

## Notice of meeting of

### Corporate and Scrutiny Management Committee

- To:** Councillors Wiseman (Chair), Barnes, Horton, King, McIlveen, Potter, Runciman (Vice-Chair), Steward and Warters
- Date:** Monday, 25 June 2012
- Time:** 5.30 pm
- Venue:** The Guildhall

### AGENDA

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

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

#### 2. **Minutes** (Pages 3 - 12)

To approve and sign the Minutes of the last meetings of the Scrutiny Management Committee held on 27 February 2012 and the Effective Organisation Overview and Scrutiny Committee held on 19 April 2012.

#### 3. **Public Participation**

At this point in the meeting members of the public who have registered their wish to speak regarding an item on the agenda or an issue within the Committee's remit can do so. The deadline for registering is **5:00 pm on Friday 22 June 2012**.

**4. Presentation on Welfare Reforms and the Likely Impacts on the Vulnerable**

Members to receive a presentation on the forthcoming national welfare reforms and the work ongoing within Customer Business Support Services in preparation.

**5. Review of Staff Sickness Absence (Pages 13 - 24)**

This report presents an interim report detailing the findings to date from a review of staff sickness absence, instigated by the previous Effective Organisation Overview and Scrutiny Committee in 2011. The interim report recommends the continuation of the review this municipal year.

**6. Annual Scrutiny Report 2011-12 (Pages 25 - 32)**

This annual scrutiny report summarises the work of the five Overview and Scrutiny Committees for the period June 2011 to May 2012. Members are asked to agree any amendments to the report for presentation to Council in July.

**7. Draft Work Plan 2012/13 (Pages 33 - 40)**

To consider the Committee's draft work plan and suggested list of scrutiny topics and briefings for 2012/13.

**8. Any other business which the Chair decides is urgent under the Local Government Act 1972**

Democracy Officer:

Name: Jill Pickering

Contact details:

- Telephone – (01904) 552061
- E-mail – [jill.pickering@york.gov.uk](mailto:jill.pickering@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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- register by contacting the Democracy Officer (whose name and contact details can be found on the agenda for the meeting) **no later than 5.00 pm** on the last working day before the meeting;
- ensure that what you want to say speak relates to an item of business on the agenda or an issue which the committee has power to consider (speak to the Democracy Officer for advice on this);
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### Further information about what's being discussed at this meeting

All the reports which Members will be considering are available for viewing online on the Council's website. Alternatively, copies of individual reports or the full agenda are available from Democratic Services. Contact the Democracy Officer whose name and contact details are given on the agenda for the meeting. **Please note a small charge may be made for full copies of the agenda requested to cover administration costs.**

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### **Holding the Cabinet to Account**

The majority of councillors are not appointed to the Cabinet (39 out of 47). Any 3 non-Cabinet councillors can 'call-in' an item of business following a Cabinet meeting or publication of a Cabinet Member decision. A specially convened Corporate and Scrutiny Management Committee (CSMC) will then make its recommendations to the next scheduled Cabinet meeting, 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

### **Who Gets Agenda and Reports for our Meetings?**

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City of York Council

Committee Minutes

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|         |   |
|---------|---|
| MEETING | SCRUTINY MANAGEMENT COMMITTEE   |
| DATE    | 27 FEBRUARY 2012  |
| PRESENT | COUNCILLORS GALVIN (CHAIR), RUNCIMAN (VICE-CHAIR), BARNES, CUNNINGHAM-CROSS, KING, MCILVEEN, POTTER AND STEWARD |

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**PART A - MATTERS DEALT WITH UNDER DELEGATED POWERS.****12. DECLARATIONS OF INTEREST**

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

Councillor Barnes declared a personal interest as a Trustee of York Museums Trust in relation to agenda item 5.

Councillor King declared a personal interest as a member of an Access Group in relation to agenda item 4.

Councillor Potter declared a personal interest as she is employed in the voluntary sector, in relation to agenda item 5.

**13. MINUTES**

RESOLVED: That the minutes of the SMC meeting held on 28 November 2011 be confirmed and signed as a correct record.

**14. PUBLIC PARTICIPATION**

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

**15. PROGRESS REPORT - CITY CENTRE AD HOC SCRUTINY COMMITTEE**

Members received a report that informed them of the progress made to date with the City Centre Access Ad Hoc Scrutiny Review.

Councillor Gillies and the Assistant Director for Strategic Planning and Transport, who were in attendance as the Chair of the Committee and lead officer, advised that due to the potential for a cross over of work with the Footstreets Review and Reinvigorate York, it was important to ensure the outcome of the review is correct. As a result it was taking longer than anticipated to complete the work.

- RESOLVED: (i) That Members noted the report and the progress made on the City Centre Ad Hoc Scrutiny Review.
- (ii) That Members noted that the Review is likely to continue into the next municipal year.

REASON: To keep Scrutiny Management Committee aware of the progress made on this Ad-Hoc Scrutiny Review.

**16. SCRUTINY WORK PLANNING 2012/13**

Members considered a report which identified arrangements for delivering corporate scrutiny work planning so that Scrutiny Committees can begin their overview and scrutiny work at the start of the new Municipal Year.

Officers outlined the report and advised that the Scrutiny Committees had already begun to identify areas of work to take forward into 2012/13. In addition, Members were asked to consider a collective scrutiny work planning event which would be open to all Members, including Cabinet Members.

It was agreed that it was important to stage a work planning event and to make it clear to all Members what the event is for. Members commented that it has been difficult in previous years

for Scrutiny Committees to establish and progress areas of work and recognised the importance of holding such an event.

In relation to developmental initiatives in scrutiny, some Members suggested the use of outside advisers on scrutiny committees. Officers pointed out that this could be costly and not something that had been considered.

Officers advised that they would look into a potential date to hold the work planning event and email all Members with the details.

- RESOLVED: (i) That the Head of Civic & Democratic Services will put in place arrangements for a collective scrutiny work planning event in April 2012 on the basis set out in paragraph 14 of the report.
- (ii) That Members commented as above on developmental initiatives in scrutiny.

REASON: To ensure proper and effective scrutiny work planning is in place for 2012/13.

## **PART B - MATTERS REFERRED TO COUNCIL.**

### **17. PROPOSED AMALGAMATION OF EFFECTIVE ORGANISATION AND SCRUTINY MANAGEMENT COMMITTEES**

*[See also Part A Minutes]*

Members considered a report which updated them on the proposals to merge Effective Organisation and Scrutiny Management Committee into one new scrutiny committee, responsible for corporate scrutiny management and overview.

