

**Notice of meeting of  
Effective Organisation Overview & Scrutiny Committee**

**To:** Councillors Steward (Chair), Douglas, Firth, Funnell,  
Hodgson, McIlveen (Vice-Chair), Scott and Warters

**Date:** Wednesday, 11 January 2012

**Time:** 5.00 pm

**Venue:** The Guildhall, York.

**AGENDA**

**1. Declarations of Interest**

At this point Members are asked to declare any personal or prejudicial interests they may have in the business on this agenda.

**2. Minutes** (Pages 3 - 6)

To approve and sign the minutes of the meeting held on 22 November 2011.

**3. Public Participation**

At this point in the meeting, members of the public who have registered their wish to speak regarding an item on the agenda or an issue within the Committee's remit can do so. The deadline for registering is **Tuesday 10 January 2012 at 5pm.**

**4. Budget Process 2012-2014** (Pages 7 - 10)

The purpose of this report is to provide Members with an overview of the 2012-14 budget process. The report does not consider the budget proposals themselves, but provides an opportunity to consider the principles used in developing the budget.

**5. Workforce Plan Monitoring Report** (Pages 11 - 16)

The purpose of this report is to inform Members of:

1. feedback on progress made against actions in the Workforce Plan 2010-12 during the last eighteen months (May 2010 – Nov 2011) and;
2. how the Plan and action plan has now been replaced by the draft Workforce Strategy 2012-15 which will take account of the substantial changes in government spending and policy, to be aligned with the refreshed corporate plan and 2012/14 budget

**6. Work Plan** (Pages 17 - 18)

Members are asked to consider the work plan for the forthcoming year in particular any additions and/or amendments they may wish to make to the plan.

**7. Urgent Business**

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

Democracy Officer

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For more information about any of the following please contact the Democracy Officer responsible for servicing this meeting whose contact details are given above.

- Registering to speak
- Business of the meeting
- Any special arrangements
- Copies of reports

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- register by contacting the Democracy Officer (whose name and contact details can be found on the agenda for the meeting) **no later than 5.00 pm** on the last working day before the meeting;
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## **Holding the Cabinet to Account**

The majority of councillors are not appointed to the Cabinet (39 out of 47). Any 3 non-Cabinet councillors can 'call-in' an item of business from a published Cabinet (or Cabinet Member Decision Session) agenda. The Cabinet will still discuss the 'called in' business on the published date and will set out its views for consideration by a specially convened Scrutiny Management Committee (SMC). That SMC meeting will then make its recommendations to the next scheduled Cabinet meeting in the following week, where a final decision on the 'called-in' business will be made.

## **Scrutiny Committees**

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

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

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City of York Council

Committee Minutes

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MEETING	EFFECTIVE ORGANISATION OVERVIEW & SCRUTINY COMMITTEE
DATE	22 NOVEMBER 2011
PRESENT	COUNCILLORS STEWARD (CHAIR), DOUGLAS, FIRTH, FUNNELL, HODGSON, MCILVEEN (VICE-CHAIR), SCOTT AND WARTERS

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**21. DECLARATIONS OF INTEREST**

At this point in the meeting, Members are asked to declare any personal or prejudicial interests they may have in the business on the agenda.

Councillor Scott declared a personal interest as his wife is an employee of City of York Council.

**22. MINUTES**

RESOLVED: That the minutes of the meeting held on 13 September 2011 be approved and signed by the Chair as a correct record.

**23. PUBLIC PARTICIPATION**

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

**24. SCOPING REPORT - SICKNESS ABSENCE MANAGEMENT SCRUTINY REVIEW.**

Members considered a report which provided them with information on the work of the Sickness Absence Management Task Group to date and asked them to agree a formal remit for the Sickness Absence Management Scrutiny Review.

Members discussed the findings of the report and agreed that the objectives outlined in paragraph 9 were a satisfactory remit

for the review. In particular they agreed that a change in culture within the workforce should be an important area of focus.

Officers agreed to email further details of comparative authorities.

RESOLVED: (i) That the Task Group will carry out the Review.

(ii) That the suggested objectives in paragraph 9 be approved as a satisfactory remit.

