  
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Dear Colleague,

### Changes to the way you report unplanned absence from work

To further enhance our support and commitment to improving employee health and wellbeing and the reduction and length of sickness absence, from **Monday 30 September 2019** we are changing the way unplanned absence is reported.

We have commissioned Medigold, a Day One Absence provider to support the organisation with:

- A 24/7 local rate phone number to call to report absence
- A standardised process for the reporting of absence
- Professional advice to help manage your illness/condition
- Signposting and early access to health and wellbeing information from a health professional

From **Monday 30 September 2019**, you must now report all unplanned absence by telephoning the City of York Council's Absence Line on **01904 809584**. Unplanned absences includes sickness, compassionate leave and dependant care leave.

- You will receive early advice and support on how to best manage your illness/condition
- You can report sick at the earliest possible opportunity before you are due to start work as the line is open 24/7 including weekends and bank holidays

During the call you will need to provide your name and employee number (to identify you), the reason for your absence, when you are due to start work and your expected return to work date.

Whilst off sick, you will update Medigold on your absence and also call the Absence Line number to report that you are fit to return to work, ensuring your absence is recorded accurately. Your manager will also keep in contact with you when you are absent from work.

Your manager will provide you with an information leaflet and card to keep handy, containing details for the Absence Line.

### **Data Protection & Privacy**

The Council already collects and processes your personal and special categories of personal data, for the purposes of operating and keeping a record of absence and absence management procedures, to allow effective workforce management and ensure that employees are receiving the pay or other benefits to which they are entitled. This is set in the employee privacy notice which can be found on the intranet within the HR section, on the 'Welcome to Human Resources' page.

The employee privacy notice also sets out the lawful reasons we rely on from data protection legislation eg General Data Protection Regulation and /or Data Protection Act 2018 for the processing of your information. These are the same for Medigold Health doing this on behalf of the Council.

We have taken the necessary organisational and technical measures and steps to ensure that this processing by Medigold complies with the council's policies and procedures and with data protection and privacy legislation.

Please do speak to your manager if you have any queries or concerns about the new Day One absence reporting.

You can also contact one of the HR team by emailing [HRdayoneabsence@york.gov.uk](mailto:HRdayoneabsence@york.gov.uk).

Yours sincerely



**Trudy Forster**  
**Head of Human Resources**



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**Customer and Corporate Services Scrutiny  
Management Committee**

13 January 2020

Report of the Assistant Director – Legal &amp; Governance

**Procurement Strategy and Social Value Policy****Summary**

1. This report informs the Customer and Corporate Services Policy and Scrutiny Committee of the Council's Procurement Strategy and Social Value Policy and how these are being used to deal with procurement processes for goods and services.
2. The Procurement Strategy (Annex A) explains how the Council works with partners and suppliers to develop and deliver:
  - imaginative commissioning and procurement solutions
  - quality, value-for-money goods and services
  - broader economic, social and environmental outcomes
3. The Social Value Policy (Annex B) sets out the Council's commitment to embedding social value into its procurement and commissioning processes, creating a supply chain that helps the Council work towards its strategic priorities.

**Background**

4. At the October 2019 meeting of this Committee the Chair presented a draft work programme for the 2019/20 municipal year and the Committee agreed to request several overview reports to define what work members could focus on. It was later agreed that a report on a sustainable Procurement Strategy and Social Value Policy would be considered at the Committee's January 2020 meeting.

## **Procurement**

5. The purpose of the procurement strategy is to ensure that the Council uses procurement effectively to deliver key priorities. The strategy guides the procurement policy and helps to ensure that it achieves value for money whilst delivering the best outcomes for residents.
6. The Council is committed to engaging with suppliers to procure and commission work, services and supplies and to develop effective procurement solutions that deliver:
  - Quality, value-for-money goods and services;
  - Positive economic, social and environmental outcomes.
7. Through the responsible procurement of goods, works and services in a socially, economically and environmentally responsible way the Council has an important role to play in:
  - Reducing environmental impacts;
  - Supporting the local economy;
  - Providing employment and training opportunities;
  - Acting sustainably through the works, supplies and services that are procured.
8. As part of this process the Council asks its suppliers to demonstrate that they are:
  - Following good environmental practices;
  - Offering opportunities for employment and training;
  - Supporting the local economy;
  - Considering social value.
9. The Procurement Strategy includes a commitment that sustainability, fairness and the development of the local economy will be built into purchasing decisions. Economic considerations must be balanced with the need for environmental and social outcomes and must all be done within the bounds of procurement legislation.



## **Social Value Policy**

10. The Public Services (Social Value) Act 2013 requires people who commission public services to think about how they can also secure wider social, economic and environmental benefits.
11. The Act is a tool to help commissioners get more value for money out of procurement. It also encourages commissioners to talk to their local provider market or community to design better services, often finding new and innovative solutions to difficult problems.
12. The Council's Social Value Policy is a way of thinking about how resources are allocated and looks behind the cost of a contract to the collective benefits the contract will deliver to the wider community.
13. The Social Value Policy sets out the Council's commitment to embedding social value into procurement and commissioning processes, creating a supply chain that helps to work towards strategic priorities.
14. The term "social value" is generally recognised as being the achievement of extra social or community benefits through procurement. It involves thinking beyond the price of each individual contract and looking at the collective benefit to a community when a public body chooses who to award a contract to.

## **A 'Living Wage' Organisation**

15. The Council is committed to promoting the Living Wage rate as defined by the Living Wage Foundation through the contracts and agreements it awards. The Procurement Strategy notes the requirement for payment of the Living Wage will be explicitly made in the tender documentation, and the contract conditions that are issued with the tender, where permissible within the law.
16. The Living Wage is a voluntary hourly wage rate that employers can choose to pay their staff. The Living Wage is updated every year and The Living Wage Foundation calculates the amount based on real costs of living and sets it at a level needed to afford a basic acceptable standard of life.

## **Equalities Charter**

17. The Council's Equalities Charter (Annex C) is an agreement between the Council and the organisations it holds contracts with. The charter is a

statement about how the Council and its suppliers will promote equality when goods, services and works are procured. It is a set of principles that both sides agree to work to.

18. Any public, private or voluntary sector organisation can use the principles of the Equalities Charter. By doing so, they are making a commitment to actively promote the values of equality and diversity, and to take action to improve their working practices if necessary.

### **Asset Management Strategy**

19. At its meeting in September 2017 Executive agreed a Council Asset Management Strategy 2017-2022 (Annex D) that set out how the consideration of future use of assets seeks to balance social and financial value on a case by case basis. Some assets are specifically designated to deliver social outcomes through community asset transfers. Other surplus assets are disposed of in order to support programmes of service remodelling or regeneration which deliver social benefit.
20. The key principles in this strategy are:
  - a. Make best use of publicly owned assets across York
  - b. Encourage shared use of property resources
  - c. Minimise cost of occupation of land and buildings
  - d. Ensure assets comply with the Council's sustainability policies

### **Consultation**

21. There has been no consultation in the preparation of this initial overview report.

### **Options**

22. Having considered the information provided in this report and its annexes, Members can;
  - i. Agree what further information, if any, they require on the Council's Procurement Strategy and Social Value Policy;

- ii. Request a refresh of the Procurement Strategy 2017-19 and / or the Social Value Policy.

### **Analysis**

23. This report is essentially for background information only.

### **Council Plan 2019-2023**

24. This report is report is linked to the Well-paid Jobs in an Inclusive Economy, Creating Homes and a World-class Infrastructure and An Open and Effective Council priorities in the Council Plan 2019-2023.

### **Implications**

25. There are no Financial, Human Resources, Equalities, Legal, Crime and Disorder, Information Technology, Property or other implications associated with the recommendation in this report.

### **Risk Management**

26. There are no risks associated with the recommendation in this report.

### **Recommendations**

27. Members are asked to note the information in this report and consider whether there are any further steps they wish to take in relation to the Procurement Strategy and Social Value Policy.

Reason: To keep members informed of procurement processes within the Council.

## Contact Details

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Report Approved  Date 12/12/2019

## 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

## Annexes

**Annex A:** CYC Procurement Strategy 2017-2019

**Annex B:** Social Value Policy

**Annex C:** CYC Equalities Charter

**Annex D:** CYC Asset management Strategy 2017-2022

## **Procurement Strategy City of York Council 2017 - 2019**

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### **Vision**

To work together with partners and suppliers to develop effective solutions that deliver quality, value for money goods and services and deliver broader economic social and environmental outcomes.

### **Introduction and context**

This strategy sets out the Council's ambitions for procurement and the actions necessary to achieve those ambitions.

All aspects of the public sector are continuing to face challenging times due to reducing funding and increasing demand. It is therefore necessary that we use our resources effectively and that the Procurement Strategy helps to deliver the Council priorities of:

- A prosperous city for all
- A focus on front line services
- A council that listens to residents

A commitment to sustainability, fairness and the development of our local economy will be built into our purchasing decisions. We will develop a mixed economy of delivery, with the Council commissioning services from those who are best placed to deliver them effectively, whether that is the private sector or community and voluntary sectors.

Economic considerations must be balanced with the need for environmental and social outcomes and this must all be done within the bounds of procurement legislation. We can build in measurement of broader social outcomes or carbon reduction targets alongside more traditional measures of cost and quality.

