



**Notice of a public meeting of  
Customer and Corporate Services Scrutiny Management  
Committee**

- To:** Councillors Crawshaw (Chair), Fenton (Vice-Chair),  
S Barnes, Hunter, Melly, Rowley, D Taylor, Vassie and  
Wann
- Date:** Monday, 8 July 2019
- Time:** 5.30 pm
- Venue:** The Thornton Room - Ground Floor, West Offices (G039)

**AGENDA**

**1. Declarations of Interest**

At this point, Members are asked to declare:

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

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

**2. Minutes (Pages 1 - 6)**

To approve and sign the Minutes of the meeting held on 10 June 2019.

**3. Public Participation**

At this point in the meeting members of the public who have registered to speak can do so. The deadline for registering is **5.00pm on Friday 5 July 2019**. Members of the public can speak on agenda items or matters within the remit of the Committee.

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

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

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

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

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It can be viewed at

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

### **4. Finance and Performance Outturn 2018/19 (Pages 7 - 26)**

This report provides a year end analysis of the overall finance and performance position. This is the final report of the financial year and assesses performance against budgets, including progress in delivering the Council's savings programme.

### **5. Attendance and Wellbeing (Pages 27 - 36)**

This report provides an update on the sickness absence figures in City of York Council (CYC) and the continued work ongoing across the Council in improving the well being of employees and supporting managers in attendance management. The report also provides an update on the staff survey that has now concluded.

### **6. Section 106 Agreements Update Report (Pages 37 - 42)**

This report provides Members with further information on the administration and monitoring of Section 106 agreements, including an update on work done to date.

### **7. Food Poverty Scrutiny Review Scoping Report (Pages 43 - 48)**

This report proposes a focus for the Food Poverty Scrutiny Review agreed at the 10 June 2019 meeting of the Customer and

Corporate Services Scrutiny Management Committee (CSMC).  
Members of the Committee are asked to agree a suitable remit for a scrutiny review and identify the most cost effective actions City of York Council can take to minimise food poverty within the city.

**8. Work Plan (Pages 49 - 52)**

To consider the Work Plan for 2019-20.

**9. Urgent Business**

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

Democracy Officer:

Laura Clark

Tel: (01904) 552207

E-mail: [Laura.Clark@york.gov.uk](mailto:Laura.Clark@york.gov.uk)

For more information about any of the following please contact the Democracy 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)

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City Of York Council

Committee Minutes

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Meeting	Customer and Corporate Services Scrutiny Management Committee
Date	10 June 2019
Present	Councillors Crawshaw (Chair), Fenton (Vice-Chair), S Barnes, Hunter (Items1-7), Melly, Rowley and Wann
Apologies	Councillors D Taylor and Vassie

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### 1. **Declarations of Interest**

At this point, members were 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 the agenda. None were declared.

### 2. **Minutes**

Resolved: That the minutes of the previous meeting held on the 11 March 2019 be approved and signed by the Chair as an accurate record.

### 3. **Public Participation**

It was reported that there had been one registration to speak under the Council's Public Participation Scheme.

Gwen Swinburn, a resident spoke on her concerns regarding scrutiny processes. She stated that task groups took place behind closed doors with no citizen input. She also discussed the review of the constitution that Members had requested, HR issues and the use of the Officer Decision Log.

### 4. **Attendance of the Leader (inc. Policy, Strategy And Partnerships) and Executive Member Finance And Performance**

The Leader (inc. Policy, Strategy and Partnerships) and Executive Member Finance and Performance attended the meeting to

discuss priorities and challenges for the forthcoming year. They stated that there would be an Emergency Budget taken to Full Council in July and that they would be going out to consultation on the new Council Plan.

In response to Member questions they stated:

- Children's Centres were an important issue. Under austerity Local Authorities had prioritised spending, but making sure no Children's Centre closed over the last 4 years through the Local Area Teams had been a priority;
- It was most important to maintain frontline services, or services for families and children most in need;
- The Council Plan would include Key Performance Indicators (KPIs) on Economy and High Value Jobs. There would be an annual report back on how CYC was performing against the plan;
- There were 5 in the economy section of the plan;
- The Monitoring Officer would bring forward a paper on the Constitution and committee structures to the first Full Council meeting of the year;
- The York Economic Partnership was created to look at strategic economic issues and gave business leaders a chance to steer strategy at an early level;
- There would be funding in the emergency budget for a level of investment in environment and sustainability; and
- The newly created Climate Change Scrutiny Committee would give guidance to the Executive on priorities.

Resolved: That Members note the report and verbal information provided by the Executive Members.

Reason: To further strengthen the positive relationship between Scrutiny and the Executive.

## **5. Financial Progress Information Report**

The Corporate Directors of Health, Housing and Adult Social Care and Children, Education and Communities attended the meeting, with the Head of Finance, to explain the financial forecasts within their Directorates, as requested by Members of the Committee in March. They tabled documents which were published as an agenda supplement following the meeting. Members expressed their disappointment that papers were being tabled on the day of the meeting.

The Corporate Director for Children, Education and Communities stated that there were significant pressures impacting all Local Authorities. To start to address this there had been a placement review, work on an inclusion review and she had implemented budget 'deep dives' at Management Team meetings. In response to questions from Members she stated:

- In relation to 'The Glen' the overspend had primarily been staffing costs, in relation to agency staffing and some issues around vacant posts. There was a new Manager in post and agency spend had significantly reduced. There was also a move to the Centre of Excellence which would help bring things back into line;
- There was no evidence of academisation having an impact, York was good at partnership working;
- Older Children were now coming into the care system, and often their more complex needs made them more challenging to place. There had been changes to the Local Care Offer, with increased training and support for Foster Carers so they were able to deal with more complex cases. However, there were currently no empty placements so there was a clear need to recruit more Foster Carers; and
- There had been a dramatic reduction in the Home to School Transport budget.

The Corporate Director for Health, Housing and Adult Social Care also stated that the national context was a factor and that in terms of Adult Social Care it was key to make sure demand was legitimate and 'eligible need' fell within legislation.

In response to questions from Members she stated:

- In terms of external residential care use this was due to increased demand and the closure of two homes. This had created a significant cost pressure;
- CYC intended to develop places where residents could live independently, rather than create more residential care places. There would however always be a need for residential care. A hybrid mode of care was therefore ideal, but this would take time and in year results would not be evident;

- There was a clear policy not to place outside of the City but in very specific circumstances this may have to happen;
- York was a very particular market and demographic with a high level of residents self funding. This meant that many providers would never deal with the Local Authority; and
- There were very low numbers of agency staff being used by the directorate. They were not experiencing the workforce challenges that the NHS and Direct Care were.

Resolved: That, in light of the data provided by the Corporate Directors, an update on the financial position of the two Directorates be brought to this committee in December.

Reason: To provide the Committee with assurances that financial controls are in place to mitigate any overspend.

## **6. Arrangements for Scrutiny In York**

Members considered a report which highlighted the structure for the Council's provision of the scrutiny function and the resources available to support it. It also detailed the current terms of reference for the individual Policy & Scrutiny Committees.

Resolved: That Members note the contents of the report and the specific remits of the individual Policy & Scrutiny Committees.

Reason: To inform Members of scrutiny arrangements

## **7. Food Poverty Scrutiny Review Scoping Report**

Members considered a report which asked the Committee to consider a request by Members the previous administration's Customer and Corporate Services Scrutiny Management Committee (CSMC) that the new Committee undertake an in-depth scrutiny review into the causes of and responses to food poverty.

During discussion on this report some Members felt that it was important not to lose focus on the wider Financial Inclusion work being undertaken. There was also a need to better understand



current provision and to spate out issues such as food waster and social isolation which were different issues to food poverty.

There was a suggestion that an ad-hoc sub-committee be set up to consider this issue, but as it was so complex it was felt a scoping report should first be considered by the full Committee.

Resolved: That Members:

1. note the information provided in the report; and
2. a scoping report on Food Poverty be brought to the next meeting of this committee

Reason: To understand and help tackle issues related to food poverty in the city.

## **8. Draft Annual Scrutiny Report**

Members considered a draft of the Annual Scrutiny Report, summarising the work of the various Committees for the municipal year June 2018 – May 2019, and asking that they agree the report prior to its presentation to Council in July 2019.

A minor error on page 62, para 12 was noted. This would be amended prior to Full Council as follows:

~~'A Task Group was appointed to carry out this work in October 2019-2018'~~

Resolved: That Members endorse the Annual Scrutiny Report, covering the period between June 2018 and May 2019, for submission to Full Council in July 2019, in accordance with constitutional requirements.

Reason: To enable its presentation to Full Council in July 2019, in line with Constitutional requirements.

## **9. Schedule Of Petitions**

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

Resolved: That the report be noted.

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

## 10. Draft Work Plan

Members considered the Draft Work Plan for 2019-20.

They suggested that the Finance and Performance Monitor Reports could be received on a 6 monthly basis to give a more in depth view. It was agreed that this would be discussed at the upcoming meeting of scrutiny Chairs and Vice Chairs.