(iii) That the Task Group be contacted with suggested dates to continue the Review in line with Phase 2 of the introduction of iTrent.

REASON: To progress the Sickness Absence Management Scrutiny Review.

**25. UPDATE ON IMPLEMENTATION OF RECOMMENDATIONS FROM THE SCRUTINY REVIEW OF CUSTOMER COMPLAINTS PROCEDURE.**

Members considered a report which provided them with an update on the implementation of the recommendations arising from previously completed scrutiny reviews on Customer Complaints and Apprenticeships.

In relation to the Apprenticeships review, Members requested that they continue to receive updates on recommendations 1 and 3 but were happy to sign off recommendation 2.

Officers advised that Members would receive information relevant to the Apprenticeships review at the meeting scheduled for January, at which the monitoring report on the Workforce Plan is due to be presented to them.

In relation to the Customer Complaints Review, Members signed off recommendations 1,3,4 and 5. They requested a further update on recommendation 2, in particular the logging of customer complaints to establish if the collection of data had improved since the review was completed and to identify if any patterns are emerging from the data collected.

Officers confirmed that a further briefing could be provided on the information requested in relation to the Customer Complaints review.

- RESOLVED:
- (i) That Members noted the update on the Apprenticeships review and signed off recommendation 2.
  - (ii) That Members noted that they would continue to receive updates on recommendations 1 and 3 of the Apprenticeships review via the Workforce plan monitor reports.
  - (iii) That Members signed off recommendations 1,3,4 and 5 of the Customer Complaints review.
  - (iv) That Members requested further information on recommendation 2 of the Customer Complaints review in relation to data collection.<sup>1</sup>

REASON: To raise awareness of recommendations that are still to be fully implemented.

Action Required

1. Liaise with Scrutiny Officer to provide information requested to Members.

PS

**26. SECOND QUARTER MONITORING REPORT.**

Members considered a report which provided a summary of the finance and performance progress for the second quarter monitor period of 2011-12.

Members queried whether the budget for Children Services is set appropriately as Members have noted that the department is experiencing pressures. Officers advised it is a difficult budget to set as the number of children requiring care from year to year can not be predicted accurately.

RESOLVED: That Members noted the performance issues identified in the report.

REASON: So that corrective action can be taken.

RESOLVED: That Members noted the current projected pressures of £3,504k and note that strategies are being prepared to mitigate this position.

REASON: In order to ensure expenditure is kept within budget.

**27. WORK PLAN.**

Members received a copy of the committees work plan for the forthcoming year. Members were asked to consider any additions and/or amendments they wished to make to the work plan.

No amendments were made to the work plan.

RESOLVED: That the work plan be approved.

REASON: In order to provide the committee with a programme of work for this municipal year.

Councillor Steward, Chair

[The meeting started at 5.00 pm and finished at 6.25 pm].





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## Effective Organisation Overview & Scrutiny Committee

11 January 2012

### 2012 – 14 Budget Process

#### Purpose of Report

1. The purpose of this report is to provide an overview of the 2012-14 budget process. The report does not consider the budget proposals themselves, but provides an opportunity to consider the principles used in developing the budget.

#### Background

2. The 2012-14 budget process will be the second and third annual budgets to be set under the current spending review and as such continue to present councils across the country with significant challenges. In York, demand for council services continues to rise against a backdrop of reduced central funding which creates significant financial pressures.
3. As part of the financial planning process, the council maintains a detailed Medium Term Financial Forecast (MTFF) and the latest version shows that savings of £12m are required in 2012/13 and £10m in 2013/14, a total of £22m.
4. A number of significant pressures are driving this savings requirement, not least in 2012/13:
  - i) A significant reduction in the council's Formula Grant settlement of £5m.
  - ii) Continued pay and pension pressures. The council is currently budgeting for prudent pay increases whilst building increased capacity to deal with future changes to the Local Government Pension Scheme.
  - iii) Continuing the increased capacity for waste management in line with the requirements of the PFI project.
  - iv) Meeting the challenges of rising demand for other council services such as social care.

