

Notice of a public meeting of

Corporate Services, Climate Change and Scrutiny Management Committee

- To:** Councillors Fenton (Chair), Merrett (Vice-Chair), Ayre, B Burton, Coles, Crawshaw, Healey, Melly, Nelson, Rowley, Waller, Widdowson and Whitcroft
- Date:** Monday, 8 July 2024
- Time:** 5.30 pm
- Venue:** West Offices - Station Rise, York YO1 6GA

AGENDA

- 1. Declarations of Interest** (Pages 1 - 2)
At this point in the meeting, Members and co-opted members are asked to declare any disclosable pecuniary interest, or other registerable interest, they might have in respect of business on this agenda, if they have not already done so in advance on the Register of Interests. The disclosure must include the nature of the interest.

An interest must also be disclosed in the meeting when it becomes apparent to the member during the meeting.

[Please see the attached sheet for further guidance for Members.]
- 2. Minutes** (Pages 3 - 6)
To approve and sign the minutes of the meeting held on 10 June 2024.

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 are set as 2 working days before the meeting, in order to facilitate the management of public participation at our meetings. The deadline for registering at this meeting is **5:00pm on Thursday 4 July 2024.**

To register to speak please visit www.york.gov.uk/AttendCouncilMeetings to fill in an online registration form. If you have any questions about the registration form or the meeting, please contact Democratic Services. Contact details can be found at the foot of this agenda.

Webcasting of Public Meetings

Please note that, subject to available resources, this meeting will be webcast including any registered public speakers who have given their permission. The meeting can be viewed live and on demand at www.york.gov.uk/webcasts.

During coronavirus, we made some changes to how we ran council meetings, including facilitating remote participation by public speakers. See our updates (www.york.gov.uk/COVIDDemocracy) for more information on meetings and decisions.

4. Corporate Improvement Action Plan (Pages 7 - 44)

This report invites Members to consider the draft corporate improvement action plan.

5. HR Policy Agreement Processes (Pages 45 - 48)

This is an information report providing an overview of how HR policy is agreed.

6. York Pipeline of Proposals for the York and North Yorkshire Combined Authority

This report provides an update on the York pipeline of projects for the York and North Yorkshire Combined Authority following scrutiny review by the scrutiny committees. [Report to follow]

7. Work Plan

(Pages 49 - 50)

To consider the scrutiny overview work plan.

8. Urgent Business

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

Democracy Officer:

Jane Meller

Contact details:

- Telephone: (01904 555209)
- Email: jane.meller@york.gov.uk

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

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

Contact details are set out above.

This information can be provided in your own language.

我們也用您們的語言提供這個信息 (Cantonese)

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

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

Bu bilgiyi kendi dilinizde almanız mümkündür. (Turkish)

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

 (01904) 551550

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Declarations of Interest – guidance for Members

- (1) Members must consider their interests, and act according to the following:

Type of Interest	You must
Disclosable Pecuniary Interests	Disclose the interest, not participate in the discussion or vote, and leave the meeting <u>unless</u> you have a dispensation.
Other Registrable Interests (Directly Related) OR Non-Registrable Interests (Directly Related)	Disclose the interest; speak on the item <u>only if</u> the public are also allowed to speak, but otherwise not participate in the discussion or vote, and leave the meeting <u>unless</u> you have a dispensation.
Other Registrable Interests (Affects) OR Non-Registrable Interests (Affects)	Disclose the interest; remain in the meeting, participate and vote <u>unless</u> the matter affects the financial interest or well-being: (a) to a greater extent than it affects the financial interest or well-being of a majority of inhabitants of the affected ward; and (b) a reasonable member of the public knowing all the facts would believe that it would affect your view of the wider public interest. In which case, speak on the item <u>only if</u> the public are also allowed to speak, but otherwise do not participate in the discussion or vote, and leave the meeting <u>unless</u> you have a dispensation.

- (2) Disclosable pecuniary interests relate to the Member concerned or their spouse/partner.
- (3) Members in arrears of Council Tax by more than two months must not vote in decisions on, or which might affect, budget calculations,

and must disclose at the meeting that this restriction applies to them. A failure to comply with these requirements is a criminal offence under section 106 of the Local Government Finance Act 1992.

City of York Council

Committee Minutes

Meeting	Corporate Services, Climate Change and Scrutiny Management Committee
Date	10 June 2024
Present	Councillors Fenton (Chair), Merrett (Vice-Chair), Ayre, B Burton, Coles, Crawshaw, Healey, Melly, Rowley, Waller, Widdowson and K Taylor (Substitute for Cllr Whitcroft)
Apologies	Councillors Nelson and Whitcroft

1. Declarations of Interest (5:30 pm)

Members were asked to declare any disclosable pecuniary interest, or other registerable interest, they might have in respect of business on the agenda, if they have not already done so in advance on the Register of Interests.

In relation to Item 4, Cllr Crawshaw noted that he was a trustee of the York Museums Trust. Also in relation to the same item, Cllr Coles noted, for transparency reasons, that she was the preferred appointee for the Deputy Mayor of the Combined Authority, the remit for the post was unrelated to the projects under discussion.

2. Minutes (5:32 pm)

Resolved: That the minutes of the last meeting held on 13 May 2024 were approved as a correct record.

3. Public Participation (5:33 pm)

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

4. A York pipeline of projects for the York and North Yorkshire Combined Authority (5:33 pm)

Members were invited to consider a report which outlined the proposals for projects that could receive funding from the York and North Yorkshire Combined Authority.

The projects had been organised under the following headings:

- Great Places for All
- Housing
- Well-connected economy
- Productive and Innovative Economy

Members asked a range of questions about the projects listed under each heading in Annex A to the report. During the course of the discussion, it was reported that:

- Annex A was a live document and expected to change according to developing priorities; these would then be fed back to the Mayor. The identified projects were either linked to council priorities or schemes that could be brought forward promptly due to funding availability.
- It was the aim of the Combined Authority to develop strategic priorities in order to achieve the most benefit across the region, without the need to bid for funding.
- Items highlighted in green were projects that had been brought forward and were either already funded or under development.
- Once funding had been approved, more detailed proposals covering the scale as well as budget requirements would be developed.
- The regulatory powers in relation to the retrofit of housing would be clarified and brought back to committee.
- Bus franchising was a mayoral responsibility.
- Officers agreed that it would be appropriate to wait for the movement and place plan to establish suitable timelines.
- Further work was needed to develop rail priorities, this was ongoing.
- The wording relating to public transport enhancements would be amended to include community transport.
- The green construction skills initiative offered training in a real life environment.

Resolved: That the pipeline of projects be noted and amendments as discussed be brought back to the next committee meeting.

Reason: To ensure the pipeline of projects align with the 10 year strategies for York, the 2023-2027 Council Plan, and YNYCA Economic Framework and to ensure a set of proposals which are ready to engage with future funding opportunities as and when they emerge from the Combined Authority.

5. Work Plan (6:32 pm)

Members considered the Scrutiny work plan for the four scrutiny committees.