Members agreed that the merging of the two committees was a sensible approach in order to form a higher level corporate scrutiny committee. Members made the following comments and suggestions on the proposed terms of reference attached at Annex A:

- The usefulness of Performance Indicator reports being brought to the new Committee as they are often outdated and the content rarely changes.
- Some Members queried whether performance reports should go to any of the Scrutiny Committees and asked for further consideration of the suggestion at a future meeting.
- The name of the merged Committee and who would decide it.

Members were invited by the Chair to email to him any further comments and observations they wished him to bring to the attention of Council.

RECOMMEND: (i) That Council approves the proposed merger of Scrutiny Management Committee and Effective Organisation Overview and Scrutiny Committee.

(ii) That Council approves the terms of reference as revised by any applicable comments received by the Chair and other Members of this Committee and taking into account the comments detailed above.

REASON: To ensure that scrutiny function remains robust and fit for purpose.

Councillor J Galvin, Chair

[The meeting started at 5.00 pm and finished at 6.15 pm].



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|---------------|--|
| MEETING       | EFFECTIVE ORGANISATION OVERVIEW & SCRUTINY COMMITTEE                             |
| DATE          | 19 APRIL 2012  |
| PRESENT       | COUNCILLORS STEWARD (CHAIR), DOUGLAS, FIRTH, FUNNELL, HODGSON, SCOTT AND WARTERS |
| APOLOGIES     | COUNCILLOR MCILVEEN  |
| IN ATTENDANCE | COUNCILLOR GUNNELL (CABINET MEMBER)  |

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#### 41. **DECLARATIONS OF INTEREST**

At this point in the meeting, Members were asked to declare any personal or prejudicial interests that they might have had in the business on the agenda.

No interests were declared.

#### 42. **MINUTES**

RESOLVED: That the minutes of the last meeting held on 28 February 2012 be approved and signed by the Chair as a correct record.

#### 43. **PUBLIC PARTICIPATION**

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

#### 44. **SICKNESS ABSENCE MANAGEMENT SCRUTINY REVIEW - INTERIM REPORT.**

Members considered an interim report on the work of the Sickness Absence Task Group to date, which based on their findings asked the Committee to recommend to the new Corporate Scrutiny Management Committee (CSMC) that the

Task Group be reformed in the next municipal year to complete their work.

Members of the Task Group gave a short summary of their findings to the Committee. They highlighted that in their view, the CYC's Sickness Absence Management Policy was too lengthy, repetitive, not in plain English and difficult to find on the Council's website.

The Committee agreed that the policy needed to be written in clearer and firmer language and that it would be better to have a short succinct policy for employees with a separate guide for Managers. They also agreed there were too many formal stages within the Council procedure and that the second formal stage was unnecessary.

The Committee recognised the need for the provision of sickness management training for managers and induction training for new employees. They also questioned how sickness absence would be properly identified following the move to West Offices when more employees were likely to be working from home.

Further discussion took place as to the usefulness of the new HR method of reporting absence, through the iTrent software. It was suggested that the effectiveness of iTrent would depend on the resources provided, and the training of staff to use it. Discussion also took place on the consideration of long term sickness absence compared with short term absence.

The Committee suggested the Task Group should also meet with employees' representatives and some external organisations should CSMC agree to their continued work on the review.

- RESOLVED:
- (i) That the report be noted.
  - (ii) That Corporate Scrutiny Management Committee be asked to reform the Task Group in the new municipal year to allow the work on the review to be concluded.

- (iii) That if reformed, the Task Group;
  - a) Continue with their work on the review in line with the suggestions in paragraph 20 of the report.
  - b) Should also meet with a number of employee representatives and suitable external organisations once the draft proposals are available, to facilitate some informal consultation ahead of them being formally considered.

REASON: In order to conclude the Committee's review.

**45. ATTENDANCE OF THE CABINET MEMBER FOR CORPORATE SERVICES - END OF YEAR UPDATE.**

Members received an end of year update from the Cabinet Member for Corporate Services. The Cabinet Member spoke about four priority areas:

Budget

Members were informed that a review would be taking place within the Labour group relating to processes used in the previous budget setting. They also noted that the Cabinet Member felt more work needed to be done to integrate Equality Impact Assessments in the Council's budget.

Council Procurement

It was noted that problems had been encountered with the performance of the Council's external website and that statutory processes often discouraged small businesses in the city from bidding for Council contracts. Member agreed that there was a greater need for centralised functions and control of stock, and that smaller procurement should also be examined alongside larger orders.

The Cabinet Member reported that a full team of procurement staff had been established in each Directorate.

Members discussed the Council buying out of habit from certain companies, recognising it could lead to complacency from those businesses. They also expressed their concern that local businesses were being undercut by companies from outside the city, thereby having an adverse effect on the local economy.

The Cabinet Member agreed more could be done to encourage small local businesses to apply for council contracts. However, she stated that the Council would always look at the best value for taxpayers first, rather than solely the location of the provider. In response to an additional question from a Member about accountability from those commissioned to provide Council services, the Cabinet Member assured the Committee that a business would need to have the necessary specific credentials.

Members discussed conducting a scrutiny review on an issue related to procurement such as the methods used for procuring local services and queried if there were targets established for this. Some Members felt that this topic could be expanded to include the provision of information in regards to procurement.

### Property Services

The Cabinet Member informed the Committee that the two departments that made up Property Services, i.e. Facilities Management and Asset Management, had been transferred into different Directorates following a restructure. It was reported that Facilities Management was now found within the Adults, Children and Education (ACE) Directorate and that Asset Management was located within Customer Business Support Services (CBSS). Also that Facilities Management was currently undergoing a review, as it was felt that it was not operating successfully or to a cost effective level. Additionally, an Audit Commission report had identified major issues regarding repairs and maintenance in the Council's Asset Management department. The report identified that some of the repairs needed were getting to a critical level, and that action taken was often reactive rather than strategic.

Council Headquarters

The Cabinet Member informed the Committee that the new Council HQ was on target to be completed on time and within budget. She also spoke about how the Facilities Management team would play a major role at West Offices such as making sure that there were no security issues to contend with.