## **Budget Process**

5. Financial planning is embedded within the organisation as a continual process, which ensures financial pressures are dealt with in a timely and appropriate manner. Regular monitoring reports covering both revenue and capital are presented at both Departmental Management Teams (DMT) and the Council Management Team (CMT). These reports identify ongoing pressures and potential areas of under spend in the current financial year. A quarterly update on finance and performance is then presented to Cabinet and scrutiny committees.
6. Over the summer months, DMTs have been reviewing budget pressures and working with the finance team to explore the financial and other implications of a range of proposals. Meetings have been ongoing between officers and Members to formulate final budget proposals that meet the current challenges. These meetings consider the equalities impact of any proposals, along with any impact on customers or staff. A key principle is to protect the most vulnerable with more focused targeting of available resources and, as far as possible, to protect front line delivery of services. Services are continuing to drive out efficiencies, explore partnership and joint working arrangements as well as trying to be creative and radical in looking for solutions.
7. A final set of proposals that form a balanced budget that will be presented at Cabinet on 14 February 2012 before recommendation to Council on 23 February 2012.

## **Capital**

8. Resources available to support new schemes are limited and pressure continues to be placed on the funding of the existing capital plans. As part of the CRAM process new bids are being considered that support the council plan along with a review of all existing approved capital schemes. Extension of rolling programmes for future years are also being considered in line with the 5 year rolling capital programme to ensure capital investment remains available for those priority areas.
9. The capital programme places reliance for funding on prudential borrowing and as such the revenue implications of all schemes are being considered.

## **Consultation**

10. The council's budget process has numerous consultation strands. Equalities advice is being sought, and implications noted, at all stages of the budget planning process. Furthermore, members of the public and business leaders are being consulted in the run up to setting the budget in February.
11. There continues to be extensive consultation with Trade Union groups on the ongoing implications of the council's financial situation via corporate and directorate JCC's.
12. The Fairness Commission released its recommendations on 28 November 2011 and Members will consider their findings as part of formulating their final budget proposals.

### **Council Plan**

13. This report demonstrates that early and comprehensive planning of the budget process is essential to ensure effective management of the Council's resources and delivery of the Council Plan.

### **Implications**

14. The implications are:
  - Financial - the financial implications are dealt with in the body of the report.
  - Human Resources - there are no specific human resource implications to this report.
  - Equalities – there are no specific equality implications to this report, however equalities issues are being accounted for at all stages of the budget process.
  - Legal - there are no legal implications to this report.
  - Crime and Disorder - there are no specific crime and disorder implications to this report.
  - Information Technology - there are no information technology implications to this report.
  - Property - there are no property implications to this report.
  - Other - there are no other implications to this report.

### **Risk Management**

15. There are a number of risks associated with the budget process, in particular with regard to the delivery of the overall savings target over the 2 year budget period. Ongoing monitoring of the financial position will

continue so that any issues are identified, along with mitigating action to ensure a balanced budget position.

**Recommendations**

16. Members are asked to note the contents of this report.

Reason: To inform Members of the principles used in developing the 2012-14 budget.

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**Report Approved**



**Date**


3 Jan 2012

**Wards Affected:**

All



For further information please contact the authors of the report

	
<b>Effective Organisation Overview &amp; Scrutiny Committee</b>	11 Jan 2012
Report of the Assistant Director, Customers & Employees	

## MONITORING THE CORPORATE WORKFORCE PLAN 2010-12

### Purpose of the report

1. To provide Members with:
  - a. feedback on progress made against actions in the Workforce Plan 2010-12 during the last eighteen months (May 2010 – Nov 2011) and;
  - b. to outline how the Plan and action plan has now been replaced by the draft Workforce Strategy 2012-15 which will take account of the substantial changes in government spending and policy, to be aligned with the refreshed corporate plan and 2012/14 budget.

### Background

2. The first corporate Workforce Plan was well received by Members of this committee in May 2010 along with a detailed action plan to drive workforce improvements for Customers, Transformation & Culture Change, Efficiency, Diversity and Partnerships. Members asked to see the six monthly monitor of the Workforce Plan, which this report presents.