The council is strengthening its relationship with local people and its communities, building on the assets and strengths within the city. The procurement strategy will need to reflect this new, evolving relationship with citizens and enable innovative solutions that capitalise on our commitment to be a One Planet Council.

Commercial Procurement will support the delivery of the Council plan by:

- Focussing expenditure on our priorities whilst ensuring that all specifications are driven by customer requirements
- Protecting vulnerable people through sourcing appropriate levels of quality goods and services
- Delivering excellent value for money
- Supporting the local economy
- Collaborating with other public sector organisations to ensure maximum benefit for York
- Protecting our local environment by ensuring we source sustainable goods and services and build carbon reduction targets into our contracts

### **Commissioning and Procurement**

Commissioning is the local authority's cyclical activity to assess the needs of its local population for care and support services that will be arranged by the authority, then designing, delivering, monitoring and evaluating those services to ensure appropriate outcomes. Effective commissioning plays a central role in driving up quality, enabling people to meaningfully direct their own care, facilitating integrated service delivery, and making the most effective use of the available resources.

Procurement is the process we use to buy work, goods or services from external companies to deliver agreed outcomes. It includes the activities involved in establishing the fundamental requirements, sourcing activities such as market research and supplier evaluation and the negotiation of contracts.

Our commissioning and procurement activities will work in an integrated way, informed by our business intelligence, and will be actively shaped and designed by our service users and partners. Specialist commissioning skills will be augmented by specialist procurement skills to achieve the best results and outcomes for our residents.

The council's current operating model is organised around a central procurement unit which is based in the Customer and Corporate Services directorate and contracting / commissioning functions that sit within two service Directorates – Health, Housing and Adult Social Care and Children, Education and Communities. These arrangements recognise the statutory responsibilities of the Director of Children Services and the Director of Adult Social Services and reinforce accountability for outcomes in these critical service areas.

### **Compliance and transparency**

Public procurement operates in a highly regulated environment that is governed by legislation and policies set nationally through statute and locally by the Council's Contract Procedure Rules and Financial Regulations. In addition, the Council is also required to fulfil the obligations of the Transparency Code 2015.

We will pro actively monitor compliance and will ensure transparency by publishing a contracts register. The Council is committed to being open and transparent in all aspects of procurement.

Where the aggregate contract value exceeds £500k this is a key decision and must be entered onto the Forward Plan and treated as a key decision. The Executive has delegated authority to the Director of Customer and Corporate Services to approve routine procurements, as defined in the Contract Procedure Rules. This requirement is for extensions to existing contracts as well as new procurement exercises.

The Council's procurement activity will be driven by 6 key objectives;

#### **1. Commissioning and Procurement**

We will work in an integrated way, informed by our business intelligence, and will be actively shaped and designed by our service users and partners. This strategy will link closely to the Councils Commissioning Strategy, currently being developed.

Within Social Care, personalisation is responding to individuals needs, wants and hopes rather than fitting people into existing services and ensuring that they have the means and support to live a full life and can contribute to society. Procuring compliant and cost effective services, whilst at the same time delivering choice and control for residents, creates a challenge for the Procurement Strategy. This can be overcome by engaging with stakeholders and ensuring a focus on outcomes.

#### **2. Delivering Quality & Value for Money**

We will deliver value, both financial and social, ensuring that the maximum benefit is achieved throughout the life of the contract and that whole life costs and broader social benefits are delivered throughout the procurement process.

We will manage contracts and supplier relationships to ensure the benefits of contracts are delivered throughout the lifetime of the contract.

We will not operate approved supplier lists but may, where appropriate, use framework agreements. Decisions will be taken on a case by case basis to ensure fairness and transparency to all potential providers.

### **3. Social, Economic & Environmental Benefits**

We will use procurement to achieve social, economic and environmental outcomes, through the One Planet Council framework. We will carefully manage the risks, balancing compliance and control with the potential to innovate and achieve more significant savings and social outcomes.

We will embed the principles of the Single Equalities Act in all tenders and contracts. Our suppliers will have to support our commitment to equalities, be responsive to the needs of our communities, ensure services are accessible to all groups and appropriate to those with differing needs and commit to developing a diverse and inclusive workforce.

We will require all our suppliers to demonstrate their commitment to maintaining and promoting high ethical standards, reminding them of their duty of care in the use of public funds.

We will ensure that opportunities to promote and encourage local economic growth are built into appropriate contracts whilst ensuring compliance with legislation. When contracting with national/international suppliers we will encourage them to engage local providers in the delivery of services.

We will ensure that (where relevant to the subject matter of the contract) sustainability criteria are built into our procurements.

The requirement for payment of the Living Wage will be explicitly made in the tender documentation, and the contract conditions that are issued with the tender, where permissible within the law.

### **4. Developing our markets**

We will work with existing and potential suppliers to ensure there is market capacity to deliver our requirements no matter what size of organisation we are procuring from. We will identify where market capacity may be weak and where new markets may need to be developed in order to deliver against our requirements.

### **5. Collaboration**

We will collaborate with public sector partners to share best practice and seek out to maximise financial benefit and avoid duplication. CYC will explore new models of service delivery and will work with communities and suppliers to achieve this.

We will encourage a diverse range of suppliers to work with us to deliver social value and allow opportunity for suppliers without an existing relationship with us to have the same opportunity as incumbents.

### **6. Effective Planning**

We will prepare detailed forward plans of procurement activity which will set timescales and resources to enable us to combine our own spending power, collaborate with others and engage the market and our communities to explore innovative solutions.

All of these principles will be delivered by adopting the following commercial procurement approach.

- **Demand management**

We will only buy what we really need and ensure that the level of quality we specify is good enough to do the job over time but not better than we need. We will eliminate unnecessary spend, remove waste and reduce the overall amount of money being spent on goods and services.

- **Category Management**

The Council operates a category management approach, within a centralised procurement function where commissioning activity is delivered by individual service areas.

By grouping together products and services according to their function (e.g. travel, construction etc) across the whole Council (or in collaboration with other organisations) we can manage the overall spend and maximise our buying power and achieve economies of scale.

This does not mean that we just let a small number of huge contracts but that we ensure tenders are structured in a way that provides a level playing field for all potential bidders irrespective of size.

- **Supplier Relationship Management**

We will build strong, long term, positive relationships with our suppliers across all sectors, not just when actively procuring goods and services but also when considering alternative delivery models.

We will establish strategic relationships with suppliers to ensure that both parties are delivering against the commitments within the contract and to embed continuous improvement practices throughout the contracted period and beyond. Effective engagement with suppliers will also inform future specifications to ensure we are approaching the market with requirements that meet our needs and are commercially attractive to the market, and therefore generate value for money contracts that can be successfully delivered.

Our procurement activity will be driven and informed by engagement with customers and our partner organisations.

- **Contract Management**

By managing contracts from the point of award until expiry, we will be able to ensure we get what we pay for and that suppliers perform well and consistently over time.

- **E-procurement**

The Council recognises the importance of electronic procurement in delivering lower transaction costs, improving visibility of contract opportunities to the supply market, making procurement activity visible to all and providing a clear audit trail.

All procurements over £100k are required to be conducted using the corporate procurement portal. Support is given to small businesses on how to use the portal. Purchasing cards are used for low value purchases where relevant, but the majority of spend will be commissioned via the Council's electronic purchase ordering system.

- **Personalisation**

Good commissioning is person-centred and focuses on the outcomes that people say matter most to them. It empowers people to have choice and control in their lives and over their care and support and ensures prevention and early intervention strategies improve outcomes for local people.

The Council will promote flexible, innovative person-centred models of care and ensure that there is a robust infrastructure in place to support micro-commissioning by people, through personal budgets, direct payments, Individual Service Funds and other approaches. We need to assure ourselves that our commissioning and contracting processes demonstrably help to prevent or



delay people's care and support needs and support them to achieve their personal outcomes and an improved quality of life.

- **Making it easy to do business with us**

Our supplier and contract management system enables suppliers to update their information and load copies of relevant certificates and policies (e.g. insurance and health and safety) to help simplify the tender process and remove multiple requests for the same information each time we are tendering. This will reduce the time required to tender for all suppliers but especially SMEs and VCS providers.

By providing potential suppliers with accurate information about our requirements we will simplify and coordinate procedures for doing business with the Council. We will work collaboratively to agree effective contract monitoring arrangements.

We commit to making all procurement activity fair and transparent and encourage a diverse range of providers to bid for work irrespective of size and regardless of value.

All CYC staff involved in commissioning and procurement will be trained to ensure that we have a consistent approach to all our procurement activity.

A suite of standardised documents and contracts will be developed for use across the Council to ensure consistency and to make the procurement process more accessible to suppliers.

### **Deliverables**

We will:

- Have a rolling 12 month Procurement Plan
- Ensure value for money in all our spend on goods and services
- Continue to reduce our off contract spend
- Provide appropriate training to all relevant staff
- Build a skilled professional procurement and commissioning network – internal and external
- Actively collaborate with partners on procurement activity
- Contract with a wide range of organisations from different sectors
- Performance manage and realise the benefits of all contracts
- Improve relationships with suppliers, ensuring small businesses have the opportunity to bid for council contracts and increasing the proportion of council spend with local businesses

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## Social Value Policy

### Introduction

As a council we spend £140m on goods and services each year, more than any other organisation in the city. This provides the council with significant leverage to incentivise suppliers to be more sustainable in their practices and to encourage the organisations we buy from to deliver additional social, environmental and economic benefits to the city. The term 'Social Value' has been developed to refer to the achievement of these extra benefits through procurement and commissioning. Social value is a way of thinking about how resources are allocated and looking beyond the cost of a contract to the collective benefits the contract will deliver to the wider community.