Resolved: That the draft work plan be approved, subject to the following amendments:

- September – ICT Strategy update report
- December – Financial Progress Information Report

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

Councillor J Crawshaw, Chair

[The meeting started at 5.30 pm and finished at 7.00 pm].



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**Customer & Corporate Services Scrutiny  
Management Committee**

8 July 2019

Report of the Deputy Chief Executive / Director of Customer & Corporate Services

**Finance and Performance Outturn 2018/19****Summary**

1. This report provides a year end analysis of the overall finance and performance position. This is the final report of the financial year and assesses performance against budgets, including progress in delivering the Council's savings programme.

**Recommendations**

2. The Committee is asked to:
  - 1) Note the year end underspend of £153k and the unused contingency of £648k.
  - 2) Agree to transfer the overall underspend of £801k to the 2019/20 contingency pending consideration by the new Executive of budget amendment proposals to Council in July 2019
  - 3) Agree the proposals for the Housing Revenue Account balance outlined in paragraphs 42 and 43
  - 4) Note the financial risks outlined in the report and the need to continue to maintain a prudent contingency and reserves that is reflective of these risks
  - 5) Note the continued effective financial management across the Council and the ongoing delivery of savings
  - 6) Note the performance information

Reason: to ensure significant financial issues can be appropriately dealt with.

**Background and analysis**

## Financial Outturn

3. The council's net General Fund budget for 2018/19 was £121.9m and the provisional outturn position is a net underspend of £153k (excluding unallocated contingency).
4. This position is consistent with previous years where expenditure has been within the overall approved budget. It is also consistent with the reports during the year which, whilst highlighting a number of pressures, have also set out the clear expectation that expenditure would be within budget. It maintains the council's overall financial health and provides a strong platform upon which to meet the further financial challenges ahead. Good progress has been made with achievement of savings in the year. Whilst some areas have experienced slight delays, as set out in the report, overall progress is good and areas of delay have generally been mitigated by other savings in relevant areas.
5. An overview of the outturn, on a directorate by directorate basis, is outlined in Table 1 below and the key variances are summarised in the main body of the report.

2017/18 outturn		2018/19 budget	2018/19 Monitor 3	2018/19 Draft Outturn
£'000		£'000	£'000	£'000
+147	Children, Education & Communities	23,089	+943	<b>+896</b>
-204	Economy & Place	16,577	nil	<b>-282</b>
-274	Customer & Corporate Services	20,564	-250	<b>-428</b>
+285	Health, Housing & Adult Social Care	49,724	+830	<b>+946</b>
-574	Central budgets	11,923	-350	<b>-1,285</b>
-620	Sub Total	121,877	+1,173	<b>-153</b>
-761	Unallocated Contingency		-648	<b>-648</b>
-1,381	Total	121,877	+525	<b>-801</b>

Table 1: Finance overview

6. Whilst the year end position is positive, there remain considerable financial challenges looking ahead into 2019/20 and beyond. The

February 2019 budget council report approved some £4m of savings in 2019/20 and progress in delivery of the savings, as well as dealing with underlying issues experienced during 2018/19, will again require careful monitoring.

7. The 2019/20 budget agreed in February 2019 provided for significant growth in adults and children's services budgets and makes proper provision for all known cost increases. This, combined with a track record of effective budget management, gives confidence in the council's future financial stability. This financial stability allows the council to invest in key priority areas. The budget for 2019/20, both revenue and capital, already provides for investment in key services.

### **Customer & Corporate Services**

8. The outturn position is an underspend of £428k, an improvement from the Monitor 3 report.
9. The main variations include underspends across a range of services due to staff vacancies including business support (£92k), business intelligence (£76k) and ICT (£101k). Additional grants received, along with a number of staff vacancies following a restructure, have resulted in an underspend of £311k on housing benefits. These underspends are offset by an overspend in Registrars which is due to an underachievement of income. A number of other minor variations make up the overall directorate position.

### **Corporate Budgets**

10. These budgets include treasury management and other corporately held funds. Significant slippage in the capital programme has been reported in the Capital Outturn report also on this agenda with some £30m that was expected to be spent during the year now proposed to be spent in 2019/20 and 2020/21. This delay in spending has an impact on the treasury budgets through lower interest payments/debt repayment, resulting in an underspend of £574k.
11. The corporate redundancy and pension strain budget has underspent by £555k due to there being fewer redundancies that have resulted in additional pension strain costs, and an overall reduction in the costs of the pension strain. Pension strain costs are charged over a 5 year period, and as previous costs have dropped out the newer costs have been lower than forecast. These costs are difficult to forecast as they depend on the circumstances of the individual employee made

redundant. These budgets also cover pension strain costs for teachers.

12. A number of other minor variations make up the overall outturn position.

### **Reserves and Contingency**

13. The February 2019 budget report to Full Council stated that the minimum level for the General Fund reserve should be £6.4m (equating to 5% of the net budget). At the beginning of 2018/19 the reserve stood at £7.4m and, as part of the budget report, approval was given to maintain this level of reserve in 2019/20 thus giving some headroom above the minimum level to take account of the continued risks facing the council, in particular the scale of future reductions on top of those already made. In addition, the budget report outlined significant risks associated with major capital projects, reduction in New Homes Bonus and health budgets. The report also contained a strong recommendation that revenue reserves should be increased over the next couple of years, in recognition of the current risks the council faces.
14. On the general contingency, the Executive was advised within the Monitor 3 report that there remained an unallocated balance of £648k and that it was being assumed this remaining balance may be needed to support some of the general pressures outlined in the Monitor 3 report. As the position has improved at outturn, this has not been necessary and it is proposed that the unused contingency is added to the 2019/20 contingency.
15. If approved, the transfer outlined above along with the base budget of £500k would take the balance on the general contingency to £1.3m. The level of reserves will remain at £7.4m.

### **Loans**

16. Further to a scrutiny review, it was agreed that these quarterly monitoring reports would include a review of any outstanding loans over £100k. There are 2 loans in this category. Both loans are for £1m and made to Yorwaste, a company part owned by the Council. The first was made in June 2012 with a further loan made in June 2017 as agreed by Executive in November 2016. Interest is charged on both loans at 4% plus base rate meaning currently interest of 4.75% is being charged. All repayments are up to date.

## **Performance – Service Delivery**

17. This report is based upon the Performance Framework for the Council Plan (2015-19) which was launched in July 2016 and built around the three priorities that put residents and businesses at the heart of all Council services. For 2019/20 Q1 report there will be a new Performance Framework based on the new Council Plan (2019-2023) approved by Executive.

Performance – Overview		2015/16	2016/17	2017/18	2018/19	DoT	Frequency	Benchmarks	
Service Delivery	A Focus on Frontline Services	Number of days taken to process Housing Benefit new claims and change events (DWP measure)	5.87	5.58	3.2	2.67	➡	Quarterly	National 18/19 Q3: 9.37 days
	A Council That Listens to Residents	% of panel who agree that they can influence decisions in their local area	NC	25.65%	26.87%	28.95%	➡	Quarterly	National Community Life Survey 17/18: 26%
		% of panel satisfied with their local area as a place to live	NC	89.84%	89.94%	88.61%	➡	Quarterly	National Community Life Survey 17/18: 77%
		% of panel satisfied with the way the Council runs things	NC	65.54%	62.13%	57.33%	⬇ Bad	Quarterly	National LG Inform 18/19: 60%
		Overall Customer Centre Satisfaction (%) - CYC	91.54%	92.48%	93.13%	94.15%	➡	Quarterly	Not Available
	A Prosperous City for All	Median earnings of residents – Gross Weekly Pay (£)	£496	£508.1	£519.3	£512.6	➡	Annual	National 18/19: £571.1 Regional 18/19: £520.9
		Business Rates - Rateable Value	NC	£247,348,791	£254,662,152	£255,782,931	➡	Quarterly	NC
% of panel who give unpaid help to any group, club or organisation		NC	64.30%	66.22%	64.72%	➡	Quarterly	National Community Life Survey 17/18: 64%	
Organisational Health Check	Performance	Red rated Major Projects - CYC	0	1	1	0	➡	Quarterly	NC
		Amber rated Major Projects - CYC	5	5	6	8	➡	Quarterly	NC
		Overall Council Forecast Budget Outturn (£000's Overspent / - Underspent)	-876	-£542 (excluding contingency)	-£620 (excluding contingency)	-£153 (excluding contingency)	➡	Quarterly	NC
	Employees	PDR Completion (%) - CYC - (YTD)	59.00%	75.90%	90.40%	86.34%	➡	Quarterly	NC
		Staff FTE - CYC Total (Excluding Schools) - (Snapshot)	2,104	2,071.6	1,972.2	2,107.9	➡	Quarterly	NC
		Average sickness days lost per FTE - CYC (Excluding Schools) - (Rolling 12 Month)	10.1	10.2	11.5	11.3	➡	Quarterly	CIPD (Public Sector) 16/17: 8.5 days
		Voluntary Turnover (%) - CYC Total (Excluding Schools) - (Rolling 12 Month)	7.00%	7.60%	7.55%	7.82%	➡	Quarterly	NC
		% of staff who would recommend the council as a good place to work	NC	NC	NC	72.00%	➡	Quarterly	NC
		% of staff who believe action will be taken following this survey	NC	NC	NC	32.00%	➡	Quarterly	NC
		Customers	% of external calls answered within 20 seconds - CYC	88.15%	89.01%	89.75%	87.70% (2018-19 Q1)	➡	Quarterly
	% of complaints responded to within 5 days		NC	75.40%	58.76%	56.90% (2018-19 Q4)	➡	Quarterly	NC
	FOI & EIR - % In time - (YTD)		95.60%	93.14%	89.20%	90.86%	➡	Quarterly	NC
	Digital Services Transactions / Channel Shift		Narrative Measure				➡	Quarterly	NC
	The DoT (Direction of Travel) is calculated on the last three data points whether they are annual or quarterly.								

