

## Notice of meeting of

### **Staffing Matters & Urgency Committee**

**To:** Councillors Waller (Chair), Gillies, Potter, Runciman and Scott

**Date:** Monday, 13 October 2008

**Time:** 5.30 pm

**Venue:** The Guildhall

### **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. Exclusion of Press and Public**

To consider the exclusion of the press and public from the meeting during consideration of the following:

Agenda Item 6 (Pay and Grading Implementation Options) on the grounds that it contains information (i) relating to the financial or business affairs of any particular person (including the authority holding that information); (ii) relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under the authority; and (iii) in respect of which a claim to legal professional privilege could be maintained in legal proceedings. This information is classed as exempt under paragraphs 3, 4 & 5 of Schedule 12A to Section 100A of the Local Government Act 1972 (as revised by The Local Government (Access to Information) (Variation) Order 2006).

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

To approve and sign the minutes of the meeting of the Staffing Matters & Urgency Committee held on 6 June 2008.

**4. 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 Friday 10 October 2008, at 5.00 pm.

**5. Portfolio Changes** (Pages 7 - 12)

This report seeks approval for changes to the portfolios of the three Assistant Directors in the Housing and Adult Social Services Directorate who are primarily responsible for adult social care.

**6. Pay and Grading Implementation Options** (Pages 13 - 20)

This report provides Members with an update on discussions with the trade unions held following rejection by ballot of the negotiated proposals for a new pay and grading structure, informs them of the possible next steps and asks them to consider the implications of these.

**7. Any Other Matters which the Chair decides are urgent under the Local Government Act 1972.**

Democracy Officer:

Name: Simon Copley

Contact details:

- Telephone – (01904) 551078
- E-mail – [simon.copley@york.gov.uk](mailto:simon.copley@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

Contact details are set out above.

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### **Holding the Executive to Account**

The majority of councillors are not appointed to the Executive (38 out of 47). Any 3 non-Executive councillors can 'call-in' an item of business from a published Executive (or Executive Member Advisory Panel (EMAP)) agenda. The Executive 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 Executive 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	STAFFING MATTERS & URGENCY COMMITTEE
DATE	6 JUNE 2008
PRESENT	COUNCILLORS WALLER (CHAIR), GILLIES, POTTER, RUNCIMAN AND SCOTT

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#### 1. **DECLARATIONS OF INTEREST**

Members were invited to declare at this point in the meeting any personal or prejudicial interests they might have in the business on the agenda.

No interests were declared.

#### 2. **MINUTES**

RESOLVED: That the minutes of the Staffing Matters & Urgency Committee meeting held on 21 May 2008 be approved and signed by the Chair as a correct record.

#### 3. **PUBLIC PARTICIPATION**

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

#### 4. **APPROVAL OF YORK'S LOCAL AREA AGREEMENT**

Members received a report which presented them with York's Local Area Agreement (LAA) and sought approval of this on behalf of the Council.

The reason for the urgency was the need to comply with the Government Directive requiring it to be submitted by 12 June 2008 to the Government, with the approval of the Council.

A revised version of Annex A was circulated at the meeting and is attached as Appendix 1 to these minutes.

Some Members expressed the view that there was a lack of involvement of and information for Members in the production of the LAA, given that Full Council was not now going to be signing it off. The Director of City Strategy advised that the LAA could be circulated to Members and that further information seminars could be arranged, if there was a demand.

RESOLVED: That York's Local Area Agreement be approved in order to comply with the Government Directive relating to Council approval of the LAA.<sup>1</sup>

REASON: To ensure that the Council meets its statutory duty to produce a Sustainable Community Strategy and Local Area Agreement.

Action Required

1 - To submit the LAA to Government.

JB

A WALLER, Chair

[The meeting started at 1.30 pm and finished at 1.50 pm].



