



Notice of a public meeting of

Customer and Corporate Services Scrutiny Management Committee

- To:** Councillors Crawshaw (Chair), Fenton (Vice-Chair), Hollyer, Hook, Musson, Norman, Pearson, Rowley and Wann
- Date:** Monday, 14 June 2021
- Time:** 5.30 pm
- Venue:** Remote meeting

AGENDA

This is not a formal meeting of this Scrutiny Committee. The Council is operating its scrutiny and decision making meetings in accordance with statutory requirements relating to holding 'Covid-safe' meetings between 7 May and 21 June 2021. As non-decision making bodies, Members of this Council's Scrutiny Committees will continue to hold public informal sessions remotely for the purpose of commenting only on the business set out in the agenda below. Members of the public may register to speak in the usual way set out below.

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 - 4)

To approve and sign the Minutes of the meeting held on 10 May 2021.

3. Public Participation

At this point in the meeting members of the public who have registered to speak can do so. Members of the public may speak on agenda items or on matters within the remit of the committee. Please note that our registration deadlines have changed to 2 working days before the meeting, in order to facilitate the management of public participation at remote meetings. The deadline for registering at this meeting is at **5.00pm on Thursday 10 June 2021**.

To register to speak please visit www.york.gov.uk/AttendCouncilMeetings to fill out an online registration form. If you have any questions about the registration form or the meeting please contact the Democracy Officer for the meeting whose details can be found at the foot of the agenda.

Webcasting of Remote Public Meetings

Please note that, subject to available resources, this remote public meeting will be webcast including any registered public speakers who have given their permission.

The remote public meeting can be viewed live and on demand at www.york.gov.uk/webcasts. During coronavirus, we've made some changes to how we're running council meetings. See our coronavirus updates (www.york.gov.uk/COVIDDemocracy) for more information on meetings and decisions.

4. Public Health Update on Covid-19

Assistant Director - Consultant in Public Health will provide an update to the Committee on Public Health in York.

5. Organisation Development Programme Update - Internal Focus (Pages 5 - 18)

To provide Members with an update on its internal approach to organisational development.

6. Organisation Development Programme Update - External Focus (Pages 19 - 24)

To provide Members with an update on resident interaction with the council and its commissioned services over recent months, plans for the next phase of the government roadmap out of lockdown and beyond.

7. Work Plan 2021/22

To consider the work planning for 2021-2022.

8. Urgent Business

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

Democracy Officer:

Name: Sarah White
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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

Meeting	Customer and Corporate Services Scrutiny Management Committee
Date	10 May 2021
Present	Councillors Crawshaw (Chair), Fenton (Vice-Chair), Hunter, Hollyer, Kilbane, Rowley, Musson, Pearson and Cullwick (Substitute)
Apologies	Councillors Mason

The Chair confirmed this was not a formal meeting of this Scrutiny Committee. The Council is operating its scrutiny and decision making meetings in accordance with statutory requirements relating to holding 'Covid-safe' meetings between 7 May and 21 June 2021.

91. DECLARATIONS OF INTEREST

At this point in the meeting, the Chair invited Members to declare any personal, pecuniary or prejudicial interests, which they had not already included in their standing register of interests. None were declared.

92. MINUTES

RESOLVED: That the minutes of the meeting held on 12 April 2021 were approved, to be signed by the Chair as a correct record at a later date.

93. PUBLIC PARTICIPATION

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

94. UPDATE ON THE CORPORATE PROJECT MANAGEMENT APPROACH

Members received an overview from the Director of Economy and Place on the continuation of the regular updates, and accessibility of the report for transparency and scrutiny in regards to significant expenditure, with clarification on the following:

- All major projects going through 'All About Projects' framework from Government Green Book Guidance.
- Currently approximately 20 projects.
- The qualifications of a major project.
- Challenges around project management.
- RAG rating system during project development.
- The Housing ICT programme resolution moving it from red to amber or green in the next report.