This statement sets out City of York Council's commitment to embedding social value into its procurement and commissioning processes, creating a supply chain that helps us work towards our strategic priorities. As service delivery increasingly shifts to external providers, this will become ever more important part of the council's aspiration to become a more sustainable and resilient city.

The statement will also enable us to meet our legal obligations set out in the Social Value Act (2012). The Act requires all public bodies to consider how they might improve the economic, social and environmental wellbeing of their area when buying services above the OJEU threshold, currently £181k for services and £4.5m for works.

### Our social value priorities

Three key social value priorities have been identified: 'Strong Community', a 'Vibrant and Inclusive Economy' and a 'Healthy Environment'. These are the foundations of the One Planet York framework, which aims to drive progress towards a more sustainable and resilient city. Within this, One Planet Council makes a commitment to put economic, social and environmental sustainability at the heart of our organisation. These high level principles have been further broken down into a number of key objectives that we wish suppliers to contribute towards. Whilst these objectives are fixed, suppliers may propose to deliver social value in any number of ways. This is to cater for the varied nature of public sector contracts; encourage innovative approaches to service delivery; and ensure that any benefits meet specific local needs. There is no "one size fits all" model and each procurement exercise needs to be dealt with on a case by case basis.

The overall aim of the policy is to reduce inequality and narrow the gap in outcomes by attracting Social Value activities that will improve the lives and life chances of York residents, alongside enhanced sustainability of the city.

The tables below set out our key objectives and provide examples of how suppliers may help us meet them. The examples and associated outcome measures are illustrative rather than exhaustive.

## 1) Strong Community

Objective	Examples of social value	Example outcome measures
Investing in the health and wellbeing of communities	<ul style="list-style-type: none"> <li>• Providing health and wellbeing programmes for staff</li> <li>• Promoting education campaigns (for example, healthy living, debt or physical and mental health)</li> <li>• Providing schemes which encourage staff to cycle work</li> </ul>	<ul style="list-style-type: none"> <li>• Number of employees benefitting from health and wellbeing programmes</li> <li>• Campaign reach</li> <li>• Staff behavioural change</li> <li>• Increase in number of staff cycling to work</li> </ul>
Building capacity	<ul style="list-style-type: none"> <li>• Allowing voluntary, community and faith sector organisations / community groups to make use of business premises</li> <li>• Providing pro bono consultancy to voluntary sector organisations e.g. marketing, digital skills, financial management, etc.</li> <li>• Establishing an employee volunteering scheme</li> </ul>	<ul style="list-style-type: none"> <li>• Number of hours premises rented out for</li> <li>• Number of hours of consultancy provided</li> <li>• Number of employee hours volunteered</li> </ul>
Supporting the most vulnerable residents & bringing communities together	<ul style="list-style-type: none"> <li>• Supporting employees who are vulnerable or on low income with their childcare</li> <li>• Engagement with community cohesion projects</li> <li>• Running or supporting befriending / mentoring schemes for vulnerable adults or children and young people</li> </ul>	<ul style="list-style-type: none"> <li>• Number of employees benefitting from childcare</li> <li>• Number of community projects supported</li> <li>• Number of vulnerable adults or children supported</li> <li>• Number of hours volunteered</li> </ul>

Relevant One Planet Principles: Health & Wellbeing, Strong Resilient Community, A City Working Together

## 2) Vibrant & Inclusive Economy

Objectives	Examples of social value	Example outcome measures
Supporting the local economy	<ul style="list-style-type: none"> <li>• Maximising the total spend within the local supply chain</li> <li>• Involving SMEs, voluntary sector organisations and social enterprises within the supply chain</li> <li>• Providing support to new businesses, SMEs, social or green enterprises or voluntary sector organisations</li> <li>• Attracting inward investment into the city or wider region</li> </ul>	<ul style="list-style-type: none"> <li>• % of total spend within the local supply chain</li> <li>• Number of SMEs etc. supported</li> <li>• Amount of inward investment achieved</li> </ul>
Helping residents to get good quality jobs and ensuring we have the workforce of the future	<ul style="list-style-type: none"> <li>• Creating new jobs within the local economy</li> <li>• Providing apprenticeships or work experience placements</li> <li>• Supporting young people to develop their skills (e.g. by providing training courses, mentoring, career guidance, talks, mock interviews, advice on CVs, etc.)</li> <li>• Offering curriculum support to schools</li> <li>• Providing training courses or workshops to improve digital literacy</li> </ul>	<ul style="list-style-type: none"> <li>• Number of jobs created</li> <li>• Number of apprenticeships or work experience placements provided</li> <li>• Number of young people supported</li> <li>• Number of schools engaged with and / or time committed</li> <li>• Number of digital literacy courses offered / reach of course</li> </ul>
Promoting equity and financial inclusion	<ul style="list-style-type: none"> <li>• Paying the Foundation Living Wage</li> <li>• Providing specific employment support to vulnerable or underrepresented groups, such as the long-term unemployed, ex-offenders, or individuals with disabilities</li> </ul>	<ul style="list-style-type: none"> <li>• Number of vulnerable individuals receiving support</li> <li>• % increase in pay for lowest paid staff or reduction in the pay gap between lowest and highest paid</li> </ul>

	<ul style="list-style-type: none"> <li>• Targeting recruitment of the one or more of the above groups</li> <li>• Increasing the rate of pay for lowest-paid staff by adoption of the Foundation Living Wage</li> <li>• Supporting staff with additional needs by permitting flexible working</li> <li>• Working with schools to support children at risk of poor educational attainment or becoming NEET (not in education, employment or training), such as those in care</li> <li>• Providing guaranteed interview schemes for the unemployed</li> </ul>	<p>staff members</p> <ul style="list-style-type: none"> <li>• Number of staff with additional needs supported</li> <li>• Number of children engaged with</li> </ul>
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Relevant One Planet Principles: Decent standard of living, Education & Opportunity, Fairness & Inclusion, Sustainable Food and Materials

### 3) Healthy Environment

Objective	Examples of social value	Example outcome measures
Minimising waste, water usage and energy consumption	<ul style="list-style-type: none"> <li>• Reducing waste sent to landfill*</li> <li>• Maximising % of waste recycled*</li> <li>• Maximising use of renewable and/or low-carbon energy sources *</li> <li>• Supporting local sustainable transport initiatives</li> <li>• Minimising distance travelled to access services</li> <li>• Supporting or delivering environmental education campaigns</li> <li>• Maximising use of sustainable materials</li> </ul> <p>*should be considered in relation to the entire supply chain</p>	<ul style="list-style-type: none"> <li>• Reduction in waste sent to landfill by X% (compared to previous contract)</li> <li>• % of waste recycled</li> <li>• % reduction in energy usage (compared to previous contract)</li> <li>• % of energy from a renewable source</li> <li>• % of service users or employees travelling by sustainable modes of transport</li> <li>• Number / reach of environmental campaigns</li> </ul>
Protecting and enhancing the natural environment	<ul style="list-style-type: none"> <li>• Providing additional open space</li> <li>• Significant investment in trees and landscaping</li> <li>• Minimising the impact on air quality</li> <li>• Minimising noise pollution</li> </ul>	<ul style="list-style-type: none"> <li>• Amount of open space provided</li> <li>• Spend on trees / landscaping</li> <li>• Reduction in noise or air pollution compared to previous contract</li> </ul>
Supporting local and sustainable food suppliers	<ul style="list-style-type: none"> <li>• Maximising the use of locally-sourced, sustainable and / or fair-trade food</li> <li>• Reducing food miles (field to fork) through the use of local suppliers</li> </ul>	<ul style="list-style-type: none"> <li>• % of food products that are locally-sourced, sustainable and / or fair-trade</li> </ul>

Relevant One Planet Principles: Zero Carbon and Sustainable Transport, Zero Waste, Land Use and Wildlife, Sustainable Food, Water and Materials



## **Why have we developed a social value policy?**

- To maximise the value we obtain from public spending
- To reduce demand on services, by encouraging suppliers to support our strategic priorities
- To meet our legal obligations
- To help support local businesses and the voluntary sector
- To enable us to deliver social value in a manner that is consistent and measurable

## **What will success look like?**

- An increase in the number of procurements that include social value in their specification and bid evaluation
- Social value is discussed at all meet the buyer events and throughout the pre-procurement stage
- Managers, members and suppliers are aware of what social value means and how they can help deliver it

## **How will we incorporate social value into the procurement process?**

Separate guidance will be developed to ensure that social value is fully embedded into procurement processes. Ongoing support and training will be provided for managers and members. We will engage with suppliers, partners and other stakeholders to ensure they are fully aware of what social value means and how they can contribute. Additional guidance and support will be offered to SME's and voluntary sector organisations.

## **When should the policy be applied?**

The policy must be considered when buying goods or services over the value of £100k, but can also apply to contracts of any value. The degree of consideration should be proportionate to the value of the contract. At least 10% of bid scoring will be allocated to social value. An exception must be sought if this is to be waived.