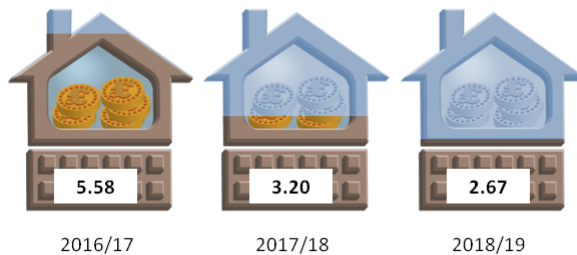


## A Focus on Frontline Services

### Number of days taken to process Housing Benefit new claims and change events - this measure gives an understanding of the efficiency and effectiveness of a key front-line service

18. Due to improvements in digital processes, performance in this area remains consistently strong in York with the average number of days taken to process a new Housing Benefit claim, or a change in circumstance, less than 2 days during 2018-19 Q4. York performance is also the best out of all other local authorities that we are benchmarked against (North and East Yorkshire, Lincolnshire and the Humber) and much higher than the national average of 9.1 days (2018-19 Q2).

Number of days taken to process Housing Benefit news claims and change events (DWP measure)



## A Council That Listens to Residents

19. The council carries out a number of consultation and research activities throughout the year, including: annual surveys, statutory research, one-off pieces of research and using Talkabout, our citizens' panel, which is comprised of a representative sample of around 1,000 York residents who are invited to complete a bi-annual survey to capture a variety of resident satisfaction measures across all areas of council business. Details of all other public consultations are available on the consultations page of the Council's website.

### % of residents who agree that they can influence decisions in their local area - this measure gives an understanding of residents' recognition about how we are listening and reacting to residents views

20. The results from the latest (Q3 18/19) Talkabout survey found that 29% of panellists agreed that they could influence decisions in their local area which is higher than the latest national figure of 26% (Community Life Survey 2017/18). 92% of respondents think it's important that residents can influence decisions in their local area.

## Armed Forces Covenant Community Survey

21. The Armed Forces Community Survey ran from 11 February to 1 April 2019. The survey aimed to capture something of the size and characteristics of the Armed Forces Community who live among the wider York community in order to better commission and target local services. It takes place as part of a larger data research project commissioned by City of York Council to assess the needs of the Armed Forces community in North Yorkshire.
22. 241 members of the Armed Forces community participated which included current and ex-service members or relatives of.
23. Key results included:
  - 65% of respondents had heard of the Armed Forces Covenant.
  - 49% of respondents said they had been treated differently due to a connection to the armed forces. 71% of comments related to negative experiences and employment and public perception appeared frequently however the 29% of positive comments also frequently mentioned these two areas.
  - 86% of respondents were satisfied with their local area as a place to live and 65% felt part of their local community (80% of Talkabout panellists feel they belong to their local area). When asked what the barriers were the most frequent answers were public perception or understanding, lack of events, work commitments or lack of support to get involved.
  - 8% respondents had experienced homelessness.
  - 20% of the respondents live in council properties.
24. Examples of other major consultations active during Q4 2018-19 include;
  - **York Business Accommodation Survey** - A consultation seeking York businesses' views on their premises to support the development of the city's long-term economic strategy.
  - **York Outer Ring Road** - We asked for feedback on proposed improvements to the York Outer Ring Road roundabouts at Clifton Moor and Wigginton Road.
  - **Minster Precinct Neighbourhood Plan** - We asked for comments on the Minster Precinct Neighbourhood Plan consultation
  - **Bishopthorpe Road Parking** - We asked for feedback on four options to improve visibility for pedestrians.

## Castle Gateway

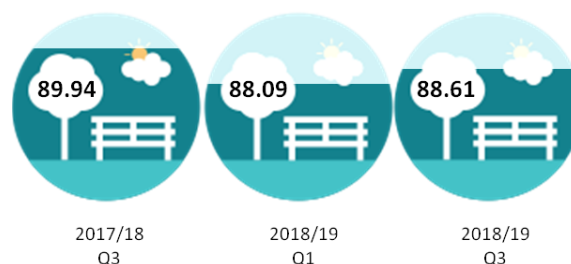
25. The first planning applications relating to the Castle Gateway Masterplan are due to be submitted in early summer 2019; we asked for opinions to shape the initial 'work package', which includes a multi-storey car park at St George's Field and a residential development in the Castle Mills area. Residents were invited to feedback on plans through an online survey.

### **% of residents satisfied with their local area as a place to live - this measure gives an understanding of residents' views about the area and the quality of their ward / neighbourhood**

26. The next version of the Talkabout Survey will be sent to the panel during May 2019 and the results will be published in a future Monitor.

27. The results from the latest (Q3 18/19) Talkabout survey showed that 90% of the panel were satisfied **with York** as a place to live and 89% **with their local area**. Satisfaction levels for the local area continue to be significantly higher than the latest national figures of 77% (Community Life Survey 2017/18) and 78% (Local Government Association Poll October 18).

% of panel satisfied with their local area as a place to live



28. Where residents indicated that they were dissatisfied **with York** as a place to live, the most common reasons were crime and anti-social behaviour (mainly city centre drinking), economy and transport (largely traffic issues), value for money and residents not being at the heart of decision making. Where residents were dissatisfied **with their local area** as a place to live, the most common reasons were crime and anti-social behaviour, public realm and highways. Specifically these concerns were about: intimidating and noisy groups of hen and stag parties; the lack of a police presence; the standards of street cleansing (including littering levels) and the poor quality of road surfacing.
29. 78% of respondents thought that their local area was a good place for children and young people to grow up. Where residents disagreed that their local area was a good place for children to grow up, the

main reasons were safety, available activities or services and available green spaces.

30. 92% of respondents agreed that it was important to feel part of their local area with 80% agreeing that they did belong. These results have both increased from the previous survey and the latter is higher than the National benchmark scores of 62% in the Community Life Survey 2017/18 and 78% from LG Inform.
31. When asked if they agree their local area is a place where people from different backgrounds get on well together a decrease can be seen from 75% in Q1 to 68% in Q3. This is below the national figure of 82% from the Community Life Survey 2017/18.

**% of residents satisfied with the way the Council runs things - this measure gives an understanding of residents' satisfaction with frontline service delivery and the Council's responsiveness to residents' views**

32. The latest (Q3 18/19) Talkabout survey showed that 57% of respondents were satisfied with the way the Council runs things which is a further reduction compared to previous survey results. Satisfaction levels continue to be similar to the LG Inform benchmark figure of 60% for October 2018. Where residents indicated that they were dissatisfied with the way the council runs things, the most common reasons were public realm and highways.
33. The Council aims to deliver financial sustainability whilst improving services and outcomes for York residents and 43% of respondents agree that the Council provides value for money which is similar to the LG Inform benchmark figure of 44% for October 2018.

**% of residents who think that the Council and partners are doing well at improving the quality of streets/public spaces - this measure gives an understanding of residents' satisfaction with frontline service delivery and the Council's responsiveness to residents' views**

34. In the latest (Q3 18/19) Talkabout survey, panellists responded positively to one area indicating they believe the council are doing well in conserving York's heritage. Responses continued to reflect that panellists thought the council and partners could do more to reduce air pollution, improve the quality of streets/public spaces and encourage the use of low emission vehicles. The Low Emission Strategy (LES), introduced in 2012, has proved particularly effective

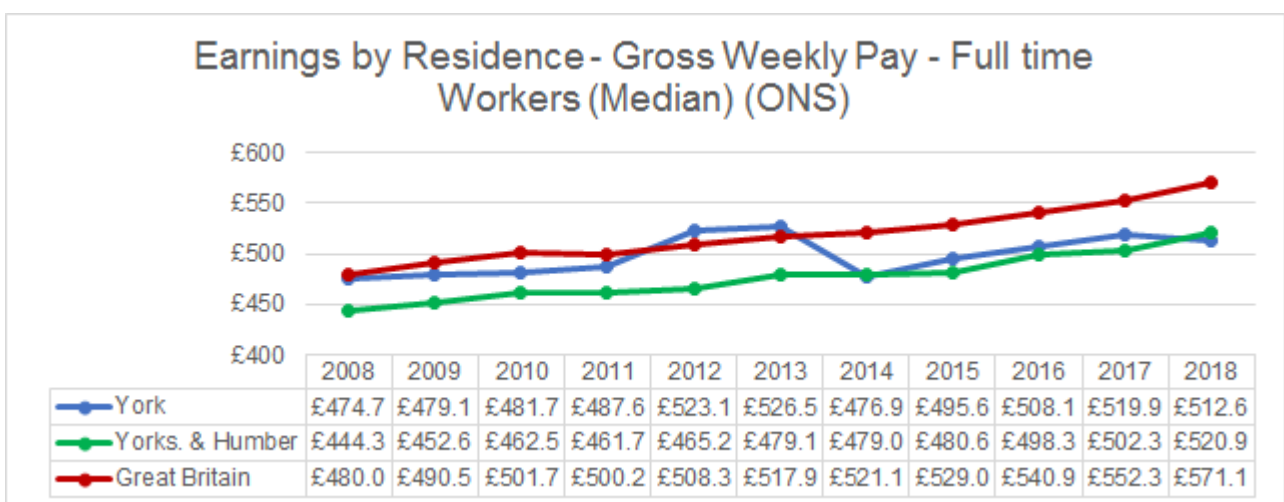
at tackling emissions from service vehicles such as buses, taxis and Heavy Goods Vehicles which contribute to poor air quality in York. Work to improve the air quality includes the introduction of more electric Park & Ride buses, the continued roll-out of the new taxi licensing policy that specifies minimum emission standards for new or replacement taxis and the delivery of the Strategic Electric Vehicle fast charge network in the city.