RESOLVED: That the update from the Cabinet Member for Corporate Services be noted.

REASON: To keep Members informed of areas of work within the remit of the Committee.

**46. DRAFT WORK PLAN FOR 2012/13.**

Members discussed possible topics for the new municipal year ahead of a forthcoming Scrutiny Work Planning Event in early May 2012. Taking into account the information provided by the Cabinet Member earlier in the meeting, the Committee agreed to put forward two possible topics:

- Procurement Commissioning
- Financial & Economic Inclusion

RESOLVED: That the two topics above be put forward for consideration at the future Scrutiny Work Planning Event.

REASON: To assist in the formulation of the Committee's work plan for 2012/13.

Councillor Steward, Chair

[The meeting started at 5.00 pm and finished at 6.40 pm].

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**Corporate & Scrutiny Management Committee**  
Report of the Assistant Director Governance & ICT

**25 June 2012**

**Review of Staff Sickness Absence – Cover Report**

**Purpose of Report**

1. This report presents an interim report detailing the findings to date from a review of staff sickness absence, instigated by the previous Effective Organisation Overview & Scrutiny Committee in 2011. The interim report recommends the continuation of the review in this municipal year.

**Background to Review**

2. In July 2011, the Effective Organisation Overview & Scrutiny Committee agreed to carry out a scrutiny review on staff sickness, specifically to identify ways of reducing sickness absence levels across the organisation.
3. At a meeting in September 2011, the Committee received a briefing on City of York Council's (CYC) current sickness absence procedures and policies together with statistics and information on actions previously taken. The Committee chose to set up a Task Group to gather information on the potential areas of focus for their review. In January 2012, having considered their findings, the Committee agreed the following objectives for the review:

Objectives:

- i. To revise the Council's Absence Management Policy & procedures to ensure they take account of iTrent, are in line with best practice, and written in a more formal assertive language;
- ii. To identify improvements in:
  - a. the provision of Management training
  - b. the induction programme for all new staff

- iii. To explore ways of introducing a change in culture within the workforce moving away from a policy of 'managing absence', towards one of 'encouraging attendance'.
4. It was agreed that the Task Group would continue with the work on the review on the full Committee's behalf. In April 2012 the attached interim report (see Annex A) was presented to the Effective Organisation Overview & Scrutiny Committee, recommending that work on the review be completed in this municipal year.
5. The Effective Organisation agreed the work required to complete the review should be undertaken, in line with that detailed in paragraph 20 of the interim report. However, as that committee has since been amalgamated into this Corporate & Scrutiny Management Committee, the interim report is being re-presented for Members consideration of the recommendations there-in.

### **Council Plan 2011-15**

6. The Council Plan recognises that staff are the most important resource of the Council and without them it could not deliver its services and priorities. Ensuring staff receive the proper levels of support in times of illness etc is one way in which staff can be made to feel valued and engaged.

### **Options**

7. Having considered the interim report attached, this Committee may chose to:
  - Conclude the review at this stage and recommend that HR:
    - i) carry out appropriate revisions to CYCs Attendance at Work Policy in line with the review findings to date
    - ii) carry out appropriate consultation on the revised policy and;
    - iii) introduce appropriate management training and new staff induction in line with the review findings to date
  - Progress this review as outlined in the interim report attached
8. If a decision is taken to progress the review, the Committee may choose to carry out the work as a full committee, or set up a Task Group to complete the review on their behalf.



### Associated Implications

9. There are no known implications associated with the recommendation in this report. Implications associated with the introduction of a revised policy will be identified once the work to revise the policy has been completed.

### Risk Management

10. There are no known risks associated with the recommendation below.

### Recommendations

11. Having considered the review findings to date contained within the attached report, Members are recommended to consider whether or not to agree to the continuation of this review.
12. If a decision is taken to continue the review, Members are recommended to:
- i. Set up a Task Group to complete the work on the review and;
  - ii. Revise the Committee's annual workplan for 2012-13 accordingly.

Reason: To progress the work of this Committee in line with agreed Scrutiny procedures and protocols.

### Contact Details

**Author:**

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Scrutiny Officer  
Scrutiny Services  
Tel No.01904 552063

**Chief Officer Responsible for the report:**

Andrew Docherty  
Assistant Director - Governance & ICT

**Report Approved**



**Date**

12 June 2012

**Wards Affected:**

**All**

For further information please contact the author of the report

**Background Papers:** N/A

**Annex A** – Interim Report from Staff Sickness Absence Scrutiny Review

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## Effective Organisation Overview & Scrutiny Committee

19 April 2012

### Staff Sickness Absence Management Scrutiny Review – Interim Report

#### Summary

1. This report provides information on the work of the Staff Sickness Absence Management Task Group to date, and based on their findings asks the Committee to agree to the Task Group being reformed in the next municipal year to complete their work on this review.

#### Background to Review

2. At a Scrutiny Event for Members in July 2011, the Committee agreed to carry out a scrutiny review on staff sickness, specifically to identify ways of reducing sickness absence levels across the organisation.
3. At a meeting in September 2011, Members received a briefing on City of York Council's (CYC) current sickness absence procedures and policies together with statistics and information on actions previously taken. The Committee agreed to set up a Task Group to gather information on the potential areas of focus for the review for the full committee's consideration.
4. The Task Group met twice to receive information on a range of associated issues including:
  - National survey of annual absence & labour turnover
  - Recent scrutiny reviews carried out by other Local Authorities
  - Comparative figures from other Local Authorities
  - Comparisons with other organisation types
  - CYC Attendance at Work Policy
  - HR Management Information Digests
  - Headlines from CYC Quarter 1 2011
  - Statistics on long and short term sickness & ill health retirements
  - iTrent – new CYC HR management system
  - Occupational Health – NHS Contract & Costs

- CYC sickness absence management training for managers
- Induction programme for new staff
- CYCs current procedures for recording and monitoring sickness absence

5. In January 2012, this Committee received a scoping report for the review detailing the Task Group's initial findings and as a result, agreed the following objectives for the review:

Objectives:

- To revise the Council's Absence Management Policy & procedures to ensure they take account of iTrent, are in line with best practice, and written in a more formal assertive language;
- To identify improvements in:
  - the provision of Management training
  - the induction programme for all new staff
- To explore ways of introducing a change in culture within the workforce moving away from a policy of 'managing absence', towards one of 'encouraging attendance'.