## **How has the policy been developed?**

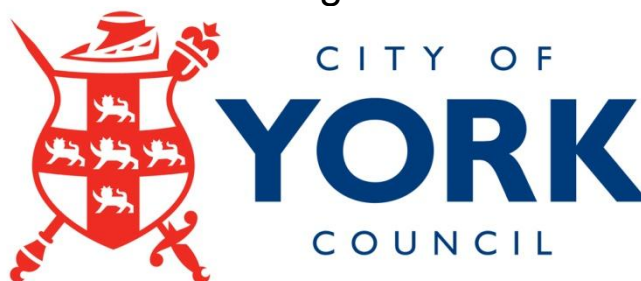
The priorities set out in this social value policy reflect the principles underpinning One Planet Council and One Planet York. Both initiatives seeks to mobilise the city towards a more sustainable, resilient and collaborative future, with a vibrant and inclusive economy, strong community and healthy environment. One Planet Council addresses this from our own internal organisational perspective, whilst One Planet York is externally-focused and concerned with mobilising the city. At the centre of the two initiatives are ten key sustainability principles:

The ten principles are:

- Decent standard of living

- Education and opportunity
- Fairness and inclusion
- Health and wellbeing
- Strong resilient community
- A city working together
- Zero carbon and sustainable transport
- Zero waste
- Land use and wildlife
- Sustainable food, water and materials

The policy promotes the council values of working together to improve and make a difference.



## City of York Council Equality Charter

Please read the City of York Council Equality Charter below

### City of York Council will:

- 1) Abide by equality legislation and procurement law to ensure we treat organisations fairly in our tendering and contracting process.
- 2) Treat you and your workforce fairly during the life time of your contract with the Council and deal with any complaints about equality matters in an appropriate and timely manner.
- 3) Encourage a diverse supply market, including small firms, social enterprises, ethnic minority businesses and voluntary and community sector suppliers.
- 4) Provide advice and support in relation to equality whenever we can, and signpost you to other sources of support if we cannot help.
- 5) Ask you to provide information from time to time about how you are promoting equality.
- 6) Consult and involve organisations we do business with when we review this Charter.

### The supplier will:

- 1) Make sure you understand your responsibilities under equality legislation and keep up to date with changes in the law.
- 2) Ensure any organisation you sub-contract with to work to the principles of this Charter.
- 3) Treat everyone who works with you, applicants for jobs, Council officers and members of the public fairly and with respect in accordance with current Equalities Legislation.
- 4) Inform the local authority if you are found guilty of discrimination whilst delivering a Council contract.

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**Executive****28 September 2017**

Report of the Director of Economy and Place

Portfolio of the Executive Leader (incorporating for Finance and Performance)

**Asset Management Strategy 2017-2022****Summary**

1. This report sets out a refreshed and updated Asset Management Strategy for the Council for the period 2017-2022. It sets out work undertaken over the last 2 years to improve the financial performance and social outcomes arising from the Council's land and property assets and sets out the developing principles that will drive future decision making on our assets. The report also recommends further Scrutiny Committee consideration of these principles and the work we are doing to develop detailed asset plans for all aspects of our property assets.

**Recommendations**

2. The Executive is asked to :
  - a) Agree the principles and approaches set out in the Corporate Asset Strategy and to use these to shape future asset decisions;
  - b) Agree to refer the Asset Management Strategy to Economy and Place Policy Development Committee to review and provide input and to bring back a report to Executive in the new year;
  - c) Agree the approach to developing a Community and Operational Asset Strategy;
  - d) Agree to use of contingency funding of £165k to fund the proposals set out in paragraph 22.

**Reason:** To establish clear principles to guide and shape future use of our assets and set out a programme of work to develop comprehensive plans for all Council assets.

## Background

3. Executive agreed the Housing Revenue Account (HRA) Asset Management Plan in February 2016 which covers all social housing assets held in the Housing Revenue Account and which sits outside the General Fund. An updated HRA Business Plan will be brought to Executive in November 2017.
4. The current Asset Management Plan 2011-16 needs updating to make it relevant for the next 5 years and to make it more specific and actionable. The key principles that have driven work to date are:-
  - a. Make best use of publicly owned assets across York
  - b. Encourage shared use of property resources
  - c. Minimise cost of occupation of land and buildings
  - d. Ensure the assets comply with the Council's Sustainability policies including the Carbon Management Policy.
5. Whilst these principles remain relevant they do not go far enough to lead our decision making about the future of our assets. The new strategy needs to respond to the Corporate Strategy with a new context, new delivery models and new methodologies for engaging customers and communities, all of which have changed and evolved significantly since 2011.
6. We can see this evolution by looking at work already underway on :-
  - a. **Council accommodation** – in 2012 we moved from 17 buildings into 2, supporting service integration with partners and reducing costs by over £1m pa with a target of generating rental income and contribution towards running costs from West Offices in excess of £1m pa.
  - b. **Regeneration of key city centre areas** to make them economically and socially active e.g. York Central and Castle Gateway.
  - c. **Finding new economically viable uses for historic buildings** – e.g. West Offices and The Guildhall.
  - d. **Investing in important historic buildings** to make them fit for purpose for the next generation e.g. Mansion House.

- e. **Proactive expansion and commercially focussed management** of our Commercial Estate which generates over £4.28m pa revenue to support Council service delivery.
- f. **Strategic acquisitions of high performing commercial assets** (such as Swinegate) and the disposal of poor performing assets (e.g. Stonebow House).
- g. **Disposal** of a number of surplus assets to generate capital receipts.
- h. **Older People's Accommodation** – remodelling of service provision around the need to move away from provision of general residential accommodation to increasing the private sector supply of specialist dementia nursing provision with our focus on enabling support at home and provision of more extra care beds – leading to an overhaul of the Older Persons Accommodation estate and a disposal and reinvestment model.
- i. **Libraries** – the development of library premises into multi-use community facilities (the Centre@Burnholme, New Earswick Folk Hall, and Haxby Memorial Hall) to provide a more holistic offer to communities, whilst seeking income generating models like Rowntree Park Reading Cafe.
- j. **Community Centres** – Undertaking community asset transfer where there is a strong voluntary group with a compelling business case. For those community groups not ready for a full asset transfer, a medium term lease has allowed them to still take control with limited liability. This approach has allowed voluntary groups to flourish and increase activity, improve outcomes and attract external funding. Closure of older community centres has created opportunities to create multi-use facilities. For example; Clifton's residents support the closure of Burton Stone Community Centre to develop more extra care homes whilst integrating a small community centre for use by all the community.
- k. **Young People's Services** – Youth Centres have moved from direct CYC delivery to create community capacity allowing voluntary and charitable youth providers to use CYC assets.

- i. **The development of Local Area Teams (LATs)** has included the rethinking of how to use Children's Centres. The alternative use of these buildings has been informed by the Haxby Road development.
  - m. **Housing** – The service has evolved by understanding adult social care and children services priorities to take the opportunity when invited into a resident's home to provide a much broader range of services and with better trained staff who can sign post individuals or families in the right direction. E.g. Public health – The Wellbeing service is also working across the three zones in York, working collaboratively with the Local Area Team's to create capacity and community resilience. Local Area Coordination within Adult Social Care further complements this approach, supporting our residents to stay strong, safe, well, resilient, independent and connected with their local communities.
  - n. **Sports provision** - Bowling Greens/tennis clubs/cricket pitches etc – a series of asset transfers to community groups to increase the flexibility of groups to increase activity and improve outcomes and attract external funding and reduce running costs.
  - o. **Allotments** – development of proposals to transfer to a community group to increase the flexibility of groups to increase activity and improve outcomes and reduce running costs.
  - p. **Public Toilets** – leased as part of a service contract to bring in capital investment and reduce costs.
7. We have been designated a One Public Estate authority for three years which has attracted funding totalling £585k to develop exemplar projects to support the national programme of work designed to :-
  - Create economic growth (homes and jobs)
  - Encourage more integrated and customer-focused services
  - Generate capital receipts
  - Reduce running costs.
8. We have established a City Asset Board with Partners which is a non-decision making, collaborative group which look across the joint public



sector estate and identifies opportunities for collaboration and synergy. The board has also given greater focus to the opportunities for joint working on health and social care and opportunities are already being worked upon.

### **Strategic Objectives and Principles**

9. From this work we have developed three objectives and a set of principles to drive future asset planning. The Objectives are:-
  1. To use our assets to deliver policy goals;
  2. To operate our estate efficiently and dynamically to support the effective delivery of council services;
  3. To use council assets to generate maximum income in order to support the delivery of council priorities.
  
10. These objectives are broken down into more detailed principles which guide our activity planning and decision making, the principles are :-
  - a. We will use our assets to maximise positive outcomes for our communities;
  - b. In order to protect direct services we should reduce the overall cost of the estate through:-
    - I. rationalisation of assets
    - II. disposal of poor quality assets
    - III. exploiting commercial opportunities
    - IV. co-location of Council and other public sector services (inc Health, care, police, education);
  - c. We will use our commercial assets to generate income to support service delivery;
  - d. We will use our assets to create efficiencies and reduce service costs, for example to reduce reliance on out of city placements for people with complex needs;
  - e. Assets should support CYC and partners to achieve joined up services and improved outcomes - buildings should not be exclusive to one particular service and community spaces should where possible be flexible and adaptable to support a range of uses.
  - f. We will acquire or hold assets to drive economic development or regenerate an underperforming part of the city;
  - g. We will use assets to deliver and accelerate housing provision in the city.