**Overall Customer Centre Satisfaction (%) - CYC - this measure gives an understanding of the quality of our face to face, phone and front office customer services (and in future our digital services through the CYC website)**

- 35. The Customer Centre offers advice and information on many services including benefits, council tax, housing, environmental, transport, educational, social care and planning. At the end of phone enquiries customers have the opportunity to complete a short phone based customer satisfaction survey or, when visiting West Offices, rate their experience via a feedback terminal. Customer Satisfaction remains high at the end of Q4, with 96% of people rating the service as either good or very good which is the highest ever recorded for this indicator.

**A Prosperous City for All**

**Median earnings of residents – Gross Weekly Pay (£) - this measure gives an understanding if wage levels have risen within the city, a key corner-stone in the cities economic strategy**



- 36. In April 2018, the median gross weekly earnings for full-time resident employees in York were £512.60, a decrease of 1.4% (excluding

inflation) from £519.30 in 2017. Since the economic downturn of 2008 to 2009, growth (excluding inflation), has been fairly steady, averaging approximately 1.1% per year up to 2017. Nationally the increase was 1.5% and regionally, 1.3% over the same period.

37. As our Economic Strategy recognises, York has high levels of employment in low paid work such as retail, food and leisure, and tourism. To make housing in the city more affordable for residents, we need to grow more high paid jobs and support lower paid industries to be commercially successful so that they can increase pay. Our current strategy focuses on growing more jobs in better paid industries, while our city centre economy is driven by tourism, retail, food and leisure. During 2017 there were 5,000 additional jobs created. The majority of these jobs were in the professional, scientific, technical businesses and food and drink sectors.

### **City Centre Jobs**

38. In 2016, there were a total of 20,500 people employed in York city centre, around 18% of all jobs in the city. Over the past 15 years, a net 4,250 jobs have been lost from the city centre, although the overall total number of jobs in the city was static. Public administration was the biggest loser among sectors in that period, with over 1,700 jobs lost, 50% of the 2003 total. Retail was the second biggest loss, with a 20% reduction in employment and 1,100 jobs lost. In the same period, employment in the food and drink service sector increased by over 1,000, a 40% gain, while the cultural and creative sectors gained a total of 800 jobs, a 700% increase.

### **Job Seekers Allowance (JSA) Claimants**

39. The JSA figures should be viewed in the context of the number of people receiving Universal Credit in York increasing from 4,889 in February 2019 to 5,005 (provisional) in March 2019 (of which 2,014 were not in employment). Figures from the Office for National Statistics showed that;
  - There were 180 JSA claimants in York in March 2019 which is a decrease from 185 in February 2019 and a decrease from 285 in March 2018.
  - The claimant count for York represents 0.1% of the working population, which is lower than both the regional and national figures of 0.8% and 0.6% respectively in March 2019.

- Recent figures also highlight a fall of 10 in the youth unemployment count since March 2018. The youth unemployment figure is lower than both the regional and national figures of 0.6% and 0.3% respectively.

### **Department of Work and Pensions**

40. Data released by the Department of Work and Pensions is published 6 months in arrears and the latest data relates to August 2018. The total number of claimants for either Income Support or Employment Support Allowance in York is 5,000, which is a decrease of 170 from May 2018. The claimant count represents 3.6% of the working population which is lower than both the regional and national figures of 7.6% and 6.8% respectively. Although these figures are the lowest in the region, due to the changes in the benefits system some of the data is transitional. The introduction of Universal Credit, for example, means that some people are still in the process of transitioning over. The Council provides a dedicated Universal Credit support service offering assistance with making a claim, managing a claim, support relating to monthly budgeting and any concerns over money resulting from a claim.

### **Business Rates - Rateable Value - this measure gives an understanding of how much money the Council is likely to receive to spend on public services**

41. The Government announced in the Budget on 29 October 2018 that it will provide a business rates scheme (Retail Discount) for occupied retail properties with a rateable value of less than £51,000 in each of the years 2019-20 and 2020-21. The purpose of this new discount is to support the 'high street' which has been affected by changes in consumer spending preferences such as online shopping. The relief is temporary for two years from April 2019. The relief could benefit as many as 1,500 hereditaments across the city on the basis of their current rateable value.

### **Council Tax Collection**

42. The collection rate for Council Tax at the end of March 2019 was 97.6% which is higher than the corresponding period in 2017/18. The collection rate for Business Rates at the end of March was 98.7% which is higher than the target rate for collection.

**% of residents who give unpaid help to any group, club or organisation - this measure gives an understanding of how much volunteering is currently being undertaken within the city**

43. The results of the latest (Q3 18/19) Talkabout survey showed that 65% of the respondents give unpaid help to a group, club or organisation which is comparable with the government's Community Life Survey 2017/18 which found that 64% of respondents reported any volunteering in the past 12 months.

**Other Performance**

**Major Projects - this measure gives an understanding of the performance of the large projects the Council is currently working to deliver**

44. At the end of March 2019 there were 20 major projects in progress, an increase from 14 at the end of December 2018. The Allerton Waste Recovery Park project has closed as the facility is now operational. Officers will continue to oversee the joint working until the shared arrangements with NYCC are in place. Seven new major projects have been added to the portfolio since December 2018.

These are:

- Smart Travel Evolution Programme (STEP)
  - Procurement of ICT Services
  - Flood Risk
  - City Centre Access Project
  - Parking Review
  - Sufficiency Strategy
  - Inclusion Review
45. Each project is given a status to give an overview of significant risks and provide assurance as to how individual projects are being managed. 8 projects are rated "Amber" and 12 are rated "Green". The Guildhall project is now rated as 'Green' as the tender process has been completed and a successful contractor has been selected.

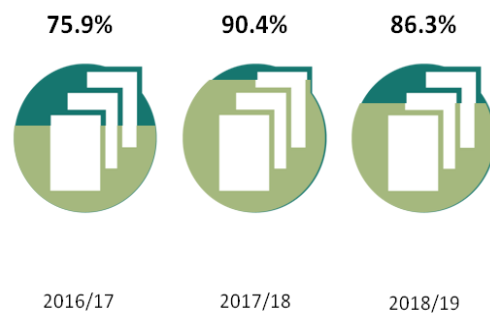
**Performance – Employees**

**Staffing PDR Completion Rates - this measure gives an understanding of how we making sure that the organisations strategic aims, goals and values are being passed to all employees**



46. City of York Council is committed to developing confident, capable people working positively for York. As part of that commitment, all colleagues are entitled and encouraged to reflect on their performance and discuss future aspirations and work goals through regular one to ones and an annual Performance and development Review (PDR) appraisal. The annual PDR process starts in May and, by the end of March 2019, 86.3% of PDRs had been undertaken, a decrease from 90.4% at the same point in the previous year.

PDR Completion (%) – CYC - Snapshot



**Staff Total - this measure gives an understanding of total numbers of staff, and our staffing delivery structure**

47. At the end of March 2019 there were 2,574 employees (2,108 FTEs) working at City of York Council (excluding schools), an increase of 13 individuals (11 FTEs) from the end of Q3.
48. As per the Council's commitments to be an equal opportunities employer and city, and to fulfil transparency commitments, the council has looked at its Equalities profile. Two snapshots of data were taken from September 2017 and September 2018, data excludes Councillors, casual and school staff. Facts from this are:
- 48% of staff preferred not to state their religion, or it wasn't recorded
  - 73% of staff were white British, 23% didn't specify their ethnicity and 4% were from black and minority ethnic backgrounds
  - The most prevalent age range for staff was 50-59
  - Females made up just over 60% of the total number of staff
  - 74% of staff said they were not disabled, with 22% preferring not to say. For those who stated that they had a disability, a long standing illness or 'other' disabilities were the highest recorded types.