Resolved: That the work plan be noted.

Reason: To ensure an overview of the scrutiny work programme.

Cllr S Fenton, Chair

[The meeting started at 5.30 pm and finished at 6.35 pm].

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Corporate Services Climate Change and Scrutiny Management Committee**8 July 2024**

Report of the Assistant Director Policy and Strategy
Leader, Portfolio Holder for Policy, Strategy and Partnerships

Corporate Improvement Action Plan**Summary**

1. In February 2024, a Local Government Association (LGA) Peer Challenge took place at the City of York Council. The LGA Peer Challenge set out to understand how the council operates, exploring the council's leadership at place and organisational level, governance, culture, financial management and capacity to improve, with a focus on improving customer service and working closely with regional partners to best represent York's interests.
2. Informed by the LGA Peer Challenge, and already planned in response to the Council Plan strategic theme "how the council operates", the council prepared a corporate improvement framework setting out the activities that will address the recommendations of the peer review. This framework builds on existing strengths with a view to continuous improvement being very much a part of how the council operates.
3. The council has prepared a detailed draft Corporate Improvement Action Plan, developed in consultation with officers, residents and partners to implement the framework, which is now presented for Scrutiny consideration, prior to consideration by the Leader Executive Decision Making Session on 17 July 2024.

Background

4. Six months into the new administration, the council invited the Local Government Association (LGA) to conduct a peer challenge to consider strengths to celebrate and areas of improvement to best deliver the

ambitions set out in the Council Plan, One City for All, 2023-2027 whilst balancing ever-increasing financial pressures.

5. In response to the LGA Peer Challenge recommendations and reflecting the Council Plan strategic theme “how the council operates”, Executive approved a Corporate Improvement Framework which reflects a more strategic corporate approach as recommended by the peers.
6. The framework maps activities to four themes and identifies which of the 15 recommendations the activities respond to.
7. The four themes provide structure and guide the council’s journey of continuous improvement. They are:
 1. Strengthen strategic leadership
 2. One City, One Council
 3. Harness the commitment to the city to deliver ambitions
 4. Build a strong foundation
8. The framework was designed to provide opportunity for officers, partners and residents to share their expertise and commitment to the city and contribute to the success of the organisation by informing the development of actions to support continuous improvement.
9. Resident feedback, together with workshops with officers, Trade Unions and Partners informed the draft action plan which aims to deliver the activities set out in the Corporate Improvement Framework.
10. The Corporate Improvement Action Plan (**Annex A**) lists actions by theme, with action owners and timescales identified. Delivering several of the actions is already either way or completed.
11. A new internal governance board, the Corporate Improvement Board chaired by the Chief Operating Officer, will steer and monitor progress. In December, the LGA will review progress to date, with Executive receiving a progress report in May 2025.
12. The action plan will be refreshed annually as feedback from staff surveys, inspections or complaints informs how the council can continue its journey of improvement.

13. Scrutiny are invited to discuss the draft action plan and provide recommendations for the Leader to consider in the Executive Decision Making Session on 17 July 2024.

Consultation

14. The Corporate Improvement Framework was developed in consultation with the council's Corporate Leadership Group and Executive.
15. Workshops were held with officers, trade unions and partners to inform the development of the action plan and the equalities impact assessment.
16. The Corporate Improvement Framework was consulted on throughout May and June with feedback published on Open Data <https://data.yorkopendata.org/dataset/corporate-improvement-framework-consultation-2024-25>

Residents were consulted as a result of the Government's recently published ¹Best Value Guidance which sets an expectation that councils should be open to challenge and are clearly accountable to residents. Inviting residents to consider the council's continuous corporate improvement journey assures the council that the areas to focus on are supported by residents, together with providing additional feedback to inform further actions..

17. Actions suggested by residents have been considered, and incorporated into the action plan where appropriate. A summary of the feedback is attached in Annex C.
18. Comments generally followed up further expansion on any of the four questions asked under a theme. There was a strong feeling of negativity towards the consultation itself, with the main view being the council should "get on with it" (ie. managing the organisation). Actions suggested by residents have been considered and incorporated into the action plan where appropriate.

Council Plan

19. The Corporate Improvement Action Plan has been informed by the Corporate Improvement Framework and responds to the Council Plan priority theme - How the Council Operates.

¹ [Best value standards and intervention: a statutory guide for best value authorities - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/publications/best-value-standards-and-intervention-a-statutory-guide-for-best-value-authorities)

Implications

20. **Financial** The Council has a clear and robust Medium Term Financial Strategy (MTFS) that has outlined the need to save a further £29.5m over the next 3 years. The MTFS is under constant review and the assumptions used within it, such as inflation, are updated as and when required. Delivery of the Corporate Improvement Action Plan should help to make the MTFS even more robust and therefore will support the Council in the need to deliver an ongoing savings programme.

No additional specialist resource has been identified at this time to deliver the Corporate Improvement Action Plan, but the requirement to control day to day spending remains a high priority to ensure the Council remains on track to deliver the required savings. The work outlined in Annex A will support the Council in managing the organisation through the financial challenges ahead.

21. **Human Resources (HR)** There is already a workforce plan in place to support the workforce, which will be strengthened by adding and aligning actions from the Corporate Improvement Action Plan. Actions have been co-produced with employees ensuring that the journey of celebrating successes and addressing improvements is owned and acted on at all levels and is reasonably and realistically resourced. Various engagement activities are already in place to work with employees around this shared journey.
22. **Legal** Under Section 3 of the Local Government Act 1999, the Council is under a duty to make arrangements to “secure **continuous improvement** in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness”. The duty, being one to make arrangements, has been interpreted as operating at a fairly high level and free standing of the exercise of functions themselves. In each case, where a local authority proposes to make such arrangements, it must consult appropriate representatives, and take account of certain matters (prescribed in the Act), before doing so. The proposed corporate improvement framework is likely to constitute such arrangements and will be the subject of relevant consultation. Statutory guidance² sets out the Government’s

² <https://www.legislation.gov.uk/ukpga/1999/27/contents/>
https://assets.publishing.service.gov.uk/media/64a2e57606179b000c1aea03/Best_Value_guidance_subject_to_consultation.pdf

expectation that councils make their own arrangements to secure continuous improvement.

23. **Equalities and Human Rights** The role of staff networks to support the organisation continuously improve, together with the role of the workforce to champion equalities and human rights is key to successful delivery of the corporate improvement action plan.

Risk Management

24. **Financial Pressures** Given the increasing financial pressures experienced by the council, the action plan could be undeliverable. The actions consider available capacity and capability. In addition, the Corporate Improvement Action Plan will help the organisation become more efficient and effective.
25. **Capacity to improve** There are several actions to deliver in a relatively short period of time. Corporate capacity could easily become more stretched, leading to insufficient pace to drive through the change required. The Corporate Improvement Board will monitor progress, including establishing priorities to focus on.
26. **Reputational** Failing to deliver the action plan could invite a reputational impact that will negatively impacting future recruitment, retention and relationship with key funders. The strength of the strategic leadership required to lead and deliver the Corporate Improvement Action Plan and remain focused on addressing the issues the report presents will be crucial to mitigating the longer-term reputational impact.