Indicator:	National / Local PI Reference	Base	A Improvement Targets:			Lead P/ship	Lead Org
			2008/9	2009/10	2010/11		
% of people who believe people from different backgrounds get on well together in their local area	NI1	82%	Meaningful improvement in the level from the 2008 Places Survey baseline to the 2010 Places Survey final measure, subject to response rate			IYF	CYC
% of people who feel that they can influence decisions in their locality	NI4	36%	Meaningful improvement in the level from the 2008 Places Survey baseline to the 2010 Places Survey final measure, subject to response rate			IYF	CYC
Participation in regular volunteering	NI6	19%	20%	20%	23%	IYF	CYC
Environment for a thriving third sector	NI7	22%	23.40%	24.80%	26.10%	IYF	CYC
Adult participation in sport	NI8	24.80%	26.80%	27.80%	28.80%	Y@L	CYC
Serious acquisitive crime rate	NI16	22.5 / 1000 pop	20.3	19.3	18.3	SYP	NYP (CDRP)
Perceptions of anti-social behaviour	NI17	14%	13.00%	13.00%	To be set following 2008 Place Survey	SYP	NYP (CDRP)
Rate of proven re-offending by young offenders	NI19	Not available till 11/08	Not to be set, will commence 09/10	Not to be set, will commence 09/10	Not to be set, will commence 09/10	SYP	YOT
Re-offending rate of prolific and priority offenders	NI30	Not available till 6/08	20% reduction	To be set 6/08	To be set 6/08	SYP(CDRP)	Probation/LCJB
Drug-related (Class A) offending rate	NI38	Not available until Summer 2008	To be set Summer 08	To be set Summer 08	To be set Summer 08	SYP	NYP (DAAT)
Alcohol-harm related hospital admission rates	NI39	1,294 per 100,000	1,544 per 100,000	1,620 per 100,000	1,675 per 100,000	SYP	PCT
People killed or seriously injured in road traffic accidents	NI47	118 (2007)	113	87	81	SYP	CYC
Obesity among primary school age children in year 6	NI56	15.60%	15.44%	15.40%	15.40%	HCB	PCT
Inequality gap in the achievement of a level 3 qualification by the age of 19	NI81	TBC July 08	TBC July 08	TBC July 08	TBC July 08	LLLP	LSC
Young people's participation in positive activities	NI110	Not available till 11/08	Not to be set, will commence 09/10	Not to be set, will commence 09/10	Not to be set, will commence 09/10	YorOK	CYC
Under 18 conception rate	NI112	34%	-32.20%	-41.10%	-50.00%	YorOK	CYC
Substance misuse by young people	NI115	12% (2007 results for drunk alcohol 1 or 2 times in the last 4 weeks)	11.75%	11.50%	11.25%	YorOK	CYC
Proportion of children in poverty	NI116	14% (2006)	12.10%	11.60%	11.20%	IYF	CYC
16 to 18 year olds who are not in education, training or employment (NEET)	NI117	3.9% (Nov 07- Jan08)	3.7% (Nov 08 - Jan 09)	3.5% (Nov 09 - Jan 10)	3.3% (Nov 10 - Jan 11)	LLLP	CYC
All-age all cause mortality rate	NI120	Male 663 per 100,000 Female 440 per 100,000 (2006)	Male 658 Female 428	Male 643 Female 419	Male 628 Female 410	HCB	PCT
Social care clients receiving Self Directed Support (Direct Payments and Individual Budgets)	NI130	124.8	174.5	208.4	251.7	HCB	CYC
Carers receiving needs assessment or review and a specific carer's service, or advice and information	NI135	10.18% (2006/7)	18.8%	20.2%	21.6%	HCB	CYC
Number of vulnerable people achieving independent living	NI141	66.8%	68.5%	70.0%	72.0%	HCB	CYC
Working age people on out of work benefits	NI152	7.4%	7.1%	6.8%	6.4%	EDP	CYC
Number of affordable homes delivered (gross)	NI155	125 (5 year av)	165	280	350	IYF	CYC
Number of households living in temporary accommodation	NI156	209	170	120	110	IYF	CYC