**Average sickness days lost per FTE (12 Month rolling) - this measure gives an understanding of the productivity of the organisations employees**

49. At the end of March 2019 the rolling 12 month sickness days per FTE figure has decreased to 11.3 days (from 11.7 at the end of Q3).

Proposals for tackling absence were agreed to Executive in Autumn 2018 on the future use of a dedicated external team to focus on attendance and work with managers and employees on a timely return to work. Work to procure this service is underway.

**Staffing Turnover - this measure gives an understanding of the number of staff entering and leaving the organisation**

50. Total staff turnover has increased slightly to 12.4% (from 12.1% at the end of Q3) over the rolling 12 months to March 2019 whilst voluntary leavers have remained steady at 7.8% (7.7% at the end of Q3). This level of staffing turnover is expected and in line with the council's changing service delivery models.

**Staff Satisfaction - this measure gives an understanding of employee health and their satisfaction with the Council and a place to work and its leadership, management and practices**

51. Throughout 2018/19, employees will be invited to complete six short surveys covering a range of topics including 'values and behaviours' and 'leadership and management', with feedback helping to shape and improve the organisation and make CYC an even better place to work. A report summing up wider organisation action will be created at the end of the survey process.

**Performance – Customers**

**External Calls answered within 20 seconds - this measure gives an understanding of speed of reaction to customer contact**

52. The latest available data (2018-19 Q1) shows that the percentage of all external calls answered within 20 seconds was 88% which is well above the industry benchmark of 80%.

**Customer Centre**

53. Our Customer Centre is the main point of contact for residents and business visitors. During Q4, the number of calls received increased to 55,564 (54,912 in Q3), with 94% answered (52,267). The increase in demand is seasonal and expected. During peak periods customers may experience increased waiting times and, although calls are typically not held in a queue for more than 44 seconds, customers can make use of the call back facility.

**% of complaints responded to within 5 days**

54. In 2018/19 Q4 the council received 348 stage 1 corporate complaints and responded to 56.9% of them within the 5 day timescale. This is a significant improvement from Q1 where 39.6% of complaints were answered within the 5 day timescale. Where timescales were not met, this was due to resource pressures in some service areas.
55. Additional resources have been provided to deal with and monitor complaints with work ongoing to;
  - Ensure that complaints performance is monitored. Managers now have access to a dashboard of live reports relating to real time complaints and customer performance information;
  - Refresh the corporate complaints policy and procedures along with the complaints IT system.

**FOI & EIR - % In time - this measure gives an understanding of our speed of reaction to FOI's**

56. In 2018/19 Q4, the council received 571 FOIs, EIRs and SARs. CYC achieved 89.5% in-time compliance for FOIs (Freedom of Information requests), 89.44% in-time compliance for EIRs (Environmental Information Regulations requests) and 77.42% in-time compliance for SARs (Subject Access to records requests). The council has achieved a full year in time compliance performance for FOIs and EIRs of 90.86% which is an improvement from 89.20% in 2017-18. This performance achievement is particularly noteworthy, given that there has been an overall increase in the number of requests received for the full year in 2018-19 of 11.7%, compared to 2017-18.

**Digital Services Transactions/Channel Shift**

57. The number of residents who came to West Offices during Q4 increased to 10,716 (10,656 in Q3). The average wait time was 5 minutes and 84% of residents were seen within the target wait time of 10 minutes. 13,345 business visitors came to West Offices during Q4 (12,557 in Q3). In addition to speaking with customers over the phone and face to face, the customer service team also responded to 9,882 emails.
58. Customers are also opting to access services using alternative ways;
  - 1,879 made payments using the auto payments facility,
  - 21,428 people used the auto operator (transfers to individuals and teams without speaking with a customer service team member),
  - 68% of street lighting and street cleansing issues were reported by customers on-line

- 305 customers used the self serve option in the customer centre to access services
- Circa 7,500,000 pages of our website were reviewed (If a visitor visits a page more than once during the same session or in the relevant period, it is re-counted).

### **Procurement**

59. During 2018-19, work continued on embedding social value principles in all procurements and finalising the Councils commissioning strategy, as well as introducing council wide contract management guidance and effectively managing relationships with our key suppliers.

### **Annexes**

60. All performance data (and approximately 1000 further datasets) within this document is made available in machine-readable format through the Council's open data platform at [www.yorkopendata.org](http://www.yorkopendata.org) under the "performance scorecards" section.

### **Consultation**

61. Not applicable.

### **Options**

62. Not applicable.

### **Council Plan**

63. The information and issues included in this report demonstrate progress on achieving the priorities set out in the Council Plan.

### **Implications**

64. The implications are:
- **Financial** are contained throughout the main body of the report.
  - **Human Resources (HR)** There are no HR implications.
  - **One Planet Council / Equalities** There are no One Planet Council or equalities implications.
  - **Legal** There are no legal implications.
  - **Crime and Disorder** There are no crime and disorder implications.
  - **Information Technology (IT)** There are no IT implications.

- **Property** There are no property implications.
- **Other** There are no other implications.

### Risk Management

65. An assessment of risks is completed as part of the annual budget setting exercise. These risks are managed effectively through regular reporting and corrective action being taken where necessary and appropriate.

### Contact Details

<b>Authors:</b>	<b>Chief Officer Responsible for the report:</b>		
Debbie Mitchell Corporate Finance & Commercial Procurement Manager (01904) 554161	Ian Floyd Director of Customer & Corporate Services (Deputy Chief Executive)		
Ian Cunningham Head of Business Intelligence (01904) 555749	<b>Report Approved</b>	✓	<b>Date</b> 12/6/19
<b>Wards Affected:</b> All			✓
For further information please contact the authors of the report			

### Background Papers:

None

### Glossary of Abbreviations used in the report:

CYC	City of York Council
EIR	Environmental Information Regulations
FOI	Freedom of Information
FTE	Full Time Equivalent
ICT	Information and Communications Technology
JSA	Jobseeker's Allowance
LES	Low Emission Strategy
NYCC	North Yorkshire County Council
PDR	Performance and Development Review
STEP	Smart Travel Evolution Programme

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**Customer & Corporate Services Scrutiny  
Management Committee**

8 July 2019

Report of the Director of Customer &amp; Corporate Services

**Attendance and Wellbeing****Summary**

1. This report provides an update on the sickness absence figures in City of York Council (CYC) and the continued work ongoing across the Council in improving the well being of employees and supporting managers in attendance management.
2. The report also provides an update on the staff survey that has now concluded.

**Background**

3. Supporting staff in their well being continues to be a key focus at CYC. We have seen sickness absence figures increase over time and Scrutiny Committee, Executive and Corporate Directors are keen to ensure we manage attendance fairly and consistently across the authority.
4. There is no one root cause leading to absence of staff and individual cases are complex. Absence from work is often a result of many factors. These can include changes to the workplace, performance management, ill health and life events outside of the workplace that impact on people being unable to attend work.
5. Line managers continue to work with HR to ensure the correct support is provided to staff in a timelier manner. In addition, HR are supporting managers to consistently apply the attendance management policy so that staff continue to be supported and managed in a fair and transparent way.
6. Since reporting in January we have awarded both the contract for Occupational Health provision and a provider to provide industry expertise in managing short term absence from day one. This is to

ensure consistent and fair practice along with more timely support to individuals through occupational health professionals.

7. The authority is just in the process of implementing these services and within the next few months communications and support to managers will increase. Collaborative work with the providers, unions and managers will be key to ensure effective implementation.

### **Continued activity around attendance management**

8. There has been a continued focus on attendance management as a result of increases in absence figures over the last few years. Improved reporting through the online HR system may account for some of the increase over time and this should be seen as a positive.
9. Having the absence recorded allows the manager to actively manage any absence and can pick up on any trends over time, allowing the appropriate support to be given to staff.
10. The well being of staff is very important to the council, and a multiple faceted approach to attendance management has been adopted, as there is no one cause of absence and therefore no one solution that will result in reduce absence figures.
11. Consistent application of policy is a key aspect, one which the Unions have raised. It is important that the policies are applied consistently and fairly across the organisation and in a supportive manner. As a scrutiny committee you are aware there is a direct cost of absence, on lost productivity, impact on colleagues left in the workplace and ultimately on delivery of services to the residents of York. The council has to balance up it's responsibilities across its staff, managers and ultimately ensure the service delivered to residents is not affected.
12. The Director of Public Health continues to lead the Workplace Health and Well Being Strategy Board, with a focus on delivering a Workplace Health and Well Being Strategy. Key members of staff are involved in this group including the trade unions.
13. The Council have signed up to the Time to Change Employers pledge. Time to Change is a social movement focussed on changing how we think and act about mental health and aims to reduce stigma and discrimination associated with mental health. Reducing stigma and discrimination has a positive impact on how we experience ourselves and our mental health problems, or how we might ask for help and support.