- h. We will ensure assets comply with the Council's Sustainability policies and we will explore opportunities, where financially viable, to reduce the carbon footprint and water use across our retained estate;
- i. Assets should be operated by the community where a community group is best placed to deliver outcomes;
- j. We should use assets to support area based working - through a three zone city model;
- k. Where schools become Academies we will work to maximise the use of education land to the benefit of education and wider community use.

## **Our Estate**

11. The councils' property estate is large and extremely varied with 1250 assets with a value of £367m (including schools valuing £188m) generating an annual income of £5.29m. This estate can be classified into three separate blocks:-
  - Operational and Community Assets
  - Commercial portfolio
  - Surplus land for housing delivery

## **Operational and Community Assets**

12. In addition to our core administrative buildings at West Offices and Hazel Court, council staff operate out of a number of buildings in community settings. In addition we own and operate community facilities in the same communities, some of which are operated by the council whilst others are operated by other organisations such as community groups.
13. These arrangements are largely historic but over the last few years we have implemented programmes of service change which have led to remodelling of the asset base e.g. Children's centres and Older People's Accommodation.
14. The rationalisation of administrative and community buildings and centralisation of staff, coupled with the letting of office space in West Offices to achieve income generation, have placed a pressure on council space in the building. A further report will be brought back to Executive setting out plans for core office provision for staff and the delivery of the income target.

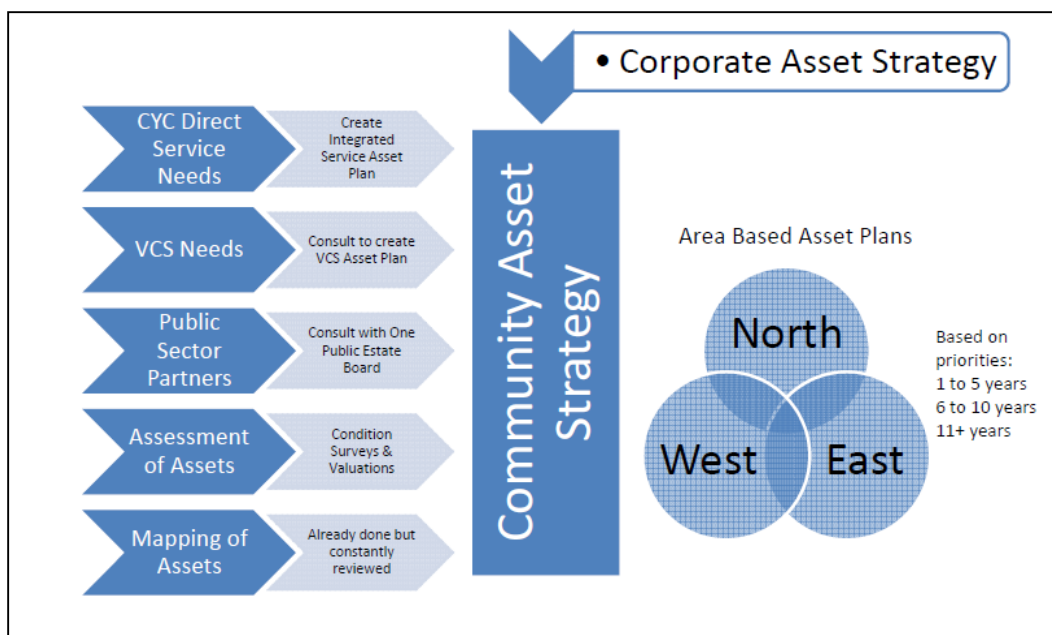
15. There are however still a large number of staff working out of community settings and we need to develop proposal for the future location of staff in community settings that align with community provision in those same areas. As we develop our future plans we want to apply the principles set out in this report to maximise the positive impact of our estate and to ensure a cohesive plan for the location of CYC staff and the effective operation of community assets.
16. We have continued to transfer assets to the community where a community group are able to use the asset for improved community or social outcomes but this process is most effective when it is developed in partnership with communities to develop shared visions, collaborative proposals and when we ensure that groups taking on the responsibility for operating assets have the support and capability to do this successfully. This can be a resource intensive and time consuming process carefully managed and properly resourced.
17. There is not a one size fits all solution to shape community provision. Each area has a different starting point and has different needs. Rather than devising a high-level, theoretical vision and then trying to apply this top down approach across a range of different localities with different needs and starting points we need to do a more detailed piece of work to understand :-
  - Changing service delivery models in our people and place based services
  - The potential for collaboration with our partners in the city especially health and specifically GPs
  - The state of our estate, the future liabilities and the potential of our assets.
  - Through engagement with our communities, to better understand what they value and what they need.

### **Developing detailed plans for Community Assets**

18. The principles set out in this report need to be built into a comprehensive plan for our community assets. In order to create this plan we need to :-
  - a. Update our intelligence on our current estate – undertaking up to date condition surveys and valuations

- b. Capture service needs and build into an integrated CYC service strategy
- c. Work with partners to develop ideas for co-location and integrated service delivery
- d. Pursue options within the OPE programme for specific exemplar projects with partners
- e. Escalate the importance of asset strategy with partners and seek top level commitment to joint working on specific projects.
- f. Develop a programme of community engagement in three zones to develop our understanding of community capacity, strengths, needs, aspirations and opportunities.
- g. Develop a high level business plan and phasing plan to deliver the Community Asset vision. This will potentially require investment which will need to be delivered by some disposals and will also need to deliver some ongoing revenue savings. This may be expressed as a series of opportunities that will be decided upon on a case by case basis as each proposition is worked up in detail.
- h. Revise the Administrative Accommodation strategy for the next 5-10 years. In order to achieve budget income targets from leasing desk space out at West Offices.
- i. The development of a Community Asset Strategy will require additional resources estimated at £165k over 2 years to fund staff resources, surveys and valuations.

19. The diagram below shows how the Community and Operational Asset Strategy can be developed through a sequential process of identifying needs through to the completion of three area based community assets plans.



## Indicative Programme

20. The development of the Community Asset Strategy will take time to coordinate and evolve through community and partner conversations. It is important to note that this will be an iterative process that will require flexibility in terms of application. The speed of delivery and results will highly depend on the volume of resources targeted to this work stream. The programme shown below is only indicative but sets out an early view of how phasing this project could be achieved.

No.	Indicative Programme	2018				2019				2020			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1	<b>Create Integrated Service Asset Plan</b>												
	Review Library Service Asset needs												
	Review Children's Service Assets needs												
	Review Adult's Service Asset needs												
	Review Housing Service Asset needs												
	Review Public Health Service Asset needs												
	Other service reviews to be determined												
2	<b>Creating a central data base on assets</b>												
	Mapping assets												
	Space appraisals												
	Condition & valuations												
3	<b>Consultation with Voluntary Community Sector</b>												
	Community engagement - North area												
	Community engagement - East area												
	Community engagement - West area												
4	<b>One Public Estate Partnership Consultation</b>												
	OPE Partners Meetings												
5	<b>Area Asset Based Plans Created</b>												
	North Area Draft Community Asset Plan												
	East Area Draft Community Asset Plan												
	West Area Draft Community Asset Plan												
	Consultation on draft plans												
	Short, Medium and Long term priorities set												
6	<b>Implementation</b>												
	Resources identified to delivery projects												

Phases	One
	Two
	Three
	Four

## Resources

21. This is a significant programme of work which will require investment to deliver and cannot be accommodated from within existing limited staff resources. The management of this work stream will be the responsibility of the whole Corporate Management Team.
22. This work is substantial and cannot be achieved within existing staff resources his will require a full-time project manager to drive the work streams, have responsibility for creating the community relationships that are needed if this approach is going to be successful and report progress back to the Corporate Management Team. In addition, a part-time surveyor will be required from the Asset Management Team to coordinate all the space appraisals and building condition surveys. The estimated cost over two years is £115k based on 1.5 FTE at grade 9. A budget will also be required of approximately £50k to commission building condition surveys

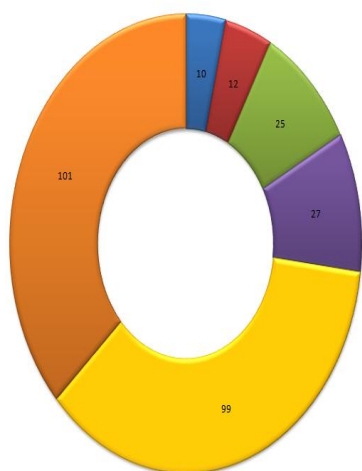
and valuations to inform the strategy, giving a total budget requirement of £165k.

- 23. It is proposed that the one off costs of preparing the strategy are met by contingency. The council's contingency currently stands at £926.6k and this allocation will reduce the value to £761.6k.
- 24. The strategy will give rise to a series of business cases which may deliver ongoing savings but may require investment in order to do so which could be funded from the potential disposal of surplus assets.