Recommendation

27. The Scrutiny Committee is invited to discuss the draft action plan and make recommendations for the Leader to consider at the decision session in July 2024.

The Corporate Improvement Action Plan sets actions to deliver the activities described in the Corporate Improvement Framework. The framework was developed in consultation with the Council Management Team and therefore is deemed to be those activities the council has the capacity and capability to take forward, without introducing additional financial pressure.

Contact Details

Author:

Claire Foale
Assistant Director Policy
and Strategy

Chief Officer Responsible for the report:

Ian Floyd
Chief Operating Officer

Report
Approved



Date 27/06/24

Specialist Implications Officer(s)

Helen Whiting, Chief Officer HR

Wards Affected:

All



For further information please contact the author of the report

Background Papers:

Executive approves Corporate Improvement Framework [Agenda for Executive on Thursday, 9 May 2024, 5.30 pm \(york.gov.uk\)](#) item 129

Corporate Improvement Framework

<https://democracy.york.gov.uk/documents/s176281/Annex%20B%20DRAFT%20IMPROVEMENT%20FRAMEWORK%20FINAL%20FOR%20CONSULTATION.pdf>

Annexes

- Annex A: Corporate Improvement Action Plan
- Annex B: Equalities Impact Analysis
- Annex C: Consultation feedback (summary)

Annex A Corporate Improvement Action Plan

Council Plan action: How the council operates (actions: 1, 2, 3, 5, 6, 8)

Background

This action plan lists the detailed actions that respond to the Corporate Improvement Framework [Annex B DRAFT IMPROVEMENT FRAMEWORK FINAL FOR CONSULTATION.pdf \(york.gov.uk\)](#).

The four themes in the Corporate Improvement Framework provide structure for this action plan.

The action plan has been developed in consultation with partners, residents and officers – through both a series of workshops and a consultation which took place throughout May and June. It will continue to be added to throughout the next three years as the council listens and responds to residents and partners.

Objectives

1. **Strengthen strategic leadership:** By September 2024, we will have embedded clear expectations for our senior managers to work as one council delivering a shared vision throughout the organisation;
2. **One City, one council:** By September 2024, we will have co-designed both an internal and external approach to what it means to work together in partnership, uniting the council, officers, members and partners together, as one team;
3. **Harness the commitment to the city to deliver ambitions:** Develop and implement a communication strategy, establishing different activities to strengthen partnerships and engage the workforce, with a plan prepared by September 2024;
4. **Build a strong foundation:** By December 2024, we will have embedded council plan priorities and the performance framework throughout the organisation, reviewing how we support personal development plans and service plans, with a refreshed internal governance structure

Governance

The Corporate Improvement Framework sets the structure for this action plan. The Framework was approved at Executive in May 2024.

[Agenda for Executive on Thursday, 9 May 2024, 5.30 pm \(york.gov.uk\)](#) item 129

This action plan will be monitored at the newly established quarterly Corporate Improvement Board, chaired by the Chief Operating Officer. The Corporate Improvement Board reports issues by exception to the Corporate Management Team.

The Corporate Improvement Board monitors and steers the council's continuous corporate improvement journey, with reports covering this Corporate Improvement Action Plan, the Working as One City programme, budget savings plans and progress against the Council Plan.

The Corporate Improvement Action Plan has been developed in response to the Council Plan priority "how we operate" and the significant financial pressures the council is experiencing. It was informed by the Local Government Association (LGA) Peer Challenge which took place in February 2024 together with staff surveys and feedback from partners. As part of that process, LGA will assess progress against this action plan in December 2024. Actions have been described in such a way that allows for progress to be clearly recorded and evidenced.

Progress against this action plan will report publicly to Executive in May 2025.

This Action plan will continually be refreshed as part of our journey of continuous improvement.

Action Plan key

Key	Complete	Underway	At risk	Not started
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Action plan

Objective 1 Strengthen strategic leadership: By September 2024, we will have embedded clear expectations for our senior managers to work as one council delivering a shared vision throughout the organisation;

Action	Detail	Accountable officer	Deadline
1. Refresh the Corporate management team	1. Develop a visible area in West Offices for the Corporate Management Team to work in the office, with easy access for officers to directors to enable collaboration with their teams.	Chief Officer HR	March 2024
	2. Build on the Corporate Management Team restructure to reflect the new structure and support officers understand their directorate and how they contribute to the organisation's vision.	COO	July 2024
	3. Ensure opportunity for senior management policy and strategy discussions continue to reinforce the organisation's vision and ambition.	AD PS	June 2024
2. Co-design a Leadership framework	1. Co-design with Heads of Service and Chief Officers (ie. Assistant Director to Chief Operating Officer) expected leadership behaviours, values and actions and refer to this in regular 121 discussions with Heads of Service and above.	Chief Officer HR	Sept 2024
	2. Establish a Heads of Service buddying system for support and challenge to help build confidence and capabilities	Chief Officer HR	Oct 2024
	3. Encourage ½ day shadowing for the workforce, in a different directorate to learn more about how the council operates	Chief Officer HR	Oct 2024

3. Redesign the roles, relationships and responsibilities	1. Following approval of the new Corporate Management Team, develop the framework for the review of roles which directly report into the Corporate Management Team, including job naming conventions (known as the CLG review 2).	Chief Officer HR	Completed April 2025
	2. Launch a Managing Customer Relations Policy to help ensure both residents and officers understand their own roles and responsibilities	Director of Housing and Communities	July 2024
	3. Launch trauma-informed practice training to ensure all officers understand their own role in supporting residents during different transactions, including sharing videos.	Chief Officer HR	Complete April 2025
	4. Introduce an annual process with all Heads of Service to share and support each other's Service Plan development with opportunity to contribute to each other's delivery of ambitions.	COO Director of Finance AD PS	Nov 2024
4. Mid-term financial strategy	1. Design a budget setting process that provides opportunities for co-design and consultation with residents, partners and the workforce	Director of Finance AD PS	April 2024
	2. Share the revised Mid Term Financial Strategy (MTFS) with residents, members, partners and officers, being clear on the savings target for the next three years.	Director of Finance HOC AD PS	Nov 2024
	3. Provide great opportunity for Heads of Service to understand and engage in setting their annual budgets, through the budget setting process and ongoing.	Director of Finance	June 2024 ongoing

	4. Design short financial literacy courses for Senior Managers to learn how to manage a budget, setting out the key dates for each year	Director of Finance	August 2024
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Objective 2 One City, one council: By September 2024, we will have co-designed both an internal and external approach to what it means to work together in partnership uniting the council, officers, members and partners together, as one team