## **Review Findings to Date**

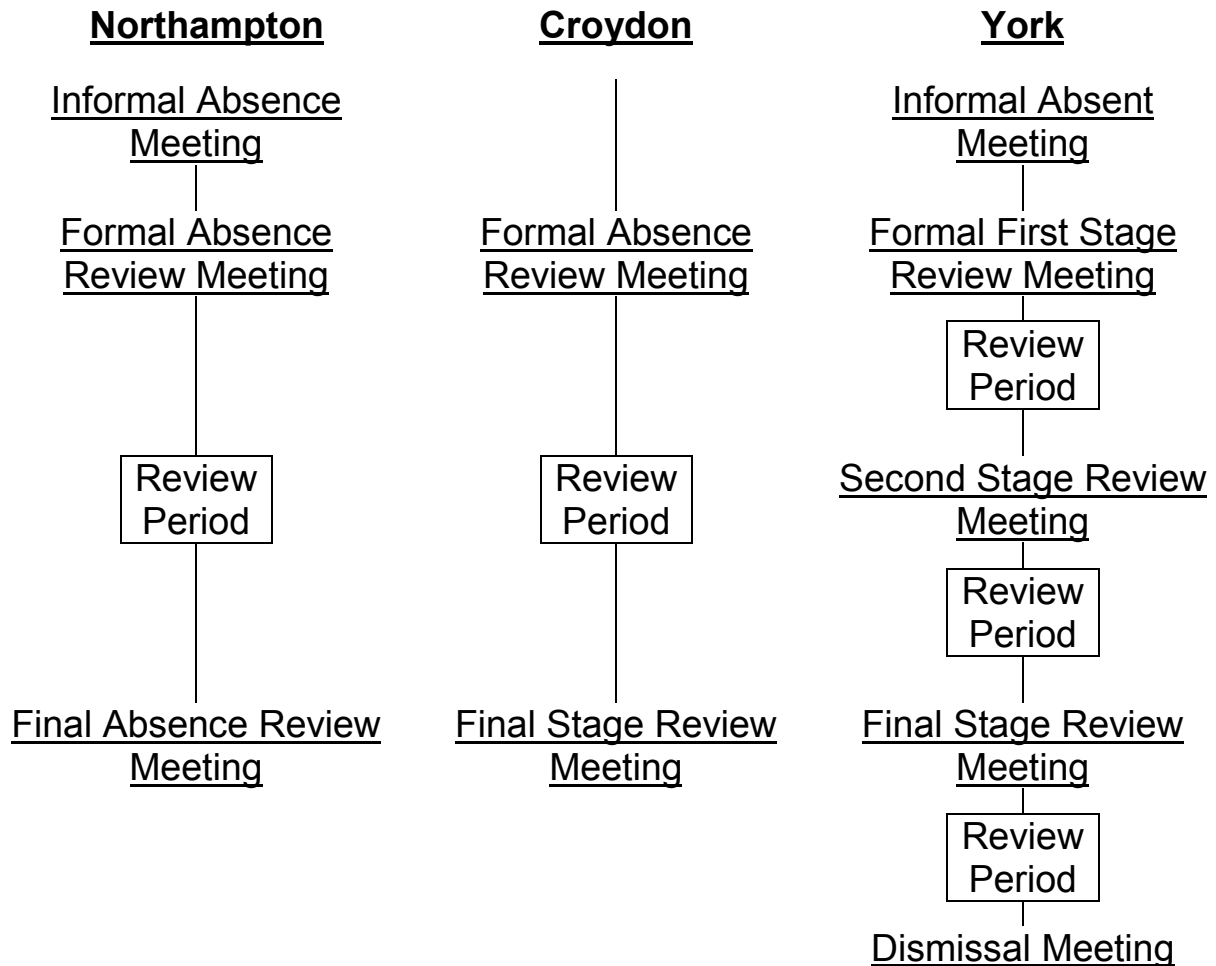
6. Objective I – To revise the Council's Absence Management Policy & procedures to ensure they take account of iTrent, are in line with best practice, and written in a more formal assertive language

As part of their initial investigation, the Task Group looked at a number of previously completed scrutiny reviews on managing sickness absence, carried out by other Local Authorities. They identified that a review completed by Northampton Borough Council in 2011 had been based on a similar remit as that set for this review and therefore agreed to look closely at their review findings. The changes they subsequently made to their policy were based on the best practice they identified as part of their review. Their final report also referred to Croydon Council's Sickness Management Policy which had been noted as another example of best practice, and which had resulted in a significant drop in staff absence since its introduction (see paragraph 9 below). The Task Group therefore agreed to use the policies from both those councils to carry out a comparison with CYC's policy.

7. In March 2012 the Task Group met to consider and compare the policies. Their initial finding was the need for more assertive, clear and formal language within CYCs policy. HR officers confirmed that the council's

current working practices and the policy would need to be revised to take account of the introduction of iTrent, and therefore the change in style suggested by the Task Group could be incorporated into the revised policy at that time.

8. In addition, the Task Group received detailed information on the trigger points and different stages within each Council's policy.



9. The Task Group learnt that following Croydon Council's scrutiny review of their processes which led them to introduce their current trigger points and formal stages shown above, they had managed to reduce their levels of sickness absence from 9.07 days per employee in 2005/6 to 5.9 in 2007/8. Members noted the difference in their trigger points and their limited number of stages, in comparison to those in place in both York and Northampton.

10. The Task Group also noted that:

- Croydon have no informal stage
- Only York includes a second formal stage review

- Only York allows for a further final review period following the final stage review, before considering dismissal