In response to Member's questions it was confirmed:

- RAG report is monthly.
- Resourcing issues around talent and skillset.
- Redeployment of project managers and teams during the pandemic community recovery, and the impact on resourcing.
- Financial limitations on recruitment.
- Skills within organisation being split between two projects have resulted in priority given to one project in order to balance resource demand.
- Strategic Board monitored the revised Government arrangements for York Central and the effectiveness of governance through partnerships.
- Awaiting feedback of public enquiry and Stopping Up Order, advisors opening up communication with local residents.
- The conditions of the grant funding and potential implications of Stopping Up Order.
- The need for reassessment on RAG rating in regards to the Stopping Up Order and grant funding implications.
- The regulatory and contractual outlines of CYC and York Central's project delivery.
- The initiation stages of the Library Investment Programme.
- The process of public consultation and land negotiations for Outer Ring Road (A1237).
- Delaying the statutory consultation period for City Centre Access for one month to ensure wider engagement with relevant groups.
- The incoming resources and timeline for the Local Plan.
- Housing ICT programme in time for November go-live.

- Potential addition of performance management within the project, to report timescales and delays.
- Trends in increasing construction costs due to pandemic and EU restrictions to be reviewed with cost estimates for all project risk registers.
- Secured letting contract for Guildhall and awaiting remarketing of restaurant space.

RESOLVED: That the updates from the Director of Economy and Place be noted.

REASON: To keep the Committee updated on Corporate Project Management and major projects across City of York Council.

[Adjournment 18:52 – 18:59]

95. MONITORING AND TRACKING OF APPROVED COUNCIL MOTIONS

Members received an overview of Approved Council Motions since October 2018 from the Head of Civic and Democratic Services which included:

- Current tracking from CMT following approval and allocation.
- Annual report through CMT.
- Monitoring sum of Scrutiny recommendations.

In response to Member's questions it was confirmed:

- In-depth detail of information around the outcome was suggested necessary for accountability.
- No constitutional requirement for the committee to monitor the report.
- A preference for a bi-annual report from CMT or Democratic Services to be reviewed within this committee, or within Audit and Governance.

RESOLVED: That CSMC would like to recommend to Executive a regular update provided for tracking Council Motions.

REASON: To ensure there is a public forum for transparency of the implementation process of approved council motions.

96. WORK PLAN 2019/20

Members were informed that all Scrutiny forums in June are to be held remotely and will focus on their upcoming annual Work Plan and the commissioned scrutiny slots.

The corporate calendar for July onwards will follow the government guidance and expect face to face meetings to return.

RESOLVED: That the Chair's update of June forums focusing on the Work Plan be noted.

REASON: To ensure that the work plan and commissioned scrutiny slots are in place for the upcoming year.

Councillor J Crawshaw, Chair
[The meeting started at 5.30 pm and finished at 7.29 pm].



**Customer & Corporate Services Scrutiny
Management Committee****June 2021**

Report of the Head of Human Resources &
Organisational Development

Organisational Development**Summary**

1. To provide members with an update on its approach to organisational development

Background**Organisational Development Plan**

2. The council pre-covid had committed to an Organisational Development plan.
3. The OD plan was developed through significant consultation with all staff across the Council, including surveys, interactive charts, and focus groups with staff and the Executive.
4. This organisational development plan sets out how we will build on what we have learned to support our staff deliver services across the city through new or amended operating models, embrace more agile and flexible working arrangements and increase skills through continual professional development.
5. The Organisational Development Plan has 7 key themes, which can be seen below. All are equally important elements and many activities are interdependent on each other and link to the eighth area on the diagram of being an open and effective council.

Organisational Development Plan – summary of key themes



6. Annex A takes you through the detail behind each of the key themes.
7. A lot of work is ongoing, recognising that for 12 months during the pandemic actions were modified in response to covid, all of which had a strong focus on the workforce and its health & wellbeing from outset. The committee is aware from previous reports received, of the activity supporting health & well being.
8. Activity that has been going is the development of staff engagements and visibility of the leadership team through, engaging staff through regular staff surveys throughout the pandemic and listening to what our staff have to say. There has been a huge deployment of technology to enable staff to work from home and deliver the services in a remote setting, ensuring they have the right equipment to do their role.

Current focus

9. It should be noted that a lot of work is already ongoing through the changes as a result of Covid and this will continue and be built upon.
10. We are focusing in our Apprenticeship offer both for the development of staff and new start apprenticeships. We continue to recognise staff through the monthly staff recognition scheme. The induction process is being developed to enhance access to information in a timely manner and to support local induction for new staff.