Indicator:	National / Local PI Reference	Base	Improvement Target:			Lead P/ship	Lead Org.
			2008/9	2009/10	2010/11		
Working age population qualified to at least NVQ level 2	NI163	73.3% APS	75.8%	78.3%	81%	LLLP	LSC
Working age population qualified to at least NVQ level 4	NI165	33.8% APS	34.8%	35.8%	36.8%	LLLP	CYC
Average earnings of employees in the area	NI166	0.9758 97-06 ave ratio of York:England median gross weekly pay	0.9758	0.99	1	EDP	CYC
Congestion - average journey time per mile during the morning peak	NI167	3 min 48 sec	< 4 min 0 sec	< 4 min 0 sec	< 4 min 0 sec	YEP	CYC
VAT registration rate	NI171	24.8	To be set Autumn 08	To be set Autumn 08	To be set Autumn 08	EDPB	CYC
Per capita CO2 emissions in the local area.	NI186	7.3	-4%	-8%	-12%	YEP	CYC
Tackling fuel poverty - people receiving income based benefits living in homes with a low energy rating	NI187	low = 4.7% high = 15.1%	low = 4.4% high = 15.4%	low = 4.0% high = 15.8%	low = 3.7% high = 16.1%	IYF	CYC
Residual household waste per household	NI191	2007/8 663kg	640kg	617kg	611kg	YEP	CYC
Improved local biodiversity - active management of local sites	NI197	28% (to be revised Oct 08)	35%	45%	65%	YEP	CYC
<b>Local indicators</b>							
Services for disabled children	NI54	Not available till 09/10	Not to be set, will commence 09/10	Not to be set, will commence 09/10	Not to be set, will commence 09/10	YorOK	CYC
Children's participation in PE and sport	NI57	Not available till 09/10	Not to be set, will commence 09/10	Not to be set, will commence 09/10	Not to be set, will commence 09/10	Y@L	CYC
Achievement gap between pupils eligible for free school meals and their peers achieving the expected level at Key Stages 2 and 4	NI102	30.3% (KS2) 31.2% (KS4) (2006/7 academic year)	28% (KS2) 29% (KS4) (2007/8 academic year)	26% (KS2) 27% (KS4) (2008/9 academic year)	24% (KS2) 25% (KS4) (2009/10 academic year)	YorOK	CYC
First time entrants to the Youth Justice System aged 10-17	NI111	379	To be agreed Dec 08	To be agreed Dec 08	To be agreed Dec 08	SYP	YOT
DELAYED - User reported measure of respect and dignity in their treatment	NI128	DELAYED	DELAYED	DELAYED	DELAYED	HCB	CYC
People over 65 who say that they receive the information, assistance and support needed to exercise choice and control to live independently.	NI139	Not available until 09/10	Not to be set, will commence 09/10	Not to be set, will commence 09/10	Not to be set, will commence 09/10	HCB	CYC
Working age population qualified to at least NVQ level 3	NI164	53.9% APS	56%	58%	60%	LLLP	LSC
Adapting to climate change	NI188	Level 0	Level 1	Level 1	Level 2	YEP	CYC
% of pupils living in the 30% most deprived areas in the country (IDACI) gaining 5 A*-C, including maths and English, at GCSE	CYP8.10	25% (2005/6 academic year) 29% (2006/7 academic year)	33%	35%	37%	LLLP	CYC
Maintain percentage difference between York and regional median and 25% percentile figures for residents pay in York (av. gross weekly earnings).	EDE1.4	71.9% (average 02/07)	72% (average 06/08)	72% (average 07/09)	72% (average 08/10)	EDP	CYC
Reduce health inequalities within the local area, by narrowing the gap in all-age, all-cause mortality	HCOP1.1	Average: 56.8/10,000 Lowest Quintile: 74/10,000 Ratio: 1.3(2004/05 average)	Average: 59.1 Lowest Quintile: 72 Ratio: 1.22(2006-2008)	Average: 58.6 Lowest Quintile: 71 Ratio: 1.21(2007-2009)	Data expected Sept 2008	HCB	PCT
Conservation Area Appraisals undertaken	BVPI 219b	1	4	2	2	YEP	CYC
Adult (16+) participation in physical activity (5 times 30 mins a week)	LLC14	No baseline available	Not to be set, will commence 09/10	+1% from 08/09 baseline once assessed	+2% from 08/09 baseline once assessed	Y@L	CYC