Action	Detail	Accountable officer	Deadline
1. Co-design a culture Improvement Plan	1. Celebrate success with operational and delivery teams highlighted for personal thanks from the Leader and Chief Operating Officer (COO) following achievements	COO	ongoing
	2. Refresh internal governance arrangements, bringing greater visibility to how decisions are made and providing greater oversight to how the council operates internally.	COO	June 2024
	3. Following CLG review 2, co-design with the Leading Together (senior managers) cohort ways of working, confirming what good looks like when considering the six themes presented to Audit and Governance: <ul style="list-style-type: none"> • Build stronger relationships by understanding expectations • Define the culture you want to see • Communicate the change • Lead by example • Embed training and support • Align systems and processes Monitoring Officer report: Agenda for Audit and Governance Committee on Wednesday, 19 July 2023, 5.30 pm (york.gov.uk) item 9	Chief Officer HR AD PS	March 2025

2. Co-design a partnerships plan	1. Following partner workshops and recent city leader's events, develop a partnership plan that takes a one council approach to developing partnerships for approval at an Executive Decision Session (following further discussion with partners)	AD PS	EDMS Sept 2024
	2. Provide greater visibility of partnership working, with communications during or after events to show city partners coming together to discuss strategic issues, at both local and regional level.	HOC	Ongoing
	3. Co-design with partners the top 5 things to focus on to harness energy and commitment to the city, working with partners on plans to deliver change, including increasing public affairs activities	COO/AD PS	Sept 2024
3. Build capacity and capability to transform council services	1. Establish the Corporate Improvement Board chaired by the Chief Operating Officer to monitor and steer corporate transformation, including the Working as One City programme, budget savings and delivery of the council plan	AD PS	June 2024
	2. Explore the best way to develop change and project capabilities to lead transformation, working closely with directorates, taking a one council approach to deliver end benefits such as improved customer experience and a more efficient council	AD PS	August 2024
	3. Develop a series of Strategic Reviews that will take a council wide approach (for example, improve customer experience, embed safe and effective social care practice, and launch integrated neighbourhood teams) that together form the Working as One City Programme, providing Executive oversight in September 2024 as part of the MTFS budget setting process	AD PS	Executive Sept 2024 ongoing

	4. Identify action plans related to corporate improvement to bring to the Corporate Improvement Board for oversight and steer – including Equalities action plan, budget savings plans, etc.	AD PS	June 2024
4. Deliver an Induction programme for the newly elected Mayor to best represent York's interests	1. Introduce the newly elected Mayor to key York leaders, including Executive, Corporate Management Team, city leaders and key officers, facilitating tours of key sites, eg. York Central	AD PS	May 2024
	2. Present the Mayor with the York pipeline of proposals, for mayoral consideration, following cross-party scrutiny	ADPS	EMDS July 2024
	3. Centrally coordinate Combined Authority business cases that have regional impact for council plan action to maintain oversight of projects progressing with Mayoral support, working with York's policy network to prepare business cases ready for further discussion	ADPS	July 2024 Ongoing
	4. Work with the Combined Authority to establish working groups between officers in York, North Yorkshire and the Combined Authority to explore opportunities in key themes	ADPS	June 2024 ongoing

Objective 3 Harness the commitment to the city to deliver ambitions: Develop and implement a communication strategy, establishing different activities to strengthen partnerships and engage the workforce, with a plan prepared by September 2024;

Action	Detail	Accountable officer	Deadline
1. Develop and implement the	1. Define a clear corporate narrative through the Working as One City Programme	AD PS	Sept 2024

Communications Strategy	2. Develop a new Communications Strategy that aligns to the Council Plan and Working as One City programme, setting out a clear corporate narrative.	HOC	Dec 2024
	3. Develop an internal engagement plan that shows how different internal meetings and communications are integrated, with key strategic issues discussed and providing opportunity for staff to get involved and meet the Corporate Management Team (CMT).	Chief Officer HR HOC	June 2024
	4. Launch senior management weekly blogs to introduce senior management to officers and share their ambition for the organisation, celebrating success and sharing resident's experiences	HOC	Sept 2024
	5. Share the clear narrative throughout all internal communications with three key messages from CMT every month	HOC	July 2024
	6. Refresh how we share information to better equip officers with the information they need and consider all workforce including those without access to ICT??	ADPS HOC	April 2025
2. Establish and facilitate the City leaders annual events programme	1. Establish a partner plan to provide greater opportunity to build relationships	ADPS	July 2024
	2. Share with partners the annual partner event plan in advance, with invitations	ADPS	July 2024

	3. Establish a City Developments Group that oversees and steers regeneration projects informed by partner task and finish / working groups	Director of City Development	Dec 2024
	4. Through the City Developments Group, reignite the York Narrative to embed the city values in built infrastructure and design.	Director of City Development	Dec 2024
3. Explore and launch an e-ideas hub	1. Launch the staff ideas hub to encourage staff to take part in corporate consultations, including the budget consultation and workforce improvements.	HOC	June 2024
	2. Every month, share 'you said, we did' information based on staff ideas	HOC	July 2024
4. Strengthen the role of Leading Together role	1. Develop an induction and training guide for Senior Managers, including scheme of delegation, financial management, performance and managing high performing teams (through the Personal Development Review process)	Chief Officer HR	Dec 2024
	2. Share the forward look and decisions made through internal governance arrangements every month with Senior Managers to keep them informed about how the council operates, and their role in delivering ambitions.	COO	Sept 2024
	3. Explore options for a management development programme for all Senior Managers to help embed expected ways of working and sharing of learning.	Chief Officer HR	Dec 2024

	4. As part of the Working as One City programme, develop small task and finish group for Heads of Service to work together on cross-council issues, eg. how to make it easier for Head of Service to manage their service through greater oversight of HR and Finance data.	AD PS Head of BI	ongoing
	5. Reset the regular senior officers meetings to provide space to explore organisational strategic issues together, publishing the schedule well in advance	Chief Officer HR	June 2024 ongoing

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Objective 4 Build a strong foundation: By December 2024, we will have embedded council plan priorities and the performance framework throughout the organisation, reviewing how we support personal development plans and service plans, with a refreshed internal governance structure

Action	Detail	Accountable officer	Deadline
1. Confirm the Council plan priorities	1. Publish a six-month snapshot of progress on the website and to city partners, with a report to Executive and internal comms	AD PS	ongoing
	2. Confirm priority council plan actions with Executive, recommending different delivery models when the council is not funded to support	COO/CMT	Jan 2025
	3. Work closely with CMT, Leading Together and Executive, develop a roadmap of council plan action, showing which service is accountable for delivering which action (informed by Service Plans)	AD PS	Jan 2025
2. Review Personal development and performance management	1. Establish a Core Service Performance Board, chaired by the Chief Operating Officer, to provide oversight and monitor performance, scrutinising poor performing services and exploring how to support improvements	COO	July 2024
	2. Scrutinise Service Plans bi-annually in the Core Service Performance Board, taking a 'one council' approach to consider how ambitions are effectively and efficiently delivered and customer experience improved.	COO	July 2024
	3. Identify the 4-5 key performance indicators for each Senior Manager to be responsible for delivering through their teams	CMT	Dec 2024
	4. Initial review of the Personal Development Review process, reinforcing the link of service plans and performance management to ensure <u>all</u>	Chief Officer HR	May 2024