11. In order to support a revision of CYC's policy, the Task Group carried out a detailed comparison of the wording of the three Council's policies. Having previously agreed that the language used in City of York Council's (CYC) policy needed to be clearer and firmer, in line with the others looked at, the Task Group also noted that CYC's policy was lengthy, repetitive, in parts not in plain English, and trying to be all things to all parties. For example, the main body of the policy included links to letter templates for Manager's use, employee's guidance notes, flowcharts etc. The Task Group also found it difficult to find and access the policy on the Council intranet site.
12. The Task Group agreed that one document covering everything for all was not appropriate and that it would be better to have a short, clear and succinct policy for employees, together with a separate guide for managers to support them through the different stages of the review, which could include the letter templates etc and cross references to other appropriate policies.
13. As a result of their comparison work, the Task Group identified a series of amendments in regard to wording and format. They also agreed that there were too many formal stages within the CYC procedure compared to the two best practice policies looked at. They therefore agreed to recommend the removal of the formal second stage review, taking into account that the current policy allows a Line Manager to use their discretion to either progress to the next stage of the process or extended the review period as appropriate. The Task Group acknowledged that this still left a further additional stage in the CYC formal process that the other two policies did not include i.e. that of a further review period between a final stage review meeting and a dismissal meeting, but agreed that in their view this should remain in place.
14. Objective II - To identify improvements in the provision of Management training & the induction programme for all new staff  
In the early stages of the review, the Task Group queried whether there was anything relating to managing staff absence in the Council's training programme for Managers and Team Leaders, and whether as a matter of course, the council's sickness absence process was included in the induction procedures for new officers.
15. They learnt that the Council used to run a corporate induction programme which covered health and safety but made no specific reference to the sickness absence procedures. They also identified that there was

currently no compulsory absence management training for managers. And, although there was a specific module on managing absence within the Effective Manager Programme, only 21 managers had participated since its re-launch in September 2010. However, at their meeting in February 2012 the Task Group was informed that the Corporate Management Team had recently agreed that a revamp of management training at the Council was required.

16. In regard to new staff induction, the Task Group learnt that the Council currently provides an induction checklist for managers to use and an employee evaluation form, both of which are made available to officers via the Council intranet. However, as those only cover absence reporting, Human Resources (HR) had already identified there was a need to provide new starters with information on the council's sickness absence procedure as a whole, particularly in terms of expectations of attendance and how the Council manages non attendance.
17. The Task Group endorsed HR's view, and agreed that in order to enable managers to properly monitor absence within their individual service areas and allow them to properly support their staff through periods of absence, all managers should be required to carry out relevant training. They agreed that suitable absence management training for managers and induction for new officers should be introduced to coincide with the introduction of the absence management module which is part of phase II of the introduction of iTrent, as it could incorporate the new working practices as appropriate. The Task Group have requested that HR draft some proposals for such training and induction for their consideration.
18. Objective III - To explore ways of introducing a change in culture within the workforce moving away from a policy of 'managing absence', towards one of 'encouraging attendance'  
The Task Group have acknowledged that changing the culture of any organisation is difficult and takes time, and that there is no 'quick fix'. They believe their suggested amendments to the current CYC Attendance at Work Policy and the introduction of appropriate training and induction, are a good start to making a positive change within the organisation, particularly in conjunction with the introduction of iTrent . The Task Group would like this Committee to continue to closely monitor sickness absence levels following the completion of this review, and to revisit the question of how best to create a change in culture once the revised policy and change to working practices have had chance to embed throughout the organisation.

## **Progressing the Review**

19. Taking into account all the Task Group findings to date, and the forthcoming introduction of the absence management module as part of Phase II of the introduction of iTrent, scheduled for later this year, HR Officers are currently drafting a revised version of CYC's Attendance at Work Policy for the Task Group's consideration. However, this work will not be completed before the end of this municipal year due to the ongoing work in HR to introduce iTrent.
20. The Task Group have agreed they would like to continue their work on this review in the new municipal year so that they may:
  - a) Consider the draft revisions to the policy - the Task Group recognise that any such revisions will require wider consultation with officers and the unions and would like to assist in facilitating some initial consultation where appropriate.
  - b) Consider and comment on draft proposals for any absence management related training and new staff induction. They would also welcome the opportunity to meet with a number of managers, employee representatives and suitable external organisations later in the year once the draft proposals are available, to facilitate some informal consultation ahead of them being formally considered.
21. At the end of the review, the Task Group would like to present a revised draft of the CYC Attendance at Work Policy which takes account of their review findings, for the full Committee's consideration. The Task Group recognise that once this Committee have had the opportunity to comment on it, HR will need to formally consult with the Unions and CMT as part of their normal HR practice in such cases.

## **Options**

22. Members may choose to:
  - Progress this review in the new municipal year as outlined in paragraph 20 above or;
  - Agree that the review be concluded at this stage and recommend that HR:
    - i) carry out appropriate revisions to CYCs Attendance at Work Policy in line with the review findings to date
    - ii) carry out appropriate consultation on the revised policy and;



- iii) introduce appropriate management training and new staff induction in line with the review findings to date

## Implications

- 23. There are no known implications associated with the recommendation in this report. Implications associated with the introduction of a revised policy will be identified once the work to revise the policy has been completed.

## Council Plan 2012-15

- 24. The Council Plan recognises that staff are the most important resource of the Council and without them it could not deliver its services and priorities. Ensuring staff receive the proper levels of support in times of illness etc is one way in which staff can be made to feel valued and engaged.

## Risk Management

- 25. There are no known risks associated with the recommendation below.

## Recommendations

- 26. Having considered the information contained within this report and provided at the meeting, Members are recommended to agree to the continuation of this review in the new municipal year, in order that the additional work identified within paragraph 20 above can be completed, and to revise their annual workplan for 2012-13 accordingly.

## Contact Details

### Author:

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Tel No.01904 552063

### Chief Officer Responsible for the report:

Andrew Docherty  
AD Governance & ICT

Report Approved

Date

19 March 2012

Wards Affected:

All

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**Corporate & Scrutiny Management Committee****25 June 2012**

Report of the Assistant Director of Governance &amp; ITT

**Annual Scrutiny Report 2011-12****Summary**

1. This annual scrutiny report summarises the work of the five Overview & Scrutiny Committees for the period June 2011 – May 2012.

**Background**

2. This committee is charged with monitoring overall performance in relation to scrutiny review work and providing an annual report to Full Council. The last annual report was presented to this Committee in September 2011 for the period June 2010 – May 2011.