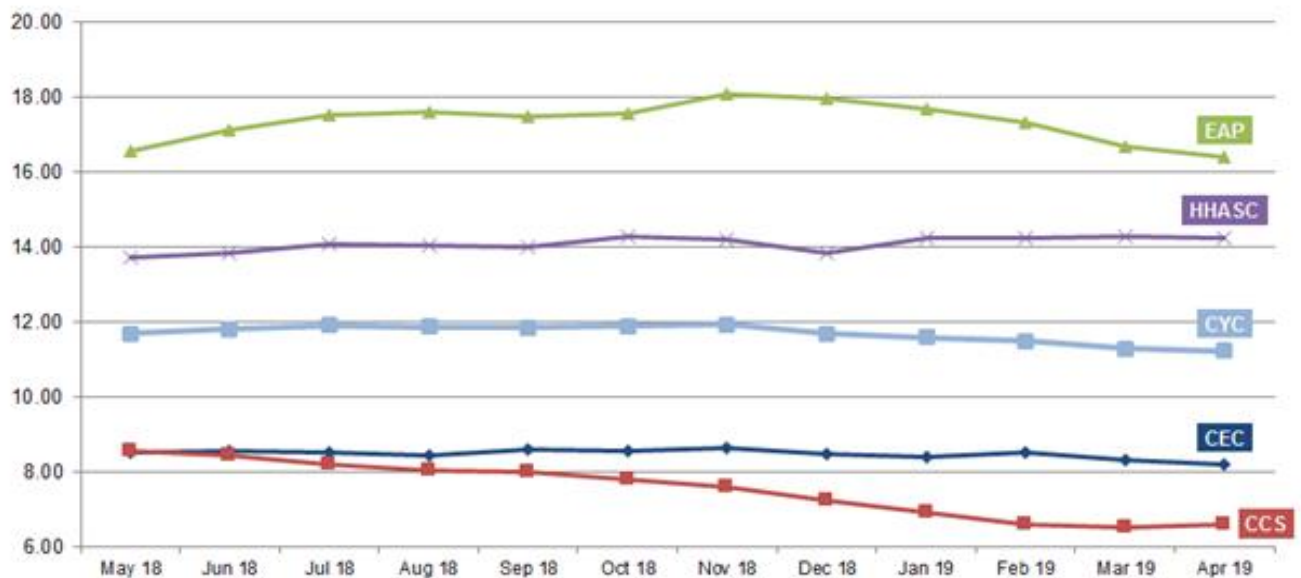


- 14. An action plan describing how CYC will achieve it's pledge will be led through the Workplace Health Strategy Group
- 15. This is an important step for CYC. We want to create a workplace environment which acknowledges that we're all human, we all have mental health, and that talking about it in a supportive environment makes a difference. Managers and leaders can help shape the workplace environment to be supportive of staff facing mental health problems.

**Data Analysis and Comparator Data**

- 16. At the end of March 2019 the rolling 12 month sickness days per full time equivalent (fte) figure has decreased to 11.3 days, from 11.7 at the end of Q3, and compared to 11.5 at the same point last year. These figures should be seen in comparison to the public sector benchmark of 8.5 days (CIPD public sector benchmark). Personnel Today reported that in the public sector in 2017, 9.8 days were lost to sickness per employee compared to 5 days in the private sector.

**Average Sickness Days per FTE - (Rolling 12 month)**



- 17. There has been no significant change in the overall figure since we last reported to scrutiny on absence figures across directorates. The graph above shows the rolling 12 months to end of March 2019. At a glance you can see that CCS have reduced their absence by around 25% in the

past 12 months and is below the average for public sector. CEC is also low.

- Economy and Place directorate averaging 16.7 days lost per FTE compared to 15.8 days at the same point last year. Sickness in this department rose during the Summer but has reduced for each of the last 4 months;
- Health Housing and Adult Social Care directorate are averaging 14.3 days lost per FTE compared to 13.4 days at the same point last year;
- Children's, Education and Communities directorate are averaging 8.3 days lost per FTE compared to 8.5 days at the same point last year;
- and Customer and Corporate Services directorate are averaging 6.5 days lost per FTE compared to 8.7 at the same point last year.

18. The majority of time lost to sickness absence is caused by long term sickness. The ratio for long term sick across the authority is around 66% of total absence compared to 70% last year. This reduction is possibly indicative of the increased work HR has completed with departments to support long-term sickness cases. Whilst most departments are at similar levels, the percentage of long-term sickness increases to 76% in Economy and Place directorate compared to almost 80% at the same point last year.

19. The main reasons being recorded by CYC for long term sickness include mental health and stress related absence. Mental Health, stress and depression were the most prevalent reasons for absence across all participating councils in the recent benchmarking exercise. Stress and Mental Health related absence accounts for 30% of the total absence figure which is a similar level to last year. Most directorates are at this level except Children's, Education and Communities where stress and mental health accounts for 37% of absences.

### **External provision**

20. As agreed by Executive on 18<sup>th</sup> October 2018 and 17<sup>th</sup> January 2019 contracts have been awarded for the provision of an occupational health

service and additional support (through a specialist provider) to assist managers proactively manage employees absences from work.

21. Work is currently on going with the provider to implement changes and review the operating model to ensure that the service provided, is more responsive, to meet the council's current needs and thus facilitate the escalation of quick referrals where these may be needed. The provision (including an osteopath service), will continue to provide professional advice where an employee is off sick.
22. The second provider, an industry expert in Day One Absence management will see the provision of;
  - a. a standard process for all employees to report their absence from work;
  - b. the provision of appropriate medical advice to the employee based on the initial telephone contact including self care advice;
  - c. the provision of real time data and information (including pro active alerts) to managers to help inform and support them in taking appropriate action. This may include recommendations to refer to the OH provider, tailored questions to inform return to work interviews, as well as pro active push reports to ensure policy compliance; and
  - d. trend analysis and bench marking of data, to include manager compliance around holding return to work interviews and stage management to ensure appropriate support can be given where needed.
23. In summary this provision, agreed by the Executive for two years, will see us working proactively with employees who are absent due to sickness, providing them occupational health support for self care, identify where an early referral to OH may be needed; provide support for managers in their management of sickness absence; provide true reasons for absence and real time data, (including compliance data with council policy) to enable targeted support to be provided where needed.
24. With both suppliers working jointly with the council to share and review trend and benchmarking data, will help the council develop and inform solutions to keep employees with health issues at work. This more proactive approach to health management should in turn reduce the cost of absenteeism, increase productivity and staff retention.

25. The coming weeks will see collaborative work with the providers, HR, managers and the trade unions to ensure the implementation of this provision is smooth and transparent.

### **Staff Survey**

26. Throughout 2018/19, we have been engaging with staff to understand their views across a range of topics, so we can identify any concerns and challenges staff face on a day to day basis. This allows CYC to improve staff engagement, to identify minor changes to reduce sickness and improve employee wellbeing. We have completed the staff survey for 2018/2019, covering 6 themes as shown below.

- My Role (informed and equipped) & Teamwork
- Values and Behaviours
- Inclusion, Wellbeing and Behaviour at Work
- Reward and Recognition
- Performance and Development
- Leadership and Management

27. Response rates to the survey averaged around 35% over the course of six surveys, and whilst no benchmarking on response rates for this type of survey is available nationally, feedback from other Councils whom have completed internal staff surveys suggest that responses rates >20% can be seen to be positive.

28. There was a significant amount of positive feedback within the surveys from employees covering areas such as fairness within the workplace, structures for feedback and team meetings, wellbeing, and peer and managerial support.

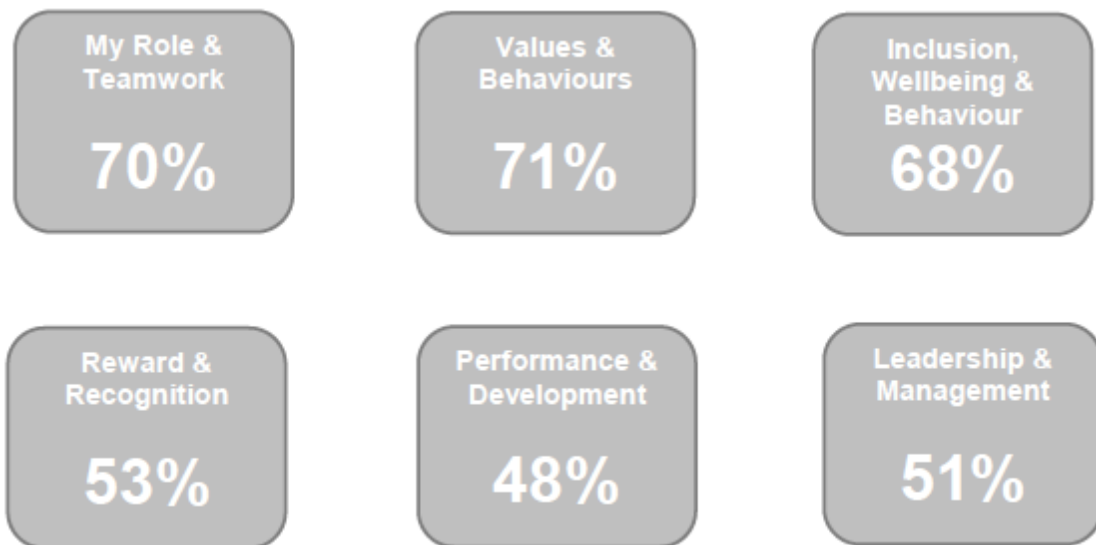
29. A number of themes were brought up by employees through the survey which we are going to consider in more detail. These include managing talented individuals, managing poor performance, visibility of senior officers and managing change.