## Staffing Matters and Urgency Committee

13<sup>th</sup> October 2008

Report of the Director of Housing and Adult Social Services

### Portfolio Changes

#### Purpose of Report

- 1 To seek approval for changes to the portfolios of the three Assistant Directors in the department who are primarily responsible for adult social care. This proposal is also being considered by the Executive Member for Housing and Adult Social Services at the Advisory Panel meeting on 20<sup>th</sup> October. The views of this committee will be reported to that meeting.

#### Background

- 2 The current departmental structure was agreed in 2005 following the decision to bring children's social services within the Learning, Culture and Children's Services department. What was formerly the Community Services department became Housing and Adult Social Services.
- 3 There are four Heads of Service posts (Assistant Director level) in the department. These are:
  - **Head of Housing Services** – responsible for overall housing strategy, all landlord services, homelessness and private sector standards.
  - **Head of Corporate Services** – responsible for commissioning and strategy development, supporting people programme, I.T. and management information, customer advice services.
  - **Head of Adult Services** – responsible for assessment and care management for older people, people with long term health conditions and people with mental health problems. Also responsible for the direct provision of residential and domiciliary care.
  - **Head of Learning Disability Services** – responsible for the commissioning of social care and health across York, Selby and Easingwold, assessment and care management and the direct provision of respite and day support services.  
(*N.B. This role changed from 1<sup>st</sup> October when North Yorkshire and York Primary Care Trust became directly responsible for the management of health staff – as agreed by the Executive Member at the EMAP meeting on 8<sup>th</sup> September*)
- 4 The department is clear on **WHAT** needs to be done – the service objectives, plans and performance targets have been agreed by members and will be refreshed later this year. We must also be sure that we are

equally clear on **HOW** we will achieve our stated aims and this begs the question – “Is the departmental structure still fit for purpose ?”.

- 5 It is crucial that the department is able to focus on the key issues in housing and adult social care. The HASS management team have spent a considerable period of time ensuring that effective project planning is in place to deliver our key objectives and have also considered whether the focus of the management team could be improved. It is felt that the remit of the Head of Housing Services remains right but that some adjustments to the other three portfolios would strengthen the management of the department.
- 6 It is important to emphasise that there is no desire to embark on a lengthy or disruptive restructuring. The basic building blocks of the department would not be directly affected by these proposals which are focussed on the remit of the Heads of Service. There would be some changes to reporting lines for the next tier – the Group Managers – but these would not be disruptive.

### **Proposed Changes**

- 7 In considering the portfolios of the management team the focus has been on the context within which the council will be operating and the outcomes we need to achieve. The following factors have therefore been taken into consideration:
  - Delivering the performance results needed to secure a top rating for both housing and adult social care
  - Providing the capacity across all sectors to meet the expected increase in demand for social care support
  - Enabling us to deliver the objectives and targets in the corporate strategy & directorate and service plans
  - Driving and supporting the transformation of housing and adult social care especially in respect of personalisation, prevention, safeguarding, supporting independence and enabling choice.
  - Enabling effective partnership working and integration where that makes sense – especially at locality level
  - Giving clarity about the respective roles as strategic commissioner and provider and:
    - ensuring that those services we provide meet the highest standards of quality and value for money
    - ensuring that those services we commission are quality assured and in line with our customers requirements
  - Removing any barriers that create inequalities e.g. eliminating age discrimination and securing culturally sensitive services.
  - Maximising the contribution of Assistant Directors to this overall process of improvement and transformation