	<p>officers are aware of how they contribute to ambition, setting SMART objectives based on Service Plans and EACH (Equalities, Affordability, Climate and Health) and holding regular performance discussions with staff, which may be followed up in a further review for the 2025/26 reporting year. Reinforcing the importance of regular 121 discussions for all staff to ensure the understanding of expectation, performance and opportunity to celebrate.</p>		
3. Review Internal governance structures	1. Establish how internal governance arrangements create clear lines of accountability for CMT, introducing new arrangements for any gaps in corporate oversight and leadership.	AD PS	April 2024
	2. Establish a Corporate Governance Board, chaired by the Director of Governance and Director of Finance, to review decision reports and governance arrangements, escalating issues to Corporate Management Team and prior to publication.	COO	June 2024
	3. Establish new internal governance arrangements to provide structures to support strategic and priorities and organisational management discussions.	COO	June 2024
	4. Launch new internal governance arrangements making it easier for Senior Managers to know who to engage with and when, publishing terms of reference and forward plans for each meeting	COO	June 2024
4. Review Scrutiny oversight	1. Continue the development of the member induction programme	Head of Democratic Services	Ongoing

and member induction programme	2. Update the Member's Portal to signpost access to information	Head of Democratic Services	December 2025
	3. Work with Chairs of Scrutiny to agree process for identifying annual workplans	Head of Democratic Services	October 2024
	4. Review scrutiny officer's role considering how they can support a continuous review of Scrutiny	Head of Democratic Services	April 2025
	5. Continue to work with a cross-party representative group to review the Constitution	Director of Governance	Ongoing
	6. Review the role and responsibilities of independent members and how they can best support constructive scrutiny	Director of Governance	December 2024

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**City of York Council
Equalities Impact Assessment**

Who is submitting the proposal?

Directorate:	Housing and Communities		
Service Area:	Policy and Strategy		
Name of the proposal :	Corporate Improvement Action Plan		
Lead officer:	Claire Foale		
Date assessment completed:	24 June 2024		
Names of those who contributed to the assessment :			
Name	Job title	Organisation	Area of expertise
Helen Whiting	Chief Officer HR	CYC	HR, OD, ICT

Step 1 – Aims and intended outcomes

1.1	<p>What is the purpose of the proposal? Please explain your proposal in Plain English avoiding acronyms and jargon.</p>
	<p>The Corporate Improvement Action Plan sets out actions the council will take to continuously improve how it operates, in response to the LGA Peer Challenge recommendations and the Council Plan action “how the council operates”.</p>
1.2	<p>Are there any external considerations? (Legislation/government directive/codes of practice etc.)</p>
	<p>The LGA Peer Challenge report - February 2024 https://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=14497&Ver=4 item 129 The Government’s Best Value Regulations.</p>
1.3	<p>Who are the stakeholders and what are their interests?</p>
	<p>The workforce and staff groups Trade Unions Members Residents and partners</p>
1.4	<p>What results/outcomes do we want to achieve and for whom? This section should explain what outcomes you want to achieve for service users, staff and/or the wider community. Demonstrate how the proposal links to the Council Plan (2019- 2023) and other corporate strategies and plans.</p>
	<p>The Corporate Improvement Action Plan responds to the Council Plan strategic theme “how the council operates”. The benefits of corporate improvement will be primarily felt by officers, however, by becoming a</p>

more efficient and effective organisation, residents will experience a better service and the council will be better able to identify savings.

Step 2 – Gathering the information and feedback

2.1	What sources of data, evidence and consultation feedback do we have to help us understand the impact of the proposal on equality rights and human rights? Please consider a range of sources, including: consultation exercises, surveys, feedback from staff, stakeholders, participants, research reports, the views of equality groups, as well your own experience of working in this area etc.	
Source of data/supporting evidence	Reason for using	
Workshops with officers and Trade Unions	Workshops were held to understand how the council could improve, and through discussion what the impact might be on different groups.	
Corporate Improvement Framework Consultation with residents	The consultation helped identify key considerations by residents, who broadly agreed with the framework, with more detail shared in their comments about the impact on different characteristics.	
LGA Peer Challenge evidence – in the report	Evidence collated during the peer challenge helped identify issues and barriers experienced by the workforce	
Staff surveys	Different staff surveys identified issues that were also reported through the peer challenge	
Poverty Truth Commission report	The commissioner’s experience of the council helped provide more information about the council values, behaviours and leadership culture.	

Step 3 – Gaps in data and knowledge

3.1	What are the main gaps in information and understanding of the impact of your proposal? Please indicate how any gaps will be dealt with.		
Gaps in data or knowledge		Action to deal with this	
Discussions did not take place with groups with protected characteristics		Demographic data from the survey shows the data is representative and the comments included help identify specific issues from a qualitative perspective, rather than quantitative.	
Staff groups were not specifically consulted in the development of the action plan		Staff groups will be invited to discuss actions within the action plan, such as co-designing the cultural improvement plan or leadership framework. This is to ensure there is sufficient representation in developing the tools that will drive continuous improvement.	

Step 4 – Analysing the impacts or effects.

4.1	Please consider what the evidence tells you about the likely impact (positive or negative) on people sharing a protected characteristic, i.e. how significant could the impacts be if we did not make any adjustments? Remember the duty is also positive – so please identify where the proposal offers opportunities to promote equality and/or foster good relations.		
Equality Groups and Human Rights.	Key Findings/Impacts	Positive (+) Negative (-) Neutral (0)	High (H) Medium (M) Low (L)

Age	The officer cohort is ageing and therefore age-related issues were shared. This includes a lack of development opportunities and a feeling that experience isn't shared or heard.	-	M
Disability	Residents reported that officers do not understand or aware enough of the Social Model of Disability and how to remove barriers negatively impacting on the disabled community. Accessible information was highlighted as a requirement with improved communications and transparency.	-	M
Gender	Although not specifically gender related, some of the roles in the council are predominately female or male. With the council being seen as operating in silos there is a concern that the silo-working is preventing movement between directorates.	-	L
Gender Reassignment	No issues identified		
Marriage and civil partnership	No issues identified		
Pregnancy and maternity	No issues identified		
Race	Not specifically race related, there is a view that more junior staff feel like their voice isn't heard. Some managers highlighted a lack of understanding or awareness to support them manage issues raised by officers in their teams.	-	I

Religion and belief	Not specifically religion or belief related, there is a view that more junior staff feel like their voice isn't heard.	-	I
Sexual orientation	Not specifically sexually orientated, there is a view that more junior staff feel like their voice isn't heard.	-	I
Other Socio-economic groups including :	Could other socio-economic groups be affected e.g. carers, ex-offenders, low incomes?		
Carer	Carer time and valuing carer responsibilities was highlighted as part of the need to improve the culture of the organisation	-	L
Low income groups	The poverty Truth Commission have told the council the negative impact of current behaviours on their experience of the council.	-	H
Veterans, Armed Forces Community	No issues identified		
Other			
Impact on human rights:			
List any human rights impacted.	Officers ability to work and exercise their responsibilities in a safe, efficient and effective organisation covers a variety of Human Rights, including Right to Life. Residents opportunity to engage with a council in a positive, constructive and appropriate way covers Right to Life, Respect and not to be discriminated against (noting York has identified additional protected characteristics).		