11. Significant work has started to embrace more agile ways of working, experienced over the pandemic. Staff have completed a survey on this and are supportive of this more agile approach. Engagement events have occurred across senior management groups, staff focus groups and a survey is currently out to obtain feedback from members. It is key that the council gets this right and that the culture and behavioural changes to support this approach are embedded, along with changes to the physical environment.
12. Ensuring the workplace is fit for purpose to support staff, members, partners and customers using our buildings and service is essential and a great opportunity to enhance our offer. Hybrid technology to support agile working is being progressed for the use of all within the workplace.
13. The development and support to our managers is a key focus over the next 12 months. Working differently in an agile environment will be challenging, however with the right support to managers this can be achieved. Our Managers are able to ensure the delivery of the Organisational Development Plan across all the themed areas and its important that they are engaged and supportive of what we are trying to achieve together.
14. Continued engagement with staff through the methods we have developed over the past 12 months will continue, and feedback from staff is extremely positive.

Next Steps

15. The Corporate Management Team is taking some dedicated time during June to focus on the OD Action Plan and to prioritise the work for delivery in the next 12 months. That action plan and prioritisation schedule can then be used to measure performance against the plan.
16. It is key for our staff to continue to be engaged with the OD plan, as many staff were involved in compiling it. As the work from the CMT session is finalised this will be used to engage staff and bring them into work streams so they can directly influence the outcomes.

Consultation

17. There was no consultation involved in the production of this report.

Council Plan

18. The information outlined in this report is in line with the revised Council Plan and the Organisational Development Plan.

Implications

19. There are no implications associated with this report. As elements of the OD plan are developed there will be implications and these will be picked up through the individual pieces of work.

Risk Management

20. This is a key plan for the authority in achieving its priorities against the council plan, therefore the risk of not developing and implementing the organisational change through its people may risk delivery against the Council Plan.

Recommendations

21. To consider the information provided in the report.

Reason: To inform the Committee of the Organisation Development Plan and its actions.

Contact Details

Author:

Trudy Forster
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Chief Officer responsible for the report:

Ian Floyd
Title Interim Head of Paid Service
Tel: 01904 551030

Report Approved **Date** 26/05/2021

Wards Affected: *List wards or tick box to indicate all*

All

For further information please contact the author of the report

Background Papers:

All relevant background papers must be listed here. A ‘background paper’ is any document which, in the Chief Officer’s opinion, discloses any facts on which the report is based and which has been relied on to a material extent in preparing the report (see page 5:3:2 of the Constitution).

Annexes

Annex A – Organisational Development Plan - Summary

Abbreviations

HR Human Resources

OD Organisational Development

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Organisational Development Plan – summary of key themes



Encourage staff retention and recognition



Attract, retain and recognise our staff now and for the future

- Celebrate and recognise good performance
- Recruit high calibre staff
- Identify, retain and nurture talent

Examples of actions under this theme include:-

- Hold regular staff recognition events, monthly team and individual awards and share the winners stories internally
- Consider retention strategies including succession planning, apprenticeships and graduate recruitment

Improve skills and knowledge



Continue to build capability, skills and development to increase staff's commitment to deliver the council's recovery priorities.

- Identification of new skills to support the recovery priorities of the council
- Ensure the best start before and during induction
- Continuously develop staff and members
- Embed a culture of continual learning and development through a blended approach to delivery to reduce face to face provision
- Provide joint training opportunities for Executive, councillors and officers

Examples of actions under this theme include:-

- Improve the accessibility and visibility of learning and development environment
- Use the apprenticeship levy to develop current staff across all areas
- Introduce mentors for all new staff and recently internally promoted staff

Improve staff health and wellbeing



Concentrate on staff health and wellbeing to enable them to proactively and positively contribute to delivery of the council's priorities.

- Improve emotional well being
- Ensure the basics are in place
- Be an inclusive council
- Improve mental health and increase physical activity
- Support staff to own their own health and wellbeing

Examples of actions under this theme include:-

- Demonstrate the council's continued commitment to the Time to Change Pledge
- Train managers to improve staff wellbeing by reducing absence
- Assess if team equipment is fit for purpose, agile and home working arrangements e.g. Technical, digital, fleet, desk space, tools, personal protective equipment

Adjust to new ways of working



Continue to build on the new ways of working experienced throughout the pandemic.

- Review ways of working and identify if the changes are suitable going forward
- Ensure the new ways of working are supported through management

Embed a performance culture



Build high performing teams motivated to respond to emerging opportunities and challenges whilst working in an agile and flexible environment.