8 In that context the following portfolios are proposed:

- **Commissioning and Partnerships** – this will retain the focus on long term strategic planning and the importance of partnership working (especially with the NHS) and linkages to the Sustainable Communities Strategy and the Local Area Agreement. The Assistant Director will also be responsible for key support services such as I.T. and Management Information. The overall remit is similar to the current Corporate Services.
- **Assessment and Personalisation** – this will bring together all the teams responsible for care assessment and purchasing under one Head of Service. This will make it easier to ensure responses to needs that are consistent for all customers and to lead the transformational work on Personalisation. The Assistant Director will also lead on Safeguarding.
- **Service Delivery and Transformation** – this will bring together all the registered care provision (residential homes and home care) as well as all other direct service delivery (e.g. mobile wardens, community support workers etc.). This will enable us to ensure consistent practice and standards across provided services and also to focus the work on transformational change to ensure improvement and value for money. Given the scale of change anticipated in this area of work the departmental Head of Finance and the Human Resources Business Partner will report to this Assistant Director.

9 The three post-holders directly affected by these changes have been consulted about the proposals and have had a full input into them. They have consented to accept the revised portfolios with effect from 1<sup>st</sup> November 2008. This would mean:

- Commissioning and Partnerships – Keith Martin
- Assessment and Personalisation – Anne Bygrave
- Service Delivery and Transformation – Graham Terry

10 We continue to operate in a changing environment and these proposals are evolutionary. It is quite likely that some other changes might be needed in 2 to 3 years time. This would not mean that these proposals were wrong but is more a recognition that all organisations and staff need to be flexible and able to continue to adapt without disruption to new challenges.

## Consultation

11 The three current post-holders have been fully involved in the thinking behind these proposals and have agreed to the changes in their respective roles. Several sessions have been held with front line staff to explain the rationale for these changes as well as more detailed discussion with senior managers in the department. The trade unions have also been advised through the HASS Joint Consultative Committee.

## Options

- 12 **Option 1** – to endorse the proposed changes to the portfolios as set out in paragraphs 8 and 9 above. This is being put forward as the recommended option to the Executive Member for HASS for the reasons set out above.
- 13 **Option 2** – to ask the Director to come up with alternative proposals – these could be explored but the process would delay the impact of refocusing the portfolios on the key priorities.
- 14 **Option 3** – to retain the status quo – this would not enable the department to achieve all of the benefits set out in paragraph 7 above.

## Corporate Priorities

- 15 The report relates primarily to the corporate priority “ Improve the health and lifestyles of the people who live in York, in particular among groups whose levels of healthy are the poorest”

## 16 Implications

**Financial** – there will be no implications arising directly from this report unless the grading of any post is changed. This is not anticipated (see next section).

**Human Resources** – job plans have been revised in line with the new portfolios but very closely based on the elements of the current job plans. At the time of writing this report these were being evaluated under the HAY process. As this is about re-focus rather than fundamental change it is anticipated that the grades will be the same as the current posts but a verbal report will be made to members on the outcome.

**Equalities** – there no implications arising directly from this report.

**Legal** – none arising directly from this report.

**Crime and Disorder** – there no implications arising directly from this report.

**Information technology** – no implications arising directly from this report

**Property** – no implications arising from this report

**Other** – not applicable

## Risk Management

- 17 The risk/s associated with the recommendations of this report are assessed at a net level below 16.

## Recommendation

18 That Members approve the changes to the portfolios of the Assistant Directors as set out in Option 1.

Reason: To ensure the directorate structure is fit for purpose.

**Author:**

Bill Hodson  
Director of Housing and Adult  
Social Services  
Tel 01904 554000.

**Chief Officer Responsible for the report:**

Bill Hodson  
Director

**Report Approved**

**Date** 1<sup>st</sup> October 2008

**Specialist Implications Officer(s)**

*Human Resources – Claire Waind*

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

**All**

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

**Background Papers:**

None

**Annexes:**

None

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By virtue of paragraph(s) 3, 4, 5 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Document is Restricted

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