Use the following guidance to inform your responses:

Indicate:

- Where you think that the proposal could have a POSITIVE impact on any of the equality groups like promoting equality and equal opportunities or improving relations within equality groups
- Where you think that the proposal could have a NEGATIVE impact on any of the equality groups, i.e. it could disadvantage them
- Where you think that this proposal has a NEUTRAL effect on any of the equality groups listed below i.e. it has no effect currently on equality groups.

It is important to remember that a proposal may be highly relevant to one aspect of equality and not relevant to another.

<p>High impact (The proposal or process is very equality relevant)</p>	<p>There is significant potential for or evidence of adverse impact The proposal is institution wide or public facing The proposal has consequences for or affects significant numbers of people The proposal has the potential to make a significant contribution to promoting equality and the exercise of human rights.</p>
<p>Medium impact (The proposal or process is somewhat equality relevant)</p>	<p>There is some evidence to suggest potential for or evidence of adverse impact The proposal is institution wide or across services, but mainly internal The proposal has consequences for or affects some people The proposal has the potential to make a contribution to promoting equality and the exercise of human rights</p>
<p>Low impact (The proposal or process might be equality relevant)</p>	<p>There is little evidence to suggest that the proposal could result in adverse impact The proposal operates in a limited way The proposal has consequences for or affects few people The proposal may have the potential to contribute to promoting equality and the exercise of human rights</p>

Step 5 - Mitigating adverse impacts and maximising positive impacts

5.1	Based on your findings, explain ways you plan to mitigate any unlawful prohibited conduct or unwanted adverse impact. Where positive impacts have been identified, what is been done to optimise opportunities to advance equality or foster good relations?
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The Corporate Improvement Action Plan has been developed, based on resident and officer feedback and so includes several actions to mitigate the impacts listed above:

- Co-designing leadership behaviours, values and actions – together with staff groups
- Establishing workforce shadowing to help break down boundaries between directorates
- Launching a managing customer relations policy to help ensure residents and officers know roles and responsibilities
- Embedding trauma-informed practice to ensure officers know how to support residents during difficult transactions
- Embedding improved internal governance, including the corporate improvement board, to steer and monitor actions identified from the staff survey and the Equalities Action Plan
- Introducing ways to encourage officers to celebrate success and share experience
- Launching a staff ideas hub to encourage staff to get involved and share their thoughts (have a voice)
- Providing more induction and training of heads of service to better support teams
- Ensuring personal development review process has equalities embedded into it

Step 6 – Recommendations and conclusions of the assessment

6.1	<p>Having considered the potential or actual impacts you should be in a position to make an informed judgement on what should be done. In all cases, document your reasoning that justifies your decision. There are four main options you can take:</p>
<p>- No major change to the proposal – the EIA demonstrates the proposal is robust. There is no potential for unlawful discrimination or adverse impact and you have taken all opportunities to advance equality and foster good relations, subject to continuing monitor and review.</p>	
<p>- Adjust the proposal – the EIA identifies potential problems or missed opportunities. This involves taking steps to remove any barriers, to better advance quality or to foster good relations.</p> <p>- Continue with the proposal (despite the potential for adverse impact) – you should clearly set out the justifications for doing this and how you believe the decision is compatible with our obligations under the duty</p> <p>- Stop and remove the proposal – if there are adverse effects that are not justified and cannot be mitigated, you should consider stopping the proposal altogether. If a proposal leads to unlawful discrimination it should be removed or changed.</p> <p>Important: If there are any adverse impacts you cannot mitigate, please provide a compelling reason in the justification column.</p>	
Option selected	Conclusions/justification

No major change	The corporate improvement action plan are those actions officers, partners and residents would like put in place to continue the council's improvement journey. How the actions are delivered is more important to address the above, than what the actions are.
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Step 7 – Summary of agreed actions resulting from the assessment

7.1	What action, by whom, will be undertaken as a result of the impact assessment.		
Impact/issue	Action to be taken	Person responsible	Timescale
Ensure the actions when delivered address the feedback raised throughout the development process	Staff groups are to be consulted throughout the deliver of the different activities identified above, and throughout the action plan.	Chief HR ADPS Corporate Strategy Mgr	Ongoing / by May 2025

Step 8 - Monitor, review and improve

8. 1	How will the impact of your proposal be monitored and improved upon going forward? Consider how will you identify the impact of activities on protected characteristics and other marginalised groups going forward? How will any learning and enhancements be capitalised on and embedded?
	The Corporate Improvement Board will monitor delivery of the Corporate Improvement Action Plan, reviewing staff feedback through surveys and the ideas hub to sense check the actions are appropriate and driving the expected outcomes. The LGA are reviewing progress against the action plan in December, with a report to Executive in May 2025.

Corporate Improvement Framework

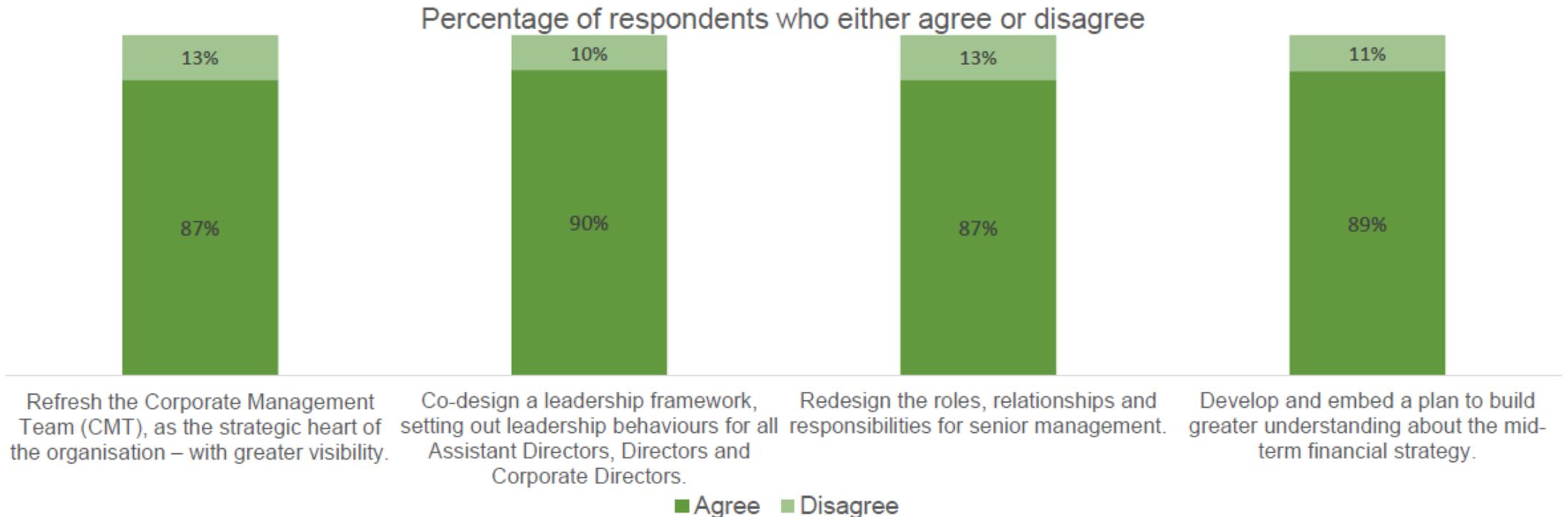
The Corporate Improvement Framework was consulted on throughout May and June with resident feedback ready to be published on Open Data .