- Build high performing teams
- Equip managers with the information they need
- Actively report on performance and progress

Examples of actions under this theme include:-

- Review the performance development review (PDR) process to ensure it is fit for purpose
- Roll out training in performance management to ensure managers have the skills to support underperforming staff
- Support managers to draw on performance data to identify gaps and development needs.

Engaged staff



Actively engaged staff are empowered to identify meaningful different ways to help shape and deliver the priorities.

- Build upon the new staff engagement mechanisms used since the start of the Covid pandemic
- Embed a climate of listening
- Effectively communicate to increase engagement
- Facilitate opportunities to build relationships between councillors and officers

Examples of actions under this theme include:-

- Launch a staff suggestion scheme “your voice, your council, your idea”
- Publish an annual programme of engagement opportunities across the council where leaders attend virtual team meetings across the council
- Hold a virtual event for all managers

Strong leadership



Strong leadership runs through all levels of management to empower staff in the delivery of the council's priorities. Key priorities include:-

- Define the council's expectations of leadership and related accountability and responsibilities
- Increase leadership visibility / accessibility through remote technology
- Embed council's recovery priorities
- Describe the role of Executive, ward members, and officers
- Describe a model of shared leadership and the decision making process

Examples of actions under this theme include :-

- Develop and roll out the Foundation Leaders programme in 2021
- To Better connect to share the council's recovery priorities through the intranet
- Set up remote monthly meetings with Executive members/Corporate Management team and staff across the authority



Customer and Corporate Services Scrutiny
Management Committee

14 June 2021

Organisation Development Programme Update: External Focus

Summary

1. This report provides an update on resident interaction with the council and its commissioned services over recent months, plans for the next phase of the government roadmap out of lockdown and beyond.

Customer Services

2. Customer Services has provided triage and signposting during the Covid pandemic through its dedicated phone line and email inbox. The numbers have now significantly reduced with very few calls or emails received on a daily or weekly basis. The intention is to close these access points at Step 4 of the roadmap. These can be reopened in the future should the necessity arise.
3. In terms of non-covid services, the Customer Centre moved to home working supported by the council's ICT service very quickly after the first lockdown in March 2020. This was a seamless move from a customer perspective and had no detrimental impact on the access channels of phone, web and web chat. The customer centre at West Offices reopened on the 17th April 2020 to customers on an appointment only basis as it had operated pre-covid. The footfall and appointment demand has remained low assisted by the successful moving of parking permits online during lockdown. Where customers have no digital access the same service is available by phone.
4. Across the pandemic the broader Customer and Revenues Services have provided Winter Support Grants, Test & Trace Isolation Grants and York Financial Assistance Scheme (YFAS) payments to in excess of 3,000 families providing £1.2m of financial support. A further £1.1m of Hardship Support has been provided to over 5.5k customers receiving Council Tax Support (CTS).
5. As we continue through the recovery steps the Government has provided a Local Covid Support Grant to replace the former Winter Support Grant and applications continue to be received for support with utility bills and

food. This scheme is currently due to close on 20th June 2021 but Government have indicated they may yet continue it across the summer.

6. The council restructure and creation of the Customer & Communities Directorate has allowed for a much more joined up approach to providing a better customer journey and work is ongoing to look at how the most benefit can be delivered from the new structure.
7. The income services side of Customer Services has staff at York Hospital, Sure Start Centre and working in the community including our adult social care customers. The new directorate provides much more direct access to Council Tax, and Welfare Benefits Staff including Housing Benefit, Discretionary Housing Payments and YFAS to our residents. The community based services (Local Area Co-ordinators and Hubs) were already working closely with the welfare support services but the restructure provides more synergy at both management and operational levels. It also allows for more agile changes in the way we work in having a single management team that supports all our residents.
8. Where required the Court of Protection Service also operates within the new directorate. The provides support to residents who do not have the mental capacity to make decisions for themselves and have no family or family members willing to do this on their behalf. Having the communities teams working within the same directorate helps in identifying these issues and provides a much more holistic service to address residents' needs.
9. The York Crematorium has continued to operate through the pandemic. The number of mourners allowed in the main chapel continues to be restricted (18) due to social distancing rules until Step 4 and charges for funerals remain reduced until that point, with free recordings of funeral services provided.
10. The Register Office has continued to operate through the pandemic but is now open for weddings although numbers are restricted by social distancing rules and Government guidelines until Step 4.
11. The Mansion House reopened on 19th of May. Access for customers is pre-booked and free flow through the House. To recognize and reward residents and Key Workers access is free until 31st May. Many of the days have been fully booked helping to bring the House back to life.