30. Action has been taken on some areas that were raised around recognition and usefulness of team meetings has already been addressed.

31. A new monthly managers briefing is being piloted to help support managers delivering standard messages across the council and to help structure team meetings.
32. The four staff recognition and engagement events that were run throughout May and June was a new approach to recognition. These were positively received with around 200 employees attending.
33. Whilst there are significant details within the staff survey, two core questions were asked. One whether staff “would recommend the council as a good place to work” and two, whether post the survey staff “felt that action would be taken forward”.
34. Across the six surveys, on average around 71% of employees would “recommend the Council as a good place to work” and this compares to a civil service benchmark for a similar question of 58%.
35. Around 33% of employees felt “action would be taken forward” post the staff survey and this compares to a civil service benchmark for a similar question of 49%. Results were relatively similar across the four directorates. Whilst the results are low, in previous years when surveys have been run we accept that communication with staff regarding around action taken as a result may not have been sufficient.
36. In May and June four staff recognition and engagement events across the council were held, led by the Chief Executive and members of CMT. The events, as well as recognising achievements in the past 12 months, sought staff views on a couple of areas, including ‘one thing they liked about the council’ and ‘one thing they would change’. We are still analysing this information as we had around 200 employees attending. We are progressing with further focus groups over coming months on specific themed areas coming out of the staff survey so we can gather qualitative data.
37. To try and understand the topic areas which the Council needs to focus upon, all questions were analysed within the topic in order to shows the percentage of respondents who indicated that they agreed with the statements across all questions within the theme. Results are below and suggest that focus is required on performance and development, reward and recognition, and leadership and management.

38. Additional focus groups were initiated and run within Economy and Place following the results during the survey. This enabled them to drill down into responses further and gather qualitative data to allow DMTs to understand what staff were thinking.

39. **Staff Survey Positive Results by Theme**



**Consultation**

- 40. We continue to engage with the trade unions on absence management, and they will be involved in the implementation of Occupational Health Provision and the new dedicated well-being team through the external provider.
- 41. Further focus groups are being arranged for staff to attend to discuss further the results of the staff survey.

**Council Plan**

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

**Implications**

- 43. **Financial:** No specific implications at this stage, though the costs of a wellbeing team will need to be considered by the Executive.

- 44. **Human Resources (HR):** If sickness absence is not tracked and managed appropriately, the implications for staff members could be significant if appropriate support or responses are not put into place, either through worsening absence or symptoms, or through litigation action taken against the council.
- 45. **Equalities:** The poor recording of sickness absence reasons and related management action could result in reasonable adjustments or occupational health advice not being provided where staff are covered by the Equalities Act in relation to disability.

**Risk Management**

- 46. The main risks continue to relate to failure to record, track, monitor and put into place actions to monitor sickness, which may cause sickness levels to not be accurate, and in turn cause actions to be put in place that are not proportionate or in line with policy. Mitigations will be put in place as detailed in the main body of the report.

**Recommendations**

- 47. To consider the information provided in the report.

Reason: To inform the Committee of the latest sickness absence figures

**Contact Details**

**Author:**

Trudy Forster  
Head of HR  
01904 553984

**Chief Officers Responsible for the report:**

Ian Floyd, Deputy Chief Executive  
Sharon Stoltz, Director of Public Health

**Report Approved**  **Date** 26/6/19

**Specialist Implications Officer(s)** None

**Wards Affected:** All

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

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**Customer & Corporate Services Scrutiny  
Management Committee**

8 July 2019

Report of the Assistant Director for Planning and Public Protection

**Section 106 Agreements Update Report****Summary**

1. This report provides Members with further information on the administration and monitoring of Section 106 agreements, including an update on work done to date.

**Background**

2. At a meeting of the Customer and Corporate Services Scrutiny Management Committee (CSMC) on 12<sup>th</sup> November 2018, Members received a report providing updated information on Section 106 agreements and how they are administered and controlled and the possible future changes.
3. Customer and Corporate Services Scrutiny Management Committee members requested that further update on the ongoing S106 work were brought to the Committee for consideration.
4. At the previous Scrutiny Committee in November 2018 the existing Section 106 procedures were outlined along with an audit report which outlined weakness in the system where tables are required to be kept up to date as cases are registered and progress. Three of the five sections of the audit (Obligation tables and evidencing enforcement action, System for recording compliance with agreements and Evidencing expenditure on revenue cost centres) all concluded in the agreed actions that:

“Officers will investigate the possibility of the use of dedicated software to collate the enforcement of agreements and subsequent spending of monies by the council’s services and its partners.”

5. A programme of updating the S106 case monitoring took place last year and the current S106 enforcement case load was brought up to date. All of the 185 open S106 monitoring cases were reviewed. 135 S106 cases were closed (either as a result of the review and those where the obligation was discharged during the review). Those left open were classified as needing to remain open in order that further work could be undertaken to secure compliance. Today there are 115 ongoing S106 monitoring cases.

### **Investigation into new system**

6. Since the last meeting where it was outlined that a new system had been identified which would be more effective and efficient than the existing process for the monitoring and management of S106 obligations and would allow for the following:
  - An alerting system to prompt an administrator at key stages of the S106 agreement
  - A categorised document management system to allow for the storage of category relevant documentation with the ability to link to an external DMS via URL
  - The ability to store multiple contacts such as “Interested Party” and agent management of covenants and clauses
  - Full financial section to monitor incoming and outgoing expenditure
  - Project module allocations to calculate or to view a breakdown of sums received per application
  - Payment policy management as per the legal agreement
  - Planning application linkage from Outline to Reserved Matters, and between Full and application variations
  - Decision monitoring including alerts
  - Logging of land charges in formation

- Generation of S106 letters, receipts and demands with mail merge facility direct to individual covenants
  - Finance monitoring
  - Import and export facility to import and export to supported external systems
  - Reporting facilities to generate various reports
  - Event logging for audit purposes.
  - Administer and monitor various individual projects, including calculations of funding, spending and returned sums against initial project estimations
  - Allocate spending to projects based on allocations of above funding
  - Account for returned funds based on the above allocations
  - A categorised document management system with the ability to link to an external DMS via URL
7. Officers took part in a web base explorative program with the company to seek further information and interrogate the capabilities of the programme. The financial implications were also explored.
  8. The system is complex by the nature of the data involved and will need a significant resource to export existing cases however the system will allow for alerts and monitoring in a comprehensive way.
  9. Officers have also arranged to visit another Local Authority that uses the system to assess the exact requirements that are needed for York to successfully implement the system.

### **Resourcing**

10. Officers took part in a web base explorative program with the company to seek further information and interrogate the capabilities of the programme. The financial implications were also explored. There is a one off cost to purchase the software package and on-going revenue costs for both software licences and staff resource to populate and maintain the data base.

11. The system is complex by the nature of the data involved and will need a significant resource to export existing cases however the system will allow for alerts and monitoring in a comprehensive way.
12. Officers have also arranged to visit another Local Authority that uses the system to assess the exact requirements that are needed for York to successfully implement the system.

### **Going Forward**

13. The updating of the current section 106 monitoring has been efficiently done and has dealt with the immediate concerns raised by the audit.
14. The identified system along with a further staffing resource represents an opportunity to improve effectiveness and efficiency of how section 106s are dealt with which was supported by the audit.
15. Officers will continue to explore the system identified and funding streams available, including the possibility of a bid to the corporate ICT Board for the system.

### **Council Plan**

16. This report relates to A Prosperous City for All and a Council That Listens to residents elements of the Council Plan.

### **Options**

17. Members can choose to:
  - i. Note the information received in this report
  - ii. Note the information received in this report and request further updates
  - iii. Take another course of action

### **Implications**

18. There are no direct implications associated with the recommendations of this report in relation to any of the following implications:
  - **Financial**
  - **Human Resources**
  - **Equalities**

- **Legal**
- **Crime and Disorder**
- **Information Technology (IT)**
- **Property**
- **Other**

**Risk Management**

19. There are no known direct risk management implications associated with the recommendations in this report.

**Recommendation**

20. Members are asked to note the information contained in this report and to advise if further reports are required

Reason: To ensure members are aware of the work currently being undertaken in terms of Section 106 agreements.

**Contact Details**

**Author**

Becky Eades,  
Head of Development  
Services  
Tel: 01904 551627

**Chief Officer Responsible for the report:**

Mike Slater,  
Assistant Director for Planning and Public  
Protection  
Tel: 01904 551300

**Report Approved**  **Date** 26/06/2019

**Wards Affected:**

**All**

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

**Background Papers:** None

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**Customer & Corporate Services Scrutiny  
Management Committee**

8 July 2019

Report of the Assistant Director of Communities and Equalities

**Food Poverty Scrutiny Review Scoping Report****Summary**

1. This report proposes a focus for the Food Poverty Scrutiny Review agreed at the 10 June 2019 meeting of the Customer and Corporate Services Scrutiny Management Committee (CSMC). Members of the Committee are asked to agree a suitable remit for a scrutiny review and identify the most cost effective actions City of York Council can take to minimise food poverty within the city.

