

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, 16 July 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 - 10)

To approve and sign the Minutes of the last meeting of the Committee held on 25 June 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 13 July 2012.**

4. Briefing on Workforce Strategy 2012-15 and Update on iTrent

Presentation on the Workforce Strategy 2012-15. This is one of a set of strategies that underpin the Council Plan to develop capability and capacity to deliver its priorities. It sets out the strategic direction for the development of the council's workforce through

- Skills and Behaviours Development
- Recruitment and Retention
- Pay, Reward and Recognition
- Wellbeing and Engagement
- Performance and Change

The iTrent HR & payroll system will support the implementation of the Workforce Strategy, and members will receive an update on the scope and progress of the system implementation programme.

5. Briefing on Procurement Strategy and Suggested Topic on Procurement and Commissioning

Following discussion at the Scrutiny meeting on 25 June 2012, it was agreed that the Council's Head of Procurement would bring a briefing to this meeting to highlight work underway to support local suppliers as a result of CYC's revised Procurement Strategy agreed in April 2012.

Members are asked to consider whether there are any potential scrutiny review topics arising from these presentations.

6. Scrutiny Support Budget (Pages 11 - 14)

This report advises Members of the new support budget allocated to scrutiny by Cabinet and endorsed by Council in setting the budget for 2012/13.

7. Update on Implementation of Recommendations from Previously Completed Scrutiny Reviews (Pages 15 - 24)

This report provides Members with an update on the implementation of the recommendations arising from the previously completed scrutiny reviews which fall within the remit of this Committee.

8. Draft Work Plan 2012/13

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

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

Democracy Officer:

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

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

Contact details are set out above.

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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

MEETING	CORPORATE AND SCRUTINY MANAGEMENT COMMITTEE
DATE	25 JUNE 2012
PRESENT	COUNCILLORS WISEMAN (CHAIR), BARNES, HORTON, KING, MCILVEEN, RUNCIMAN (VICE-CHAIR), STEWARD AND WARTERS
APOLOGIES	COUNCILLOR POTTER

1. **DECLARATIONS OF INTEREST**

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

Councillor Barnes declared a personal non prejudicial interest as a Trustee of the York Museums Trust in relation to agenda item 6 (Annual Scrutiny Report 2011/12 – 8. York Museums Trust Review). He also made reference to page 31 of the Annual Report, to a previously called in item ‘The Community Stadium & Council Leisure Facilities – Procurement of Operator Arrangements’, in the event of there being any further discussion on this item. Although he had had no previous interest to declare, since that time his employer had undertaken sponsorship of the York City Football Club.

2. **MINUTES**

RESOLVED: That the minutes of the last meeting of the Scrutiny Management Committee held on 27 February 2012 and the Effective Organisation Overview and Scrutiny Committee held on 19 April 2012 be approved and signed by the Chair as correct records.

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. PRESENTATION ON WELFARE REFORMS AND THE LIKELY IMPACTS ON THE VULNERABLE

Members received a joint presentation from the Head of Financial Procedures and the Benefits Manager on the forthcoming national welfare reforms. This also included details of ongoing preparation work within Customer Support Services, full details of which were circulated at the meeting and added to the on-line agenda.

Details were given of the key welfare changes arising from the Government's Localisation agenda, in April 2013, of Council Tax support and reforms and the localisation of social fund and business rates. The national agenda would introduce Universal Credits from October 2013 and had involved changes to the Housing Benefit in April 2012.

Information was given on the key drivers for change together with the Government's aims of:

- Developing local Council Tax Support schemes to encourage work
- Increasing council tax through technical reforms
- Removing the need to issue Council Tax information with bills
- Providing an option of 12 month instalments for Council Tax
- Providing growth for the local economy through Business Rate Discounts
- Financial benefit from business rate growth
- Localisation of the Social Fund to help better targeting at a local level and reduce demand

Further information on what the Council was doing in the areas of Council Tax Support and reform in the areas of Business Rates and Housing Benefit changes together with areas of support were outlined. Officers confirmed that communication was a key issue in how the information was presented to residents.

Members questioned a number of points in relation to the presentation including:

- Further clarity on the drivers for change
- Information on annual student exemptions and the impact on the York customer base

- Further information on technical reforms and the removal of exemptions
- Business Rate schemes/discounts
- The financial impact
- Confirmation that this would also affect the Joseph Rowntree Housing Trust
- A solution was required to prevent tenants being penalised for living in family homes
- Continuing affect of changes on customers and staff

Officers also referred to a briefing paper submitted to Cabinet in March on the proposed reforms. This had shown the impact of changes on York residents, provided a plan showing the areas most affected and given anonymous case studies.

The Chair thanked officers for their informative presentation and update.

RESOLVED: i) That the presentation be received and noted.

ii) That a quarterly update on these changes and their effects on York residents be scheduled into the Committee's work plan for 2012/13.

iii) That consideration be given to the possibility of arranging a pre-Council seminar to inform all members on the Welfare Reforms to include details of any assistance that could be provided for residents.