**Consultation**

3. Consultation was not required for the production of this annual report. However, consultation is an important element of Overview & Scrutiny and is regularly carried out in support of all scrutiny reviews.
4. The final reports produced for each of the reviews completed during the period June 2011 – May 2012 detail all of the work undertaken, including any consultation carried out. Those final reports and all supporting information can be viewed in full at:

<http://democracy.york.gov.uk/ecCatDisplay.aspx?sch=doc&cat=13029&path=13028>

**Options**

5. Having considered the Annual Report, Members may choose to:
  - agree any amendments required to the report
  - approve the report for presentation to the meeting of Full Council in July 2012

## **Scrutiny Reviews in 2011-12**

6. The following scrutiny reviews were carried out by the Overview & Scrutiny Committees in the last municipal year:
7. Admission Arrangements & School Travel Policies  
Between September 2011 and January 2012, the Learning & Culture Overview & Scrutiny Committee carried out a review of the Council's admission arrangements and school travel policies. The aim of the review was to ensure the oversubscription criteria in use in York's community and voluntary controlled schools was made up of the right priorities, and in the right order, and that the Local Authority's school travel policies were fair and appropriate given the changing demographics across the city. The review found that no changes were required to the oversubscription criteria in place. However, the final report presented to the Cabinet in early April 2012 recommended that there be a phased withdrawal of the free school transport provided on a denominational basis. As a result, the Local Authority is currently carrying out the required statutory consultation with the intention of starting the phased withdrawal as from September 2013. This is expected to result in a saving of at least £137k by 2019.
8. York Museums Trust Review  
The Learning & Culture Overview & Scrutiny Committee also chose to scrutinise whether the grant allocated to York Museums Trust by the Council was delivering the council's priorities and achieving value for money. In particular, the Committee were keen to ascertain whether the cataloguing of the collections was on track, in line with the Partnership Delivery Plan agreed in 2002 when the Trust was formed. At that time it was recognised that the storage facilities required urgent attention as many of the collections were being stored in poor conditions. To date, members of the Committee have visited the internal and external storage sites to view the new facilities now being provided by the Trust and to understand the progress being made in cataloguing the hugely varied collections containing over 1.5 million objects. The work on the review started in January 2012 and the Committee plan to complete the review early in the municipal year 2012/13.
9. Staff Sickness Absence Management Review  
The Effective Organisation Overview & Scrutiny Committee set up a Task Group to carry out a review of the Council's management of staff sickness. Work on the review began in September 2011. The Task Group initially received information on a range of associated issues including a national survey of annual absence & labour turnover, and a

number of recent scrutiny reviews and comparative figures from other Local Authorities. The Task Group went on to identify appropriate revisions to the Council's Absence Management Policy & Procedures to ensure they were in line with national best practice and fit for purpose in line with the introduction of the Council's new HR management system (iTrent). Work on the review will continue into the new municipal year so that the Task Group can identify and consult on appropriate training for managers and induction for all new staff.

10. Reducing the Carbon Footprint in the Privately Rented Sector Review  
In November 2011, the Economic & City Development Overview & Scrutiny Committee set up a Task Group to review the Council's policies and procedures in relation to the take up of available measures to reduce the carbon footprint of privately rented accommodation. The Task Group considered the council's current policies, the private sector housing regulations on domestic carbon reduction, and an overview of the policies relating to the regulation of privately rented accommodation in the city. They found that many of the current funding streams to assist with reducing the carbon footprint in the privately rented sector were coming to an end in 2012 and that they would ultimately be replaced by a new Government initiative called the 'Green Deal'. Having discovered that detailed industry guidance on this new initiative would not be available until late Spring 2012 with the first Green Deals due to appear sometime in Autumn 2012, the Scrutiny Committee agreed to postpone the review until the municipal year 2012/13.
11. End of Life Care – The Use & Effectiveness of DNACPR Forms Review  
The aim of the review was to assess whether or not patients wishes and instructions were being acted upon by health professionals and carers at the end of life, especially in terms of ensuring that instructions in relation to information on 'Do Not Attempt Cardiopulmonary Resuscitation' (DNACPR) forms was being kept up to date and adhered to when required. The review found that work had been started to improve how the hospital used DNACPR forms and that specific training was being offered to all doctors on how to use the forms in order to ensure consistency. Work on the review will continue in the municipal year 2012/13 to gather the opinions/guidance & advice from the relevant professional organisations on the appropriate use of the form, and to investigate how things can be improved and who can help with any suggested improvements.
12. City Centre Access Review  
In July 2011, an Ad-hoc Scrutiny Committee was formed to carry out a review of how the Council might minimise vehicular movement in the city

centre foot streets and immediate areas, to ensure the safety of pedestrians. Having initially been made aware of an ongoing foot streets review and city centre movement & accessibility study, the Committee were keen to ensure they did not duplicate that work. Instead, the Committee focussed their work on enforcement of the foot streets policy, and identified various difficulties in enforcing the foot street arrangements currently in place. They also agreed to look at access points, disabled parking provision and accessibility/safety hazards for pedestrians. The Committee also sought the views of CYC officers and North Yorkshire Police regarding partnership working to enforce the policy. The review is due to be concluded during the early part of the municipal year 2012/13.

### **Supporting the Council Plan 2011-15**

13. All of the reviews carried out during 2011-12 (identified above) took account of the Council's need to be inclusive and ensure equality in accessing the services being reviewed. Each of the reviews also supported a number of the council's other improvement priorities and direction statements:
14. Admission Arrangements & School Travel Policies Review  
The Council Plan recognises that the provision of appropriate and improved community infrastructure, including schools, which will help to build strong communities. The Council has also made a commitment to deliver equal outcomes to all its customers through the delivery of an Equalities & Inclusion Improvement Plan, and to support families.
15. Staff Sickness Absence Management Review  
The Council Plan recognises that staff are the most important resource of the Council and without them it could not deliver its services and priorities. Ensuring staff receive the proper levels of support in times of illness etc is one way in which staff can be made to feel valued and engaged.
16. York Museums Trust Review  
The success of the York Museums Trust and the Partnership Delivery Plan contributes to the council's priority to create jobs and grow the economy, through its investment in the tourism infrastructure. It also provides opportunities for learning, for young people across the city.

17. Reducing the Carbon Footprint in the Privately Rented Sector Review  
The review was directly linked with the 'Protect the Environment' element of the Council Plan. In particular, the 'reduce carbon emissions and improve air quality' strand of that document.
18. End of Life Care – The Use & Effectiveness of DNACPR Forms Review  
The review was closely linked with the 'Protect Vulnerable People' theme of the Council Plan as it specifically focussed on the provision of independence and greater choice and control over their lives for vulnerable people.
19. City Centre Access Review  
This review supported the 'Get York Moving' theme of the Council Plan as many of the areas being explored as part of the review complement the theme's commitment to look at improving movement in the city centre.