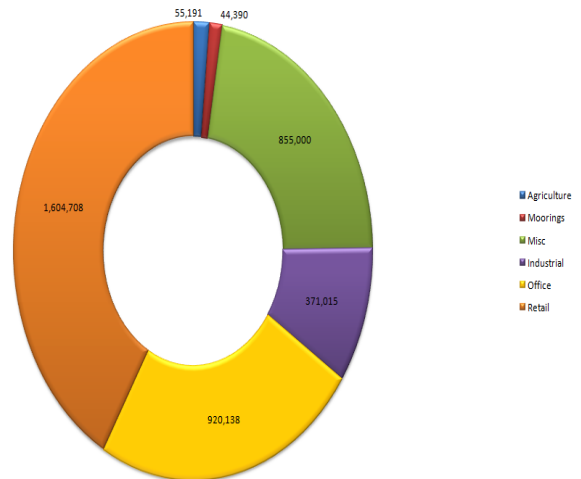
### Commercial Assets

- 25. Our Commercial Estate is an essential income generator. The council owns 492 commercial assets and there are 1,074 occupational commercial agreements relating to those assets. The portfolio generates £4.28m pa, rising to £5.29m when you include West Offices. These figures do not yet include the newly acquired Swinegate properties which are subject to contract and which will substantially increase the portfolio's annual income. The assets range in use with the majority office and retail with some use types such as retail generating higher yields than others such as agricultural. The graphs below illustrate the property portfolio by asset use. These figures exclude minor agreements as well as operational property such as school and community lettings and the income from West Offices.

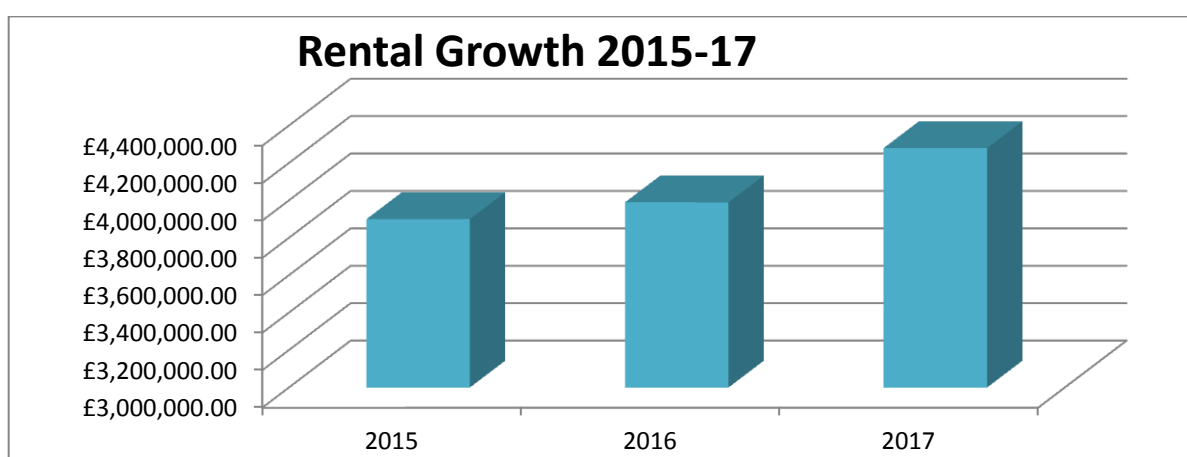
No's of Asset by Type



Asset Type by Annual Income



26. The Estate was assembled over a long period of time often to safeguard buildings at risk (the Shambles) or to prepare for large capital schemes. We purchased a number of premises on Gillygate for an aborted inner ring road scheme in the 1960s. Many of these assets deliver a good financial yield and the income is an important part of our overall financial strategy.
27. The long term financial strategy identifies an increased income target of £1m pa over 4 years (excluding West Offices for which there is an additional target of £1m pa.) This has been achieved to date and through strategic acquisitions such as Swinegate and Hospital Fields Road and plans are in place to deliver the full target. The graph below shows the increase in commercial rental income over the last 2 years.



28. It is proposed that the Commercial Asset team continue to explore further commercial investment opportunities and bring back to members opportunities to generate further income whilst enabling the improvement and regeneration of areas of the city that may be struggling to maintain their character or economic vibrancy.
29. The Commercial Asset team recently took the management of the Eco Centre at Clifton Moor back in house from an outsourced contract and through effective management have managed to turn a fairly significant loss into a small surplus. When the Guildhall opens it is proposed that that will also be internally managed to ensure the council take the full financial benefit from the scheme.

### **Assets for Housing Delivery**

30. In March 2017 Executive considered a report setting out the principle of using surplus public sector land assets to increase the volume and accelerate the pace of housing delivery in the city. The report identified that York needs more homes to address the shortage of supply across all tenures and to address a local housing market that is characterised by high

demand and high prices. The existing market dynamic of mismatched supply and demand leads to :

- Difficulty in providing affordable housing for those in greatest need (high land prices)
- An inflationary impact upon private rent levels creating an affordability gap even for those on middle incomes
- Escalating house prices meaning that the option for home ownership is out of reach even for those on median incomes

31. This in turn impacts upon the long term health and growth potential of our economy which requires a readily available and diverse housing supply at different price points. There is a strong need for affordable housing in York, both because house prices (to buy and to rent) are higher than regional averages and incomes are lower than regional averages:

32. Executive agreed to :-

- Enter into a Memorandum of Understanding (MoU) to establish a strategic partnership for housing development and investment with the Homes & Communities Agency.
- Agree that a detailed business case for council-led housing development, including project management, governance, funding arrangements and risk assessments be presented for Executive approval.
- Agree that the council will explore partnership and funding opportunities to deliver accelerated housing on public land.

33. A Memorandum of Understanding (MoU) has been agreed with the Homes and Communities Agency (HCA) and the HCA have selected 5 CYC sites to go through to the next round of the bidding process for the Accelerated Construction programme. This will involve the development of site by site business cases prior to a further stage of evaluation which may eventually lead to some upfront enabling financial support and risk sharing.

34. The detailed business case work is ongoing and a report will come to Executive in November setting out the business case and analysis of different delivery mechanisms, the relative timescales of each of these approaches, the legal advice regarding our powers to develop housing outside the HRA. It is likely that the council will need to establish an arms length trading company in order to either directly deliver housing outside the HRA or enter into a joint venture to do so.



35. The November report will also identify which sites will be recommended for consideration for housing development and which will be proposed for disposal to generate a capital receipt. It will summarise financial commitments already agreed by Executive based upon earmarked capital asset receipts and will demonstrate how these will be delivered.

### **Consultation**

36. The Asset Management Strategy is an important area of long term policy development and would benefit from cross party input before detailed plans are devised. It is therefore recommended that the Economy and Place Policy Development Committee are asked to consider the Asset Management Strategy as part of their work plan for the year, and to bring back to Executive any suggested amendments to this strategy. In the meantime the principles set out in this report will continue to inform decision making.
37. The next stage in the development of the Community Asset Strategy will require significant public engagement and consultation.

### **Council Plan**

38. The strategy will assist in the creation of a Prosperous City for All, and be a Council that listens to residents particularly by ensuring that :
- i. Everyone who lives in the city can enjoy its unique heritage and range of activities.
  - ii. Residents can access affordable homes while the greenbelt and unique character of the city is protected.
  - iii. Visitors, businesses and residents are impressed with the quality of our city.
  - iv. Local businesses can thrive.
  - v. Environmental Sustainability underpins everything we do.
  - vi. We are entrepreneurial, by making the most of commercial activities.
  - vii. Engage with our communities, listening to their views and taking them into account.

### **Implications**

39. Financial - The budget strategy has identified that additional budgetary targets are to be set relating to increasing revenues from the council's commercial portfolio and West Offices. The need for an updated and refreshed asset strategy is a key tool in being able to deliver these increased revenues.

Human Resources (HR) – Recruitment to new posts will be undertaken in line with HR policies

Equalities – There are no equalities implications

Legal – There are no legal implications

Crime and Disorder – Crime and disorder implications for individual assets and community facilities will be considered as part of the development of the Community Asset Strategy.

Information Technology (IT) – There are no information implications.

Property – Implications are included in this report.

### **Risk Management**

40. The risk of not developing an Asset Management Strategy would leave the Council with a very short term view of its own assets and will not fully consider the range of possibilities for their future use and may endanger the achievement of financial targets associated with the council's property portfolio.
41. New service delivery models such as; Local Area Co-ordination and Local Area teams are seeking efficiencies from tactically moving into community buildings to not only save money but to provide better outcomes. Without this overarching strategy there is a risk that services may not be able to make the savings they have identified based on new delivery models.

### **Contact Details**

Authors:	Chief Officer Responsible for the report:
Tracey Carter - Assistant Director for Regeneration and Asset Management	Neil Ferris Corporate Director of Environment & Place

Report  
Approved



20.09.17

Specialist Implications Officer(s) List information for all  
Financial                      Legal  
Patrick Looker                Gerard Allen  
Finance Manager              Senior Solicitor  
551633.                          552004.

Wards Affected

All



For further information please contact the authors of the report

Background Papers:

[Corporate Asset Management Plan 2011 – 2016](#)

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**Customer & Corporate Services Scrutiny  
Management Committee****13 January 2020****Report of the Chair of Climate Change Policy and Scrutiny Committee****Introduction**

1. Our first meeting was in September 2019 and it was the first time this committee had ever met. As a new committee, it took some time to bed in our aims and objectives and work out the approach that was necessary for us to be effective. It was evident from our first meeting that the public interest and participation in this committee was going to be strong and in our first four meetings we have had no less than 22 public speakers.
2. This committee is unique in a traditional scrutiny sense and is more naturally positioned to have a focus on policy and future action. Below is a brief description of the meetings that we have had so far and our hopes for the rest of the municipal year.