REASON: To keep members updated on the forthcoming national welfare reforms

5. REVIEW OF STAFF SICKNESS ABSENCE

Consideration was given to an interim report which detailed the findings to date from a review of staff sickness absence, instigated by the previous Effective Organisation Overview and Scrutiny Committee in 2011.

Further information regarding the background to the review, its objectives and the review findings to date were detailed in the report. It was reported that the Task Group had confirmed that they would like to continue their work on the review.

Those Members of the Task Group who were present confirmed their conclusion that the problem had been found, not to be the number of days taken off by staff due to sickness but, the figures themselves and how they were logged together with the accompanying HR procedures.

Officers confirmed that the introduction of the absence management module part of iTrent would be in place by Autumn and in use by December 2012. The new system required revised policies which it was agreed could incorporate the change in style, suggested by the Task Group. Any revised policy would be sent to the unions for comment.

Consideration was then given to the following options:

- i) Conclude the review at this stage and recommend that HR:
 - carry out appropriate revisions to CYCs Attendance at Work Policy in line with the review findings to date
 - carry out appropriate consultation on the revised policy and;
 - introduce appropriate management training and new staff induction in line with the review findings to date
- ii) Progress the review as outlined in the interim report, attached to the report.

Following discussion it was

- RESOLVED:
- i) That a Task Group comprising of Councillors King, McIlveen and Steward be set up to conclude the scrutiny review of Staff Sickness Absence in line with the Groups recommendations, set out in paragraph 20 of the interim report, with the review to be concluded by the end of 2012.
 - ii) That the final report from the Task Group be scheduled to report back to the Committee in November 2012.

REASON: To progress the work of the Task Group, in line with agreed Scrutiny procedures and protocols.

6. ANNUAL SCRUTINY REPORT 2011-12

Consideration was given to the Annual Scrutiny Report 2011-12 which summarised the work of the five Overview and Scrutiny Committees for the period June 2011 – May 2012.

Officers reported on the following scrutiny reviews carried out by the Overview and Scrutiny Committees during the last municipal year, further details of which were provided in the report:

- Admission Arrangements and School Travel Policies
- Staff Sickness Absence Management
- York Museums Trust
- Reducing the Carbon Footprint in the Privately Rented Sector
- End of Life Care – The Use and Effectiveness of DNACPR Forms
- City Centre Access

Further information provided to the Overview and Scrutiny Committee's regarding performance and financial monitoring and specific monitoring reports, relating to individual Committees terms of reference, were also set out in paragraphs 20 to 28.

The Chair confirmed that she had now met with all the Scrutiny Chairs which had been very useful and productive. Officers reminded members that the quarterly monitoring reports were no longer presented to the Scrutiny Committee's, as a matter of course, however individually certain committee's had requested this information.

Some members confirmed that it would be helpful if the Overview and Scrutiny Committees raised any concerns they had arising from performance monitoring with the Corporate and Scrutiny Management Committee at the earliest opportunity. Following further discussion it was

RESOLVED: i) That approval be given to the Annual Scrutiny Report, covering the period

June 2011 to May 2012, for presentation to Council.

- ii) That Scrutiny Committee Chair's be requested to raise any performance related issues at the regular Scrutiny Chairs and Vice-Chairs meetings.

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

7. **DRAFT WORK PLAN 2012/13**

Consideration was given to the Committee's draft work plan and suggested list of scrutiny topics and briefings for the 2012/13 municipal year.

Officers referred to the additional topic proposed by Cllr Barnes, at the Scrutiny Work Planning event in May, regarding the engagement of residents who were disaffected from accessing Council services. Officers confirmed that this would be covered in the Customer Strategy presentation at the next meeting. The Chair confirmed that the engagement of residents could also be encompassed within the new Neighbourhood Working and Customer Contracts.

Members made a number of points and commented on the Committee's proposed work plan for the 2012/13 municipal year:

- Engaging the Disaffected – discussions to be undertaken with Officers re focus and review outcome at a future meeting
- Access of local contractors to CYC procurement contracts with the need to retain business in the local economy
- Suggested topic – How households can avoid personal debt/role of CYC re education etc. Agreed await findings from topic put forward at Work Planning event on Financial and Economic Inclusion and further information from the Financial Inclusion Board before consideration of progressing.

Following further discussion it was

RESOLVED: That subject to the following additions and amendments to the Committee's work plan for 2012/13, the plan be received and noted:

16 July 2012

- Briefing on Procurement Strategy & Suggested Topic on Procurement & Commissioning – feasibility to be narrowed to 'how we engage with local business's in the procurement process'

10 September 2012

- Staff Sickness Review – further Interim Report, following agreement to the continuation of the review
- Suggested presentation from Cllr Gunnell on the work of the Financial Inclusion Board

12 November 2012

- Staff Sickness Absence – Final Report
- Welfare Reforms - Update

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

Councillor S Wiseman, Chair

[The meeting started at 5.30 pm and finished at 7