### **Performance & Finance Monitoring**

20. Throughout 2010-11 the Overview & Scrutiny Committees each received quarterly monitoring reports relating to the council's performance and finance management, in service areas specific to their individual remits. In some cases this led to individual Committees requesting detailed reports on some of the exceptional issues identified and the initiatives being put in place to address them.
20. In addition, they also received other monitoring reports specific to their individual terms of reference, as detailed below:
21. The Community & Safety Overview & Scrutiny Committee received:
  - Quarterly performance reports from the Safer York Partnership & North Yorkshire Police;
  - Updates on the Capable Guardian Pilot, and an overview of other CYC initiatives e.g. the Area Based Working Pilot;
  - A report on the restructure of community safety in North Yorkshire Police;
  - A detailed presentation on the provision of CCTV by CYC Network Management and updates on a regional CCTV Shared Services Consultation;
  - A report on the restructure of Community & Neighbourhood Services
  - A presentation on the Recycling Doorstepping Campaign and a briefing on Waste Management Services
  - A briefing report on the formation of North Yorkshire Police & Crime Panel

22. The Economic & City Development Overview & Scrutiny Committee received:

- Six monthly updates on major developments within the City and major transport initiatives and issues arising from them;
- An update on the Local Enterprise Partnerships (LEPS) and a presentation from the Chief Operating Officer of the York and North Yorkshire LEP;

23. The Effective Organisation Overview & Scrutiny Committee received:

- A presentation on the findings from a recent staff wellbeing survey
- A report on the future use & options for the Guildhall
- A monitoring report on the implementation of the Council's Workforce Plan

24. The Health Overview & Scrutiny Committee received:

- Updates on the transformation of Community Services;
- A progress report on NHS Reforms and the work of the Transition Board;
- Regular updates from York Teaching Hospital NHS Foundation Trust, and the Yorkshire Ambulance Service;
- Six monthly update reports on the Carer's Strategy for York;
- An annual performance account for Adult Social Care;
- Updates on the Dementia Strategy Action Plan;
- Regular Health Watch Procurement monitoring reports;
- An update on the proposed changes to Children's Cardiac Services
- Briefings on the proposed changes to the Mental Health Service, the redesign of Acute Care Pathway in York, and on the Major Trauma Network;
- Updates on the formation of CYCs Shadow Health & Well Being Board;
- A presentation on NHS 111 Service;
- A briefing on cuts to voluntary sector funding

26. The Learning & Culture Overview & Scrutiny Committee received:

- Bi-annual service level agreement performance update reports from the Yorkshire Museums Trust and York Theatre Royal;
- Presentations on Demographics in York Primary Schools, Corporate Parenting, and the Management of Public Parks



27. The Committee also carried out a tour of the Theatre Royal & De Grey Buildings.
28. Else on this agenda, CSMC are asked to consider reviewing how the scrutiny committees undertake performance monitoring as there are many facets to this role beyond receiving quarterly reports.

### **Acting as Critical Friend**

28. During the municipal year 2011-12 each of the Overview & Scrutiny Committees met with the relevant Cabinet Members to hear about their challenges and priorities for the year. They also met with some of the council's appropriate statutory partners to hear about their priorities and challenges.

### **Monitoring Previous Recommendations**

29. Finally, each of the committees received bi-annual updates on the implementation of any outstanding approved recommendations arising from the scrutiny reviews they had completed in previous municipal years.

### **Calling - In**

30. Throughout the municipal year 2011-12 there were 4 Cabinet/ Cabinet Member decisions called-in for consideration by the Scrutiny Management Committee (SMC). SMC agreed to uphold all 4 decisions and therefore none were referred back to the Cabinet for their reconsideration. The items called-in were:
  - Revisions to the Council's Administrative Accommodation Strategy;
  - The Community Stadium & Council Leisure Facilities – Procurement of Operator Arrangements;
  - Neighbourhood Working – A New Approach
  - Water End/Clifton Green Junction: Options for Reinstating a Separate Left Turn Traffic Lane on the Water End Approach

### **Implications**

31. There are no known legal, HR and financial implications associated with the recommendation within this report. The cost of producing and publishing the completed review booklets and this annual scrutiny report has been met from within the scrutiny budget.

### **Risk Management**

32. There are no known risks associated with the recommendation in this report.

### **Recommendations**

33. Having considered the information within this covering report, Members are asked to approve and present to Council the Annual Scrutiny Report which covers the period between June 2011 and May 2012.

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

### **Contact Details**

**Author:**

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Tel No. 01904 552063

**Chief Officer Responsible for the report:**

Andrew Docherty  
Assistant Director Governance & ITT

**Report Approved** ✓ **Date** 13 June 2012

**Specialist Implications Officer(s)** - None

**Wards Affected:**

**All** ✓

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

**Background Papers:** None

**Annexes:** None

## Corporate & Scrutiny Management Committee Draft Work Plan 2012-13

| Meeting Date             | Work Programme  |
|--------------------------|---|
| 25 June 2012<br>@ 5:30pm | <ol style="list-style-type: none"> <li>1. Presentation on Welfare Reforms &amp; Likely Impacts on Vulnerable Residents (David Walker)</li> <li>2. Staff Sickness Review – Interim Report</li> <li>3. Annual Overview &amp; Scrutiny Report for 2011/12</li> <li>4. Draft Workplan for 2012/13 (see list of scrutiny topics &amp; suggested briefings below)</li> </ol>          |
| 16 July 2012<br>@ 5:30pm | <ol style="list-style-type: none"> <li>1. Briefing on Customer Strategy &amp; Suggested Scrutiny Topic on Customer Services (PS)</li> <li>2. Briefing on Procurement Strategy &amp; Suggested Topic on Procurement &amp; Commissioning (TC)</li> <li>3. Implementation Update on Outstanding Recommendations Arising from Previously Completed Scrutiny Reviews (PS)</li> </ol> |
| 10 September 2012 @ 5pm  | <ol style="list-style-type: none"> <li>1. Briefing on Workforce Strategy 2012-15 &amp; Update on iTrent. (PS)</li> <li>2. Briefing on Innovation Strategy (IG)</li> <li>3. Briefing on Community Engagement Strategy (SB)</li> </ol>  |
| 12 November 2012 @ 5pm   |   |
| 14 January 2013 @ 5pm    | <ol style="list-style-type: none"> <li>1. Workforce Strategy 2012-15 Monitoring Report (PS)</li> </ol>  |
| 11 March 2013 @ 5pm      |   |
| 8 April 2013 @ 5pm       | <ol style="list-style-type: none"> <li>1. Attendance of Deputy Leader &amp; Cabinet Mbr for Corporate Services – End of Year Update</li> <li>2. Draft Workplan for 2013/14 - Discussion re Possible Topics for Scrutiny Review in Coming Municipal Year</li> </ol>  |
| 13 May 2013 @ 5pm        |   |

## **Ongoing Scrutiny Review**

- i. Staff Sickness Absence Review – reviewing staff sickness levels, specifically to identify ways of reducing sickness absence across the organisation. In order to update this Committee on the progress made on this review, the most recent interim report (dated 19 April 2012) has been presented elsewhere on this agenda.