**Meetings of the Committee**

3. The focus of our first meeting was to confirm our Terms of Reference, our approach to working and to identify our priorities. The overwhelming theme to public participation was that the people who spoke wanted to see action and wanted to see things delivered. We agreed that we would theme future meetings of the committee, invite guest speakers who could help us understand, what in most cases are complicated topics, and then make recommendations to the Executive so that action could be instigated.
4. The theme of our October meeting was to establish a baseline, both in terms of understanding the statistics and the position that we were in but also to understand what the Council activity in this area looked like. With that in mind, we received a report from the Executive Member for Environment and Climate Change on current activity and her ambition for the future, which was highly informative and helped focus our future

direction. In addition, the committee received a presentation from the Head of Energy and Sustainability at West Yorkshire Combined Authority on regional climate change activity.

5. Our November meeting of the committee saw guests from First Group and Nestle join a round table discussion on operating zero-carbon fleets and the challenges that this poses. Both our guests and Council officers provided interesting perspectives on this challenge. We also received a report from Mike Bonsall, the Chair of One Planet York, to discuss their future as an independent entity and his hopes for the future of the organisation. Finally, the committee unanimously agreed the co-option of two positions for members of the public to join the committee. The first was for Terry Smithson from the Yorkshire Wildlife Trust, it was felt as though Terry's knowledge and input on all things climate change but in particular bio-diversity, would be a real asset. The second position was for four young people from the Youth Strike 4 Climate, who the committee felt would add an invaluable voice to the committee, representing the younger members of society. The four young people will rotate their attendance at our meetings.
6. In December, our focus turned to Carbon Budgeting and we were delighted to welcome experts from the Stockholm Environment Institute, Anthesis and the Carbon Disclosure Project to help aid our discussions. Our discussion proved fruitful and the committee agreed to make a recommendation to the Executive at the meeting asking for a commitment to provide a Carbon Budgeting expert and team of officers to co-ordinate work around ensuring that York can be carbon neutral by 2030. The committee also agreed to refer to Full Council, a refreshing of York's commitment to the Covenant of Mayors for Climate and Energy. This was agreed at committee and subsequently agreed at Full Council also. In response to the CSMC request that all scrutiny committees look into individual areas of poverty, we also received a scoping report for a review into fuel poverty and accessible transport for which we will receive a feasibility report at our next meeting.
7. In terms of process, the committee has struggled because of a lack of support from within the directorates. We have had no access to a sustainability officer and have had to rely on non-specialist help from within democratic services to produce reports. This is unsatisfactory. Given the importance of climate change, this needs to be addressed with some urgency. We not only need detailed reports from officers on the council's

current practice in the many areas of activity that impact on climate change, we also need reports that enable us to compare the Council's approach with best practice in other local authorities in order to properly understand how others are tackling the challenge of creating a zero carbon future and what opportunities exist for our own Council to do better.

### **Our hopes for the rest of the year**

8. Assuming that the executive accepts our recommendation to transform the Council's ability to manage the process of developing and delivering a zero carbon future, by appointing a serious team with carbon budgeting expertise, we would expect that the committee's work and the response from the directorates to improve significantly in the months ahead. We are under no illusion that responding to the climate emergency requires a step change from all areas of the council. Our invited experts have made it clear that we can count on a lot of help and support, from local experts and businesses and from a variety of national initiatives.
9. In the months ahead we will be looking at and making recommendations to the Executive on a variety of topics including planning, biodiversity, and divestment from fossil fuels.

***Cllr Christian Vassie, Chair***

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**Customer & Corporate Services Scrutiny  
Management Committee**

13 January 2020

Report of the Assistant Director - Legal and Governance

**Schedule of Petitions****Summary**

1. Members of this Committee are aware of their role in the initial consideration of petitions received by the Authority. The current petitions process was considered by the Audit and Governance Committee on 2 October 2014 and endorsed by Council on 9 October 2014. This process aims to ensure scrutiny of the actions taken in relation to petitions received either by Members or Officers.

**Background**

2. Following agreement of the above petitions process, Members of the former Corporate and Scrutiny Management Policy and Scrutiny Committee (CSMC) had been considering a full schedule of petitions received at each meeting, commenting on actions taken by the Executive Member or Officer, or awaiting decisions to be taken at future Executive Member Decision Sessions.
3. However, in order to simplify this process Members agreed, at their June 2015 meeting, that the petitions annex should in future be provided in a reduced format in order to make the information relevant and manageable. At that meeting it was agreed that future petitions reports should include an annex of current petitions and agreed actions, but only following consideration of the petitions by the Executive or relevant Executive Member or Officer.
4. This was agreed, in the knowledge that the full petitions schedule was publicly available on the Council's website and that it was updated and republished after each meeting of the Committee.  
<http://democracy.york.gov.uk/ecCatDisplay.aspx?sch=doc&cat=13020&path=0>

## **Current Petitions Update**

5. A copy of the reduced petitions schedule is now attached at Annex A of the report which provides a list of new petitions received to date together with details of those considered by the Executive or relevant Executive Member/Officer since the last report to the Committee in September. Further information relating to petitions which have been considered by the Executive Members/Officers since the last meeting are set out below:

### **Petition Number:**

#### **138. Living Wage.**

This petition containing 1,005 names, including 479 collected in person and 526 collected electronically, calls on the Council to pay the Living Wage to all their service suppliers' workers, as they have committed to do as a Living Wage employer. It was presented at Full Council in March 2019 by former Cllr Wells. At a meeting of this Committee in December 2019 Members agreed that considerations around the Living Wage be included in an agreed overview report on the Procurement Strategy and the Social Values Policy and also addressed in the Economy and Place Policy and Scrutiny Committee's review into In-work Poverty.

### **The Process**

6. There are a number of options available to the Committee as set out in paragraph 7 below, however these are not exhaustive. Every petition is, of course, unique, and it may be that Members feel a different course of action from the standard is necessary.

### **Options**

7. Having considered the reduced Schedule attached which provides details of petitions received and considered by the Executive/Executive Member since the last meeting of the Committee; Members have a number of options in relation to those petitions:
  - Request a fuller report, if applicable, for instance when a petition has received substantial support;
  - Note receipt of the petition and the proposed action;
  - Ask the relevant decision maker or the appropriate Executive Member to attend the Committee to answer questions in relation to it;

- Undertake a detailed scrutiny review, gathering evidence and making recommendations to the decision maker;
- Refer the matter to Full Council where its significance requires a debate;

If Members feel that appropriate action has already been taken or is planned, then no further consideration by scrutiny may be necessary.

9. Following this meeting, the lead petitioner in each case will be kept informed of this Committee's consideration of their petition, including any further action Members may decide to take.

### **Consultation**

10. All Groups were consulted on the process of considering more appropriate ways in which the Council deal with and respond to petitions, resulting in the current process. Relevant Directorates are involved and have been consulted on the handling of the petitions outlined in Annex A.

### **Implications**

11. There are no known legal, financial, human resources or other implications directly associated with the recommendations in this report. However, depending upon what, if any, further actions Members agree to there may, of course, be specific implications for resources which would need to be addressed.

### **Risk Management**

12. There are no known risk implications associated with the recommendations in this report. Members should, however, assess the reputational risk by ensuring appropriate and detailed consideration is given to petitions from the public.

### **Recommendations**

13. Members are asked to consider the petitions received on the attached Schedule at Annex A and as further outlined in this report, and agree an appropriate course of action in each case.

Reason: To ensure the Committee carries out its requirements in relation to petitions.

**Contact Details:**

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Report Approved  Date 19/12/2019

Wards Affected:

All



**Background Papers:** None

**Annexes:**

Annex A – Extract from schedule of petitions received and action taken to date

Petition Details	Petition Type	No of Signatures (Approx)	Responsible Officer	Decision maker (e.g. Executive Member, Director)	Date of Consideration	Action Agreed	Date of Consideration by CSMC & Outcome
138. Petition calling on CYC to pay the living way to all their service suppliers' workers, as they have committed to do as a Living Wage Employer	Paper Petition and Electronic Petition printed off from change.org presented at Full Council 21 March 2019 by Cllr Wells	Petition of 1005 signatures including 479 collected in person and 526 collected from change.org	Ian Floyd			At a meeting of this Committee in December 2019 Members agreed that this petition be included in an agreed overview report on the Procurement Strategy and the Social Values Policy and also addressed in the Economy and Place Policy and Scrutiny Committee's review into In-work Poverty.	