**Background**

2. A Food Poverty Scrutiny Review Scoping Report was considered by this Committee on the 10 June 2019. The Committee requested that further work was conducted to define the focus of the review. The previous administration's CSMC proposed food poverty as a potential topic for a more detailed scrutiny review.
3. During the previous administration, CSMC agreed to carry out a scrutiny review into Financial Inclusion in York with the aim of understanding the impact of Universal Credit on the city's citizens and the activities being run to promote Financial Inclusion.
4. In September 2018 CSMC agreed an initial remit for the review. However, in November 2018 CSMC considered a request that a 19 July 2018 Motion to Council on Food Poverty be added to the review remit. This was agreed and the following objectives were added:
  - i. To understand how the above issues are linked to apparently increasing levels of food poverty in York, including work on the following:

- the background to food poverty in York including any available local statistics and how local measurement might be improved;
  - the current role of crisis support in York in mitigating food poverty;
  - a range of options for the Council and its partners to improve the city wide response to food poverty in York.
5. The Financial Inclusion Scrutiny Review Task Group had its final meeting on 13 February 2019 when it was agreed that issues around increasing food poverty in the city were complex and this should be the subject of a separate piece of work which could be picked up by the new administration after May's elections.
  6. The review recommendations were agreed by Executive in March 2019 and these included a recommendation to the new administration that a deeper scrutiny review into the causes of and responses to food poverty is considered, taking into account key elements of the York Food Poverty Alliance report.

### **Consultation**

7. This report was written in consultation with officers from teams across the council engaged in work to reduce poverty.

### **Analysis**

#### **An overview of food poverty in York**

8. There is no official measurement of food poverty in the UK. The UK government has adopted a relative measure of household poverty, defining households within income of 60% below the median as being poor.
9. Tackling food poverty can be divided into preventative measures, which seek to increase household income amongst low income families, through tools such as encouraging claiming of statutory benefits, and remedial interventions, such as providing food aid.
10. The previous scoping report identified that food aid provision in York can be divided into two separate models.
11. The first model can be characterised as targeted assistance. An example is the Trussell Trust, which runs four distributions centres in the city on a referral-only basis. Individuals are referred to the Foodbank



from a variety of agencies which have identified that the individual is unable to buy food for their family. The referring agencies will also provide advice to the individual to support the underlying cause of their poverty, for example helping them to establish a benefits claim or providing them with Financial Conduct Authority regulated debt advice, if they report household debts.

12. The second model of food provision has grown rapidly in recent years and is delivered by community groups across the city. Models vary, but are often characterised by being universal access, offering social and emotional support in addition to food aid and making use of food diverted from waste. The universal model means this provision is not targeted purely at people in crisis or meeting the definition of households in poverty. This means that the social value created by these projects accrues in several areas, for example alleviating food poverty, reducing social isolation and reducing food waste.
13. Analysis carried out by the Foodbank of the primary reason referral to a Foodbank for the period April to September 2017 found the top three referral reasons, amounting to two thirds of all reasons:
  - Low income 26.52%
  - Benefit delays 24.71%
  - Benefit changes 17.90%
14. Data also shows significant use among families. Between April 1st and November 30<sup>th</sup> 2018, York Foodbank served 2623, of whom 1008 were children. The previous year 1647 children had used the service out of a total 4262 people.
15. The data shows significant increase in demand for the services of the Foodbank. Increases in Foodbank use over recent years have been attributed to changes to the benefits system and in particular the transition to Universal Credit.
16. Given this link between changes in the benefits system and increase demand for food aid, it is likely that further increases are seen in forthcoming year. DWP intend to transition remaining legacy benefits claimants to Universal Credit between November 2020 and December 2023. In York an estimated 5,600 individuals claiming housing benefit, approximately 3,500 with children, are due to transition. This period of 'managed migration' has potential to cause significant new demand for food aid within the city.

17. The Council plays a significant role in the city in services which alleviate poverty and prevent recourse to food aid. These directly delivered services and funding of external delivery. For City of York Council provision which alleviate poverty and prevents use of food aid include:

- Promotion of the take up of statutory benefits (for example Council Tax Benefit)
- Provision and promotion of discretionary benefits and grant for households in crisis (for example Discretionary Housing Payments and the York Financial Assistance Scheme)
- Promotion of the take up of Free School Meals
- Promotion of the take up of early years places for 2 and 3 year olds (many of which offer meals as part of the entitlement)
- Promotion and provision of training and education to increase skills, increase employment and support individuals to secure higher paid work
- Support to advice providers to support individuals to maximise household income and access crisis support

### **Options**

18. It is likely that the further migration of benefits claimants to Universal Credit is likely to create significant demand for food aid, unless additional preventative measures are introduced.

19. It is suggested that the scrutiny review focus on preventative measures which can be taken to prevent demand for food aid within the city reaching unsustainable levels.

20. It is suggested that the review focus on the follow:

- i. Identifying indicators and measures for York to monitor the impact of food poverty
- ii. Identifying areas of best practice within these activities
- iii. Identifying opportunities to coordinate activities to increase impact
- iv. Identifying opportunities to target activities at the lowest income households to more effectively prevent food poverty

21. Given the high proportion of children using food bank provision. It is proposed that preventative measures aimed at households with children are prioritised by the committee. Focus areas could be:

- Take up of Free School Meals
- Take up of Council Tax Support

- Commissioned services which support benefits take up
- Promotion of the take up of early years places for 2 and 3 year olds

22. Potential areas to investigate include:

- The introduction of a swipe card system at All Saints secondary school, which has minimised stigma associated with free school meals
- Take up rates for CTS and work carried out to promote claiming CTS
- Take up rates for early years places for 2 and 3 years olds in areas of deprivation within the city and work carried out to promote take up

### **Council Plan**

23. .Work to prevent food poverty is central to delivering the first goal of the Council Plan 2015-19 'A Prosperous City for All'.

### **Implications**

24. **Financial** There are no financial implications

- **Human Resources (HR)** There are no HR implications
- **Equalities** There are no equalities implications
- **Legal** There are no legal implications
- **Crime and Disorder** There are no crime and disorder implications
- **Information Technology (IT)** There are no IT implications
- **Property** There are no property implications
- **Other**

### **Risk Management**

25. There are no known risks.

### **Recommendations**

26. Members are asked to consider the contents of this report, and consider recommending areas for future work by this Committee or an Ad Hoc Scrutiny Committee.

Reason: To inform Members of opportunities to help tackle food poverty.

**Contact Details**

**Author:**

Jennifer Allott  
Head of Communities  
and Equalities  
(01904) 551812

**Chief Officer Responsible for the report:**

Charlie Croft  
Assistant Director Communities and Equalities

Julie Hood  
Housing Engagement  
and Equalities Facilitator

**Report Approved**

**Date** 18/02/19

**Wards Affected:**

All

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

## Customer and Corporate Services Scrutiny Management Committee

### Draft Work Plan 2019-20

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

	<p>Scrutiny Review</p> <ol style="list-style-type: none"> <li>4. Update Report on implementation of recommendations of Single Use Plastics Scrutiny Review</li> <li>5. Update Report on implementation of recommendations from Scrutiny Operation and Functions Scrutiny review</li> <li>6. Schedule of Petitions</li> <li>7. Work Plan</li> </ol>
<p>Monday 14 October 2019 @5.30pm</p>	<ol style="list-style-type: none"> <li>1. Schedule of Petitions</li> <li>2. Work Plan</li> </ol>
<p>Monday 11 November 2019 @5.30pm</p>	<ol style="list-style-type: none"> <li>1. Annual Scrutiny Review Support Budget</li> <li>2. Schedule of Petitions</li> <li>3. Work Plan</li> </ol>
<p>Monday 9 December 2019 5.30pm</p>	<ol style="list-style-type: none"> <li>1. 2<sup>nd</sup> Quarter Finance and Performance Monitoring Report</li> <li>2. Schedule of Petitions</li> <li>3. Work Plan</li> </ol>
<p>Monday 13 January 2020 @5.30pm</p>	<ol style="list-style-type: none"> <li>1. Schedule of Petitions</li> <li>2. Work Plan</li> </ol>
<p>Monday 10 February 2020 @5.30pm</p>	<ol style="list-style-type: none"> <li>1. Schedule of Petitions</li> <li>2. Work Plan</li> </ol>

Monday 9 March 2020 @5.30pm	<ol style="list-style-type: none"> <li>1. Schedule of Petitions</li> <li>2. 3<sup>rd</sup> Quarter Finance and Performance Monitoring Report</li> <li>3. Work Plan</li> </ol>
Monday 6 April 2020 @5.30pm	<ol style="list-style-type: none"> <li>1. Schedule of Petitions</li> <li>2. Annual review of the work and functionality of Scrutiny</li> <li>3. Work Plan</li> </ol>
Monday 11 May 2020 @5.30pm	<ol style="list-style-type: none"> <li>1. Schedule of Petitions</li> <li>2. Work Plan</li> </ol>

Pre-decision report on Financial Inclusion policy

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