### Progress highlights in past 18 months

3. In support of the Customer objective:  
The main areas of progress are outlined below; all of the customer priorities have now been taken forward by a corporate steering group led by the Chief Executive with principles now enshrined in the new Customer Strategy 2012-15 which will be presented to Cabinet in March 2012.
  - Customer standards and behaviours have been reviewed and are being finalised. Training programme to be finalised and delivered by the end of March 2012, integrated into a refreshed version of the Effective Manager Programme.
  - Attaining Customer Service Excellence in 'Customer Services' Award. The attainment of this award is now part of the new draft Customer Strategy 2012-15, parts of the Communities & Neighbourhoods

Services are already accredited and Customer Services are aiming to gain the accreditation by April 2012.

- Engagement Strategy Toolkit. This work is being managed through the Business Intelligence Hub in the Office of the Chief Executive.

In support of the Transformation & Culture Change objective:

- 150 senior managers completed the LAMS 360 skills assessment tool and attended a Leadership Challenge workshop to support them to lead change and transformation.
- The Effective Manager Programme was launched in 2010, and the programme is under current review.
- In-house coaching network has been established for all senior managers.

In support of the Efficiency objective:

- There were 71 submitted ideas to the Yoreka staff suggestion scheme during 2010/11.
- HR produced a comprehensive monthly Management Information Digest to support managers to make informed staffing resource decisions, less regular in late 2011, due to the iTrent implementation. These will be re-established in January 2012 now that payroll using iTrent has gone live successfully.
- Recruitment Pool expansion is complete to cover all council needs.

In support of the Diversity objective:

- Equality Leadership Group led on developing practice in order to meet 'achieving authority' status through external assessment in 2011.
- Future Prospects are running an internship programme with both young people and adults with learning disabilities in partnership with York Explore and Adult and Community Education.
- Apprenticeships - This Committee at its last meeting, received an update on the significant progress made to implement a cross-council apprenticeships scheme and the action taken to meet the Committee's recommendations arising from their review of this area. In terms of existing apprenticeships in 2010/11, there were a total of 17 apprentices with the following outcomes recorded for each apprentice:

- 16 successfully completed the apprenticeship
- 12 apprentices were offered positions within CYC, of which 10 are currently employed and 2 have since resigned
- The remaining 4 apprentices were unable to secure a permanent position and the apprenticeship was ended after completion

**Progress issues**

4. Considerable progress has been made despite the backdrop of directorate restructuring, the Organisational Review, new Assistant Director portfolios from 1<sup>st</sup> November 2010, and the uncertainties of the Comprehensive Spending Review outcomes. A considerable focus in the latter half of 2011, however has been to develop a response to the Council Plan in creating a draft Workforce Strategy 2012-15 (see below).
5. There remain some key actions requiring further attention to drive improvement through the new draft Workforce Strategy. All of these will be assisted by the implementation of related iTrent modules which will automate some of the processes involved:
  - Performance & Development Reviews (PDRs)  
Further work is required to develop consistent mechanisms across the organisation to complete all PDRs, to monitor PDR quality and to align PDR objectives with directorate and corporate objectives.
  - Sickness absence  
Corporate Management Team (CMT) committed to refocusing attention on managing absence across the organisation. Directorates undertook in 2010 an analysis of absence reasons and developed local actions to address the identified issues. There is now a Scrutiny review of this area currently under way.
  - Learning & Development  
A review of learning & development activity conducted in 2011 across the council recommended actions that will result in better co-ordination of resources and potential new models of provision for the future.

### **Measuring How Well We Are Doing**

6. A Wellbeing staff survey was undertaken in late spring 2011, the overall the findings for the council were generally good when compared to both Health & Safety Executive (HSE) and public sector data comparisons. This, however, was an average score made up of a wide variety of results across all services. It was and is, clear that there remains much work to be done in order to meet the required level set by the HSE within their Management Standards, and to ensure CYC becomes an employer demonstrating best practice.
7. Corporate Management Team have agreed that the Joint Health & Safety Committee (JHSC) would oversee cross-council improvement actions and recognised it was important that each directorate and service took ownership of the survey results and should seek to address the issues

that arose in their areas appropriately. This area of work is a priority in draft Workforce Strategy 2012-15.

### **Workforce Strategy Steering Group**

8. The Director of Customer & Business Services from January 2012 will chair a Steering Group to drive forward workforce planning at strategic level and each directorate will identify their champions to steer workforce planning and monitoring at directorate level.