It was shared as a result of the Government's recently published [\[1\]](#) Best Value Guidance which sets an expectation that councils should be open to challenge and are clearly accountable to residents.

Inviting residents to consider the council's continuous corporate improvement journey would help to reduce the risk that the council might focus on areas that were not supported by residents.

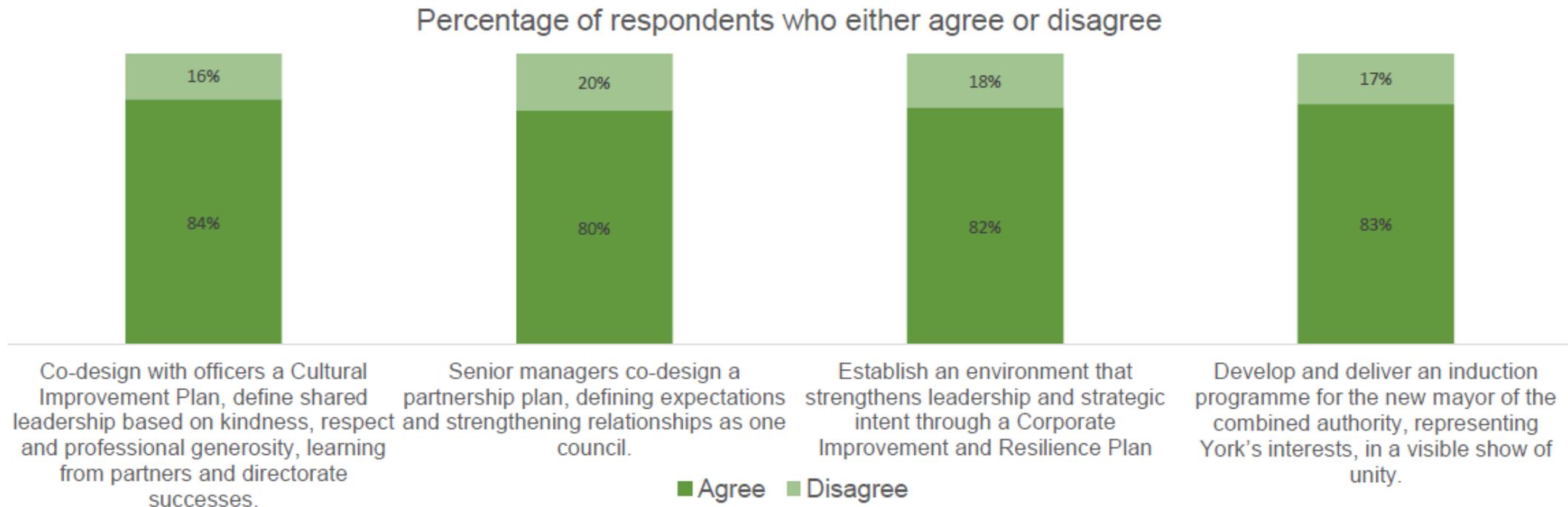
Key Results

- Residents agreed with the theme 'strengthen strategic leadership'. Key areas to consider include communications and transparency, action, visibility and working practices or structural change.



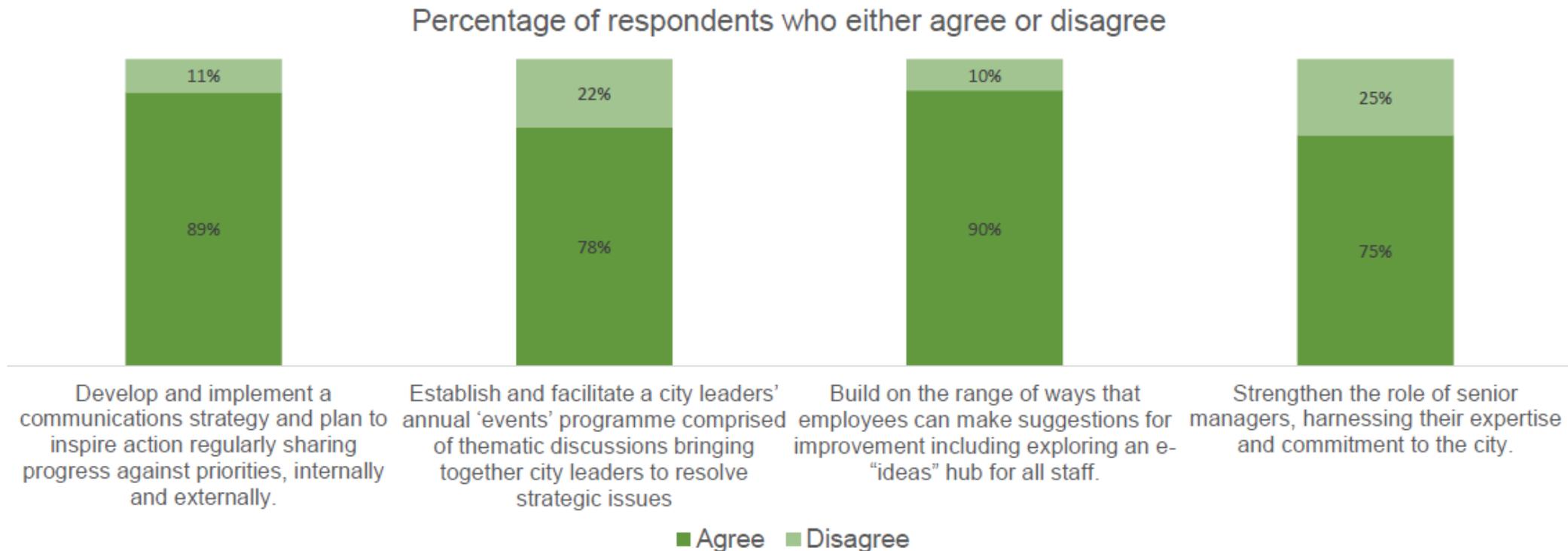
Key Results

- Residents agreed with the theme 'One City, One Council' with varying responses around the specific activities. Key area to consider was working practices and structural change, with less agreement around how the council works in partnership.