## **Briefings Previously Requested by Effective Organisation Overview & Scrutiny Committee**

The previous Effective Organisation Overview & Scrutiny Committee requested briefings on the following new corporate strategies:

- Customer (Pauline Stuchfield)
- Procurement (Tracey Carter)
- Workforce (Pauline Stuchfield)
- Innovation (Ian Graham)
- Community Engagement Strategy (Sally Burns)

NB: Note links between some of the new CYC Corporate Strategies and the scrutiny topics listed below

## **Topics Put Forward by Previous Effective Organisation Overview & Scrutiny Committee at Scrutiny Work Planning Event in May 2012**

- i. **Customer Services – Provision of Information**
- ii. **Procurement & Commissioning**
- iii. **Financial & Economic Inclusion** - Addressing financial inclusion in the City forms an essential component of improving prospects and opportunities for local people - a commitment clearly articulated in the Council Plan. Definitions of Financial Inclusion are broad and far reaching, but there are essentially four key themes or areas of focus that would ensure all residents of York become financially included:
  - *Worklessness and Skills (including job creation and retention)* - Tackle financial and social exclusion by helping disadvantaged individuals move from benefits into sustainable employment and a living wage.

- *Debt and Credit* - Develop sustainable solutions to improve the financial capacity and capability of individuals and communities within the City, and reduce levels of debt.
- *Benefits Advice and Access to Finance* - Maximise financial entitlement - ensuring vulnerable residents are fully aware of welfare reform implications, and also have greater access to, and awareness of a range of financial services, tools and products.
- *Housing and Health* - Create financial support packages which enable individuals to access and maintain decent, affordable homes and enjoy good physical and mental health.

There are at present a plethora of agencies across the City offering advice and support around the above. By bringing partners and service providers together, it is imperative that CYC takes the lead in addressing the barriers to financial inclusion faced by residents across the City - effectively co-ordinating existing services and developing new ones to address gaps in provision. This will be undertaken in partnership with a cross-section of public, private and voluntary sector bodies, but will be firmly led and driven forward by City of York Council. It is also imperative that CYC aligns and co-ordinates its own approach to addressing financial inclusion in-house to ensure maximum impact on a Citywide scale.

### **Additional Topics Proposed At Scrutiny Work Planning Event in May 2012**

- i. How to engage those who are disaffected from accessing Council services and don't know how to  
- Proposed by Cllr Barnes (topic registration form attached)
- ii. Web casting council meetings – *In response to her new responsibilities for Civic & Democratic Services, the Deputy Leader has already asked Democratic Services to look at a range of improvements to ICT facilities in the Council Chamber. These include reviewing the options for webcasting Council meetings given the stated intent to continue to hold Full Council meetings in the Guildhall Chamber, after the move to West Offices. Arrangements have already been made to discuss options with two suppliers. The Committee may wish to request a fuller briefing once the outcome of these discussions is known.*  
(Proposed by Cllr Alexander )

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**Scrutiny Topic**  
**“Engaging the disaffected”**

**Introduction**

This is a topic that could be applied to any one of a number of areas, but the scope would likely end up far too large. Therefore I would suggest this topic is applied to the Tang Hall estate which forms part of both Heworth and Hull Road wards.

Cllr Fiona Fitzpatrick and myself have spent a large amount of time on the Tang Hall estate where residents clearly feel disengaged from initiatives that have proven a success elsewhere. They feel that many aspects of the council’s work simply passes them by and also perhaps have no idea how the council can assist them in day-to-day life.

Put simply – they feel forgotten by the local authority.

So this topic seeks to identify where these concerns really are and looks to find ways we can address these and reduce the feeling of disaffection and disengagement.

**Why Tang Hall? Setting the scope**

Tang Hall is an area of the city that frequently grabs the headlines – particularly with two recent high profile events that were front page stories in The Press.

I believe this makes the Tang Hall estate an ideal place to begin as it would garner public interest and provide a solid grounding for gaining support from partner bodies.

If successful, the outcomes from this scrutiny topic can be used for similar areas of deprivation across the city.

## **Timescales**

No one should be under any illusions that this is a quick topic and easily solved. A large amount of time will be needed to draw together a consultation and conclusions before the main activity can be decided upon.

Therefore this should be considered an ongoing topic with at least two years of activity. This topic should be considered a longer-term project, but is one with even longer term outcomes.

## **Activity**

1. We would need to identify the exact aspects of community life that causes most concerns and leads to the most disengagement and disaffection.
  - a. This involves a research project encompassing all residents in the Tang Hall area with both qualitative and quantitative research methods
  - b. Research will range from use of council services through impact of policing and to the use of local community amenities
  - c. Research would also look at what services are available locally to Tang Hall and how successful these services are
2. Overview and Scrutiny would then begin the 2<sup>nd</sup> step by analysing the research and drawing conclusions which lead to key objectives that the relevant committee wishes to address (e.g. Tang Hall Community Centre needs to have an outreach CAB centre)
3. These objectives would then be addressed by the relevant services – reporting back to the Overview and Scrutiny function



## **Outcomes and further activity**

Following this pilot project in Tang Hall, it can then be decided if roll-out would be appropriate for further areas in the city – but again, these should be quite specific and localised (e.g. parts of a ward).

This is the kind of project that wins awards (e.g. MJ Local Government Awards) because it demonstrates ambition, addresses an area that is frequently sidelined and provides example of ‘best practice’ which other councils can look to use.

But most of all – the council would be seen as actively seeking to engage all our residents, in particular the ‘hard to reach’ elements of the community. Those who are perhaps the most in need of our services as a council.

**Cllr. Neil Barnes**

**May 2012**

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