### **The Development of the Draft Workforce Strategy 2012-15**

9. In producing the first corporate Workforce Plan it was acknowledged that an annual refresh will always be needed to ensure the Plan keeps relevant to changing priorities and current needs, and holds true to the essence of workforce planning: *'ensuring the council has the right people, with the right skills, in the right places, at the right time to deliver the right services to our customers'*. This was particularly the case in 2011 with unprecedented changes in government policy and spending decisions, which will inform the size and shape of the council's workforce in future.
10. A draft Workforce Strategy 2012-15 will be presented to Cabinet on 6 March 2012, and will be brought to the next available Effective Organisation Overview & Scrutiny Committee. This and the new draft Customer Strategy 2012-15 will contain a number of themes which will continue to deliver some of the activity from the 2010/12 Workforce Plan.

### **Implications**

11. **Financial** – the Workforce Plan Action Plan has no allocated budget. Actions were assumed to fall within current budgets and brought forward for consideration if they exceed existing capacity.
12. **Human Resources (HR)** – there are numerous HR implications as indicated in the Action Plan and agreed with the Assistant Director, Customers & Employees.
13. **Equalities** – there are numerous equalities implications as indicated in the Action Plan and agreed with the Equality & Inclusion Manager.
14. There are no specific legal, crime and disorder, IT or property implications.

### **Risk Management**



15. Failure to produce a Corporate Plan/Strategy and monitor the outcomes of its action plan could result in:
- Failure to prepare the workforce to deliver the transformation and efficiency programme and be able to respond to current spending and government policy changes
  - Inability to achieve the 'Effective Organisation' objective in the Corporate Strategy
  - Failure to meet diversity legislation
  - Failure to respond to changing customer service needs.

### **Recommendations**

16. Members are asked to note progress made against the Workforce Plan action plan in the eighteen months, May 2010 to November 2011 and plans for the draft Workforce Strategy 2012-15.

Reason: To ensure Members are kept informed of progress against the Workforce Plan and plans for the draft Workforce Strategy.

### **Contact Details**

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Assistant Director, Customer & People  
  
Ian Floyd  
Director of Customer & Business Support  
Services

**Report Approved**

**Date** 28/12/11

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## Effective Organisation Overview & Scrutiny Committee Work Plan 2011-12

Meeting Date	Work Programme
28 June 2011 @ 5pm	<ol style="list-style-type: none"> <li>1. Introduction to Committee Remit &amp; Terms of Reference</li> <li>2. Presentation by Assistant Directors on ongoing work within Resources Directorate &amp; future planned work</li> <li>3. Attendance of Executive Member for Corporate Services to discuss her priorities and challenges for this municipal year</li> <li>4. Report on Draft Workplan for 2011-12</li> <li>5. 2010-11 Year End Outturn Report</li> </ol>
13 September 2011 @ 5pm	<ol style="list-style-type: none"> <li>1. First Quarter Monitoring Report</li> <li>2. Workplan Report (Scrutiny Officer)</li> <li>3. Staff Sickness – Briefing Report (Chris Tissiman)</li> </ol>
22 November 2011 @ 5pm	<ol style="list-style-type: none"> <li>1. Absence Management Review - Scoping Report</li> <li>2. Monitoring Report on Implementation of recommendations arising from previously completed scrutiny reviews (Apprenticeships &amp; Customer Complaints)</li> <li>3. Second Quarter Monitoring Report</li> <li>4. Workplan</li> </ol>
<b>11 January 2012 @ 5pm</b> (Published 3/1/12)	<ol style="list-style-type: none"> <li><b>1. 2012 – 14 Budget Process Briefing Paper</b></li> <li><b>2. Monitoring Report on the Implementation of the Workforce Plan</b></li> <li><b>3. Workplan</b></li> </ol>
<b>28 February 2012 @ 5pm</b>	<ol style="list-style-type: none"> <li><b>1. Third Quarter Monitoring Report</b></li> <li><b>2. Report on the Future Use &amp; Options for the Guildhall</b></li> <li><b>3. Workplan</b></li> </ol>

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