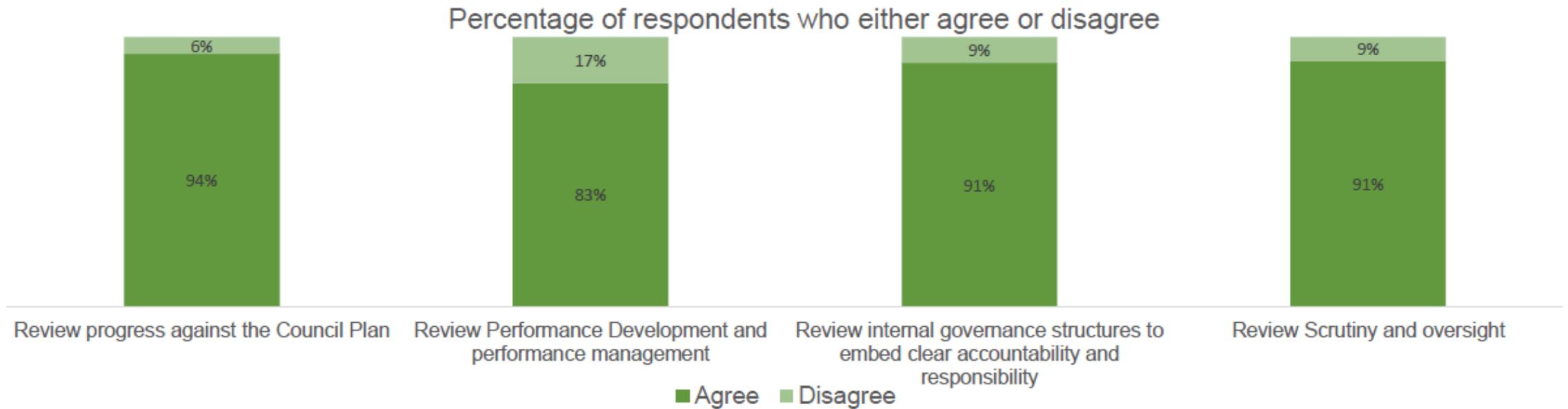
Key Results

- Residents agreed with the theme 'Harness commitment to the city' with a focus on leadership and management actions.



Key Results

- Residents agreed with the theme 'Build a strong foundation' with a focus on the council plan and performance management framework, working practices and structure.



Comments

- Comments generally followed up further expansion on any of the four questions asked under a theme
- There was a strong feeling of negativity towards the consultation itself, with the main view being the council should “get on with it” (ie. managing the organisation).
- Actions suggested by residents have been considered, and incorporated into the action plan where appropriate



**Corporate Services, Climate Change and
Scrutiny Management Committee****8 July 2024****Report of the Chief Officer – HR and Support Services****HR Policy Agreement Processes****Summary**

1. This report is presented at the request of the Committee Chair and is for information purposes, there is no decision required to be made by the Committee. The following information provides an overview of how HR policy is agreed.

Background

2. Policies relating to the workforce can be contractual or non-contractual and this is usually made clear by the wording or reference in the Statement of Particulars of Terms and Conditions of Employment. The method of introducing new or revising both types of policy are similar but with the main difference being a contractual policy must be negotiated collectively with the recognised trade unions or individually with staff as this will change the contractual terms and conditions of employment.
3. The majority of Council policies are non-contractual. Non-contractual policies can be implemented and or changed with consultation.
4. The Chief Operating Officer, as Head of Paid Service has the decision-making responsibility and authority to set terms and conditions of employment for officers and as such the HR policies applicable to them.

Consultation

5. This report is for information, no consultation is required.

Options

6. This report is for information.

Analysis

7. The process the Council follows for developing new or changing existing policy are set out below, however, they can vary depending upon the

subject of the policy and extent of the change, for example, minor changes or those required by law to remain legally compliant may be updated just with discussion within the HR management team and informing the trade unions.

Contractual Policies

- Discuss proposals with the trade unions at regular task and finish group meetings.
- Consult proposals with managers/relevant stakeholders depending upon the context. (May not be required depending upon the impact of the change e.g. minor amends to wording or limited impact but no fundamental change)
- Discuss proposals with CMT/Corporate Governance Board. (May not be required depending upon the impact of the change)
- If agreement reached in task and finish group, present jointly agreed amended/new policy to the Corporate Consultative and Negotiating Committee (CCNC) for endorsement.
- Where joint agreement is not possible at task and finish group the matter is taken to CCNC for further negotiation. Agreement will be sought through the required negotiation process.
- Where agreement is not reached then the council will follow the required legal process to make contractual changes.

Non-contractual Policies

- Discuss proposals with the trade unions at regular task and finish group meetings with a view to seeking agreement.
- Consult proposals with managers/relevant stakeholders depending upon the context. (May not be required depending upon the impact of the change)
- Discuss proposals with CMT/Corporate Governance Board. (May not be required depending upon the impact of the change)
- Present amended/new policy to CCNC for endorsement.
- Where agreement has not been reached in the task and finish group the policy will be taken to CCNC and the trade unions will have the

opportunity to discuss their points of disagreement at the meeting. The policy recommendation may be amended as a result of discussion, but the Head of Paid Service has the final decision-making authority if a consensus is not reached.

Council Plan

8. This report is for information and does not relate to the Council's corporate priorities, as set out in the Council's Plan

Implications

9. There are no implications from this information report.

Risk Management

10. The risks associated with changing or introducing new HR policy are mainly around making changes within the proper legal framework and minimising employee relations issues.

11. The council is fully aware of the proper processes and legal obligations and follow these as necessary.

Recommendations

12. There are no recommendations for this report.

Contact Details

Author:

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Chief Officer Responsible for the report:

Helen Whiting, Chief Officer – HR and
Support Services

Report Approved Yes

Date 26 June 2024

Wards Affected: None

For further information please contact the author of the report

Background Papers: None

Annexes: None

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Scrutiny Work Plan

Meeting Date	Committee	Agenda Item
08/07/24	CSMC	<ul style="list-style-type: none"> • Corporate Improvement Framework • HR Policy • York Pipeline of Proposals for the YNY Combined Authority
10/07/24	HHASC	<ul style="list-style-type: none"> • Breastfeeding-friendly culture update • York and Scarborough Hospital Trust update
30/07/24	EPAT	<ul style="list-style-type: none"> • Finance and Performance Outturn report • Broadband installation process • City toilet provision
03/09/24	CCC	<ul style="list-style-type: none"> • Finance & Performance Outturn report • SEND Update • School Attendance • Youth Strategy Update
09/09/24	CSMC	<ul style="list-style-type: none"> • Acomb Front Street

The Forward Plan can be found [here](#).

Committees

CSMC	Corporate Services, Climate Change and Scrutiny Management Committee
EPAT	Economy, Place, Access and Transport Scrutiny Committee
HHASC	Health, Housing and Adult Social Care Scrutiny Committee
CCC	Children, Culture and Communities Scrutiny Committee

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