Hubs

12. The Communities & Equalities team continue to operate a network of five virtual hubs (Tang Hall, York Travellers Trust Clifton, Foxwood Community Centre, Clements Hall and Haxby Memorial Hall) managed by up to 10 CYC staff per day and supported by a body of dedicated “hub volunteers”.
13. In 2021 the virtual hubs have been principally concerned with:
 - supporting the clinically extremely vulnerable (CEV) and others who were referred for support in earlier lockdowns
 - developing proactive community schemes for example around food to respond to local need.

Where once there were also a significant number of requests for help routed to hubs via the Customer Centre, these have now largely dried up.

14. Shielding of the CEV came to an end on 31 March 2021 although local authorities continue to be required to make provision to support those having to self-isolate.
15. Our intention will be to resume the roll out of physical hubs at the earliest possible time; however, this is clearly dependent on the government’s road map. There is therefore a danger of a hiatus in support for residents at a time when it is clear that there are issues around mental health and wellbeing caused by isolation, financial and other pressures associated with the pandemic and that these are exacerbated by the disruption to normal community support mechanisms.
16. To address these needs a transitional approach is being taken to support individuals and communities, moving away from crisis support and seeking to build resilient support networks. In this approach:
 - Community Hubs will work with ward teams in each ward to link existing community groups with those that have been formed in support of the Covid response with the aim of establishing a network of trusted community groups that will provide support to residents and using ward budgets to fill identified gaps in local provision.
 - Hub managers are currently working to identify those who may benefit from engaging with a local hub longer-term and starting to interact with them by virtual means such as weekly wellbeing calls and socially distanced doorstep chats.
 - The hubs commissioning budget will be used to commission provision from partners, primarily in the voluntary and community sector, to meet identified cross-city needs.

- As lockdown restrictions ease the hubs will start to build to ensure there is a community hub for each ward offering a physical meeting place for local people to come together, and filling in the gaps between existing community venues.
 - When residents have Council Tax or rent arrears this will be used as a trigger point for contact with hubs as it indicates potential longer term challenges. This will provide the main front door for residents in crisis.
 - Investment in benefits and financial advice capacity and the commissioning of Citizens Advice to provide outreach services in the hubs will further strengthen this approach.
 - Live Well York is surveying partners and citizens with regard to community provision available to address social isolation. We will support to ensure that provision can operate in a covid-safe way. Community mapping is also being developed to provide residents with a visual representation of support and community offers available to them across each ward.
17. Once community venues and existing hubs are fully open once more we will be able to return to the original ambition, as set out in November 2019, of establishing a “Good Place” peer support network, which all community venues will be invited to join, together with a York Community Hubs accreditation scheme, which will recognise the work and achievements of the venue and its volunteers and also let local residents know what they can expect from their local community facility.

Commissioned Services

18. **Leisure centres:** These reopened in April 2021 for gym, swimming, sports lessons and courts. From 17 May, indoor fitness classes, adult swimming lessons and courses, birthday parties and soft play resumed.
19. **Libraries:** Explore libraries had been open as an essential service with the exception of the reading cafés that reopened on 17 May.
20. **Museums:** There is a different position with respect to each institution:
- Castle Museum: Opened on 17th May with Tours until the 21st June. Open with managed free flow until the 31st July and full free flow from 1 August. Opening remains on 5 days per week.
 - Yorkshire Museum: Opening on 9th July with managed free flow, full free flow from the 1st of August. It will open with the Richard III exhibition, five days per week with charging for admission.

- Art Gallery: Opening on 28th May, five days per week. Opening with managed free flow and then full free flow from the 1st of August. The Gallery opens with Grayson Perry and Aesthetica 2021. Free entry to permanent exhibition galleries with charging at different amounts for special exhibitions.

Contact Details

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Chief Officer Responsible for the report:

Pauline Stuchfield
Director of Customer and Communities

Report Approved

Date 03/06/2021

Wards Affected: *List wards or tick box to indicate all*

All

For further information please contact the author of the report

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