Petition Details	Petition Type	No of Signatures (Approx)	Responsible Officer	Decision maker (e.g. Executive Member, Director)	Date of Consideration	Action Agreed	Date of Consideration by CSMC & Outcome
<p>143. Anna Semlyen on behalf of 20's Plenty for York - Petition for 20mph default speed limit extension for York, I hereby petition City of York Council for a signed default 20mph limit for Guildhall Ward, City Centre - central bridges, inner ring road, station access, air quality zones, all schools (excluding Pedestrian areas (which are 10mph)) Default = most roads &amp; roads can be exempted where the needs of vulnerable road users are met. I am not asking for humps</p>	<p>Paper petition presented to Cllr Fiona Fitzpatrick (Guildhall Ward Member) on 9 October 2019.</p>	<p>Petition signed by 368 people</p>	<p>Tony Clarke</p>	<p>Executive Member for Transport</p>	<p>tbc</p>		

Petition Details	Petition Type	No of Signatures (Approx)	Responsible Officer	Decision maker (e.g. Executive Member, Director)	Date of Consideration	Action Agreed	Date of Consideration by CSMC & Outcome
<p>144. Title: Review and introduce two-way cycling in one-way streets Statement: We the undersigned petition the council to allowing cyclists to ride two-way in one-way streets to make cycling in York and its villages more convenient by opening up the street network, providing short-cuts, make cycling safer by offering alternatives to busy roads, and stop people riding on the pavement. City of York Council should review all its one-way streets, with the aim of progressively converting them either to two-way use (particularly for one-way systems on more major roads), or permitting contra-flow cycling (e.g. on narrower streets), unless it can be demonstrated that there are overriding hazards affecting cyclists.</p>	ePetition	Tbc - Closes on 24 December 2019	Tony Clarke	Executive Member for Transport			

Petition Details	Petition Type	No of Signatures (Approx)	Responsible Officer	Decision maker (e.g. Executive Member, Director)	Date of Consideration	Action Agreed	Date of Consideration by CSMC & Outcome
<p>145. Title: Make York’s Orbital Cycle Route a real cycling superhighway Statement: We the undersigned petition the council to improve York’s Orbital Cycle Route to: -make it more pleasant, convenient, faster and easy to travel around, particularly avoiding stop-start travel caused by obstructions, lack of priority or integrated road crossings and narrow paths shared with pedestrians; - make it accessible to cyclist using not just 'ordinary' bikes, but e.g. recumbents, cargo bikes, children bikes, children carriers and specially constructed bikes for people with disabilities; - ensure the network reflects the increased use of electric bikes. Improve the wider city cycle network by: - creating better links with improved feeding and access routes from and to the suburbs and city centre; - linking cycle paths from and to the UoY campus &amp; improving them to superhighway standard; -</p>	ePetition	Tbc - closes on 9 January 2020	Andy Vose	Executive Member for Transport			



Petition Details	Petition Type	No of Signatures (Approx)	Responsible Officer	Decision maker (e.g. Executive Member, Director)	Date of Consideration	Action Agreed	Date of Consideration by CSMC & Outcome
<p>146. Return the York Christmas Market to one weekend (4 day) event.</p> <p>We the undersigned petition the council to return the York Christmas Market back to a 4 day event as it used to be.</p>	ePetition	Tbc – closes on 11 January 2020	Make It York	<p>Executive Member for Culture, Leisure and Communities</p> <p>Executive Member for Economy and Strategic Planning</p>			

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## Customer and Corporate Services Scrutiny Management Committee

### Work Plan 2019-20

<p>Monday 10 June @5.30pm</p>	<ol style="list-style-type: none"> <li>1. Attendance of the Executive Member for Policy and Executive Member for Strategy and Partnerships and Executive Member Finance and Performance.</li> <li>2. Attendance of the Corporate Director of Health, Housing and Adult Social Care and Corporate Director of Children, Education and Communities to explain budget forecasts.</li> <li>3. Arrangements for Scrutiny in York</li> <li>4. Scoping Report on Food Poverty in York.</li> <li>5. Draft Annual Scrutiny Report</li> <li>6. Schedule of Petitions</li> <li>7. Draft Work Plan</li> </ol>
<p>Monday 8 July @5.30pm</p>	<ol style="list-style-type: none"> <li>1. Year End Finance and Performance Monitoring Report</li> <li>2. Update Report on Attendance and Wellbeing Project (Sickness Absence) including information on staff survey</li> <li>3. Update Report on Section 106 Agreements</li> <li>4. Food Poverty Scoping Report</li> <li>5. Work Plan and work planning for the municipal year.</li> </ol>
<p>Monday 9 September @5.30pm</p>	<ol style="list-style-type: none"> <li>1. ICT Strategy Update Report – E-Democracy</li> <li>2. Update Report on implementation of recommendations from previously completed scrutiny reviews:             <ul style="list-style-type: none"> <li>• Scrutiny Operation and Functions Scrutiny Review</li> <li>• Financial Inclusion Scrutiny Review</li> </ul> </li> </ol>

	<ul style="list-style-type: none"> <li>• Single Use Plastics Scrutiny Review</li> </ul> <ol style="list-style-type: none"> <li>3. Report of the Chair of the Economy and Place Policy and Scrutiny Committee.</li> <li>4. Schedule of Petitions</li> <li>5. Work Plan</li> </ol>
Monday 14 October 2019 @5.30pm	<ol style="list-style-type: none"> <li>1. Corporate approach to major projects</li> <li>2. Report of the Chair of the Housing and Community Safety Policy and Committee.</li> <li>3. Schedule of Petitions</li> <li>4. Work Plan and work planning session</li> </ol>
Monday 11 November 2019 @5.30pm	<ol style="list-style-type: none"> <li>1. Update report on Wellbeing Project</li> <li>2. Annual complaints report from March 2018 to April 2019.</li> <li>3. Report of the Chair of the Children, Education and Communities Policy and Scrutiny Committee.</li> <li>4. Annual Scrutiny Review Support Budget</li> <li>5. Scoping Report for Corporate Review into Poverty in York</li> <li>6. Schedule of Petitions</li> <li>7. Work Plan</li> </ol>
Monday 9 December 2019 5.30pm	<ol style="list-style-type: none"> <li>1. Scoping Report on approach to Managing Major Projects.</li> <li>2. Information report on Information Management</li> <li>3. Report of the Chair of the Health and Adult Social Care Policy and Scrutiny Committee</li> <li>4. Schedule of Petitions</li> <li>5. Work Plan</li> </ol>

<p>Monday 13 January 2020 @5.30pm</p>	<ol style="list-style-type: none"> <li>1. Attendance and Wellbeing – Day One Attendance Management</li> <li>2. Overview report on Procurement</li> <li>3. Report of the Chair of the Climate Change Policy and Scrutiny Committee</li> <li>4. Schedule of Petitions</li> <li>5. Work Plan</li> </ol>
<p>Monday 10 February 2020 @5.30pm</p>	<ol style="list-style-type: none"> <li>1. Overview report on Budget Setting</li> <li>2. Overview Report on Member Engagement</li> <li>3. Update Report on York Central.</li> <li>4. 2<sup>nd</sup> Quarter Finance and Performance Monitoring Report (slipped from December)</li> <li>5. Report of the Chair of the Economy and Place Policy and Scrutiny Committee.</li> <li>6. Update Report on Food Poverty Scrutiny Review.</li> <li>7. Schedule of Petitions</li> <li>8. Work Plan</li> </ol>
<p>Monday 9 March 2020 @5.30pm</p>	<ol style="list-style-type: none"> <li>1. E-Democracy Update Report.</li> <li>2. Update Report on Public Engagement and Involvement.</li> <li>3. Overview report on Corporate Branding</li> <li>4. Update report on implementation of outstanding recommendations from Financial Inclusion Scrutiny review.</li> <li>5. Report of the Chair of the Housing and Community Safety Policy and Committee.</li> <li>6. Schedule of Petitions</li> <li>7. Work Plan</li> </ol>
<p>Monday 6 April 2020</p>	<ol style="list-style-type: none"> <li>1. Three-monthly update report on implementation of day-one absence scheme.</li> <li>2. Six-monthly update report on Organisational Development Programme (deferred</li> </ol>

<p>@5.30pm</p>	<p>from January)</p> <ol style="list-style-type: none"> <li>3. Report of the Chair of the Children, Education and Communities policy and Scrutiny Committee.</li> <li>4. Annual review of the work and functionality of Scrutiny</li> <li>5. Schedule of Petitions</li> <li>6. Work Plan</li> </ol>
<p>Monday 11 May 2020 @5.30pm</p>	<ol style="list-style-type: none"> <li>1. Overview Report on Motions to Council</li> <li>2. Report of the Chair of the Health and Adult Social Care Policy and Scrutiny Committee</li> <li>3. Overview Report on Corporate Review into Poverty</li> <li>4. Schedule of Petitions</li> <li>5. Work Plan</li> </ol>

Pre-decision report on Financial Inclusion policy

Complaints structure.

## **Council Plan Priorities relating to CSMC**

### **Well-paid jobs and an inclusive economy**

- Review approach to Financial Inclusion
- Develop sustainable and ethical procurement policies
- Work across the region to secure devolution
- Identify options for a Tourist Levy

### **Creating Homes and World-class Infrastructure**

- Deliver the Local Plan
- Progress Digital York and enhance connectivity in the city
- Work with York Central Partnership to get the best for York

### **Open and Effective Council**

- Ensure strong financial planning and management
- Undertake an Organisational Development programme
- Continued emphasis on absence management and wellbeing
- Deliver the Council's digital programme
- Maintain our commitment to the apprenticeship programme and the real Living Wage
- Prioritise the delivery of schemes at a ward level
- Use our procurement approaches to address the climate emergency and secure social value
- Review the Council's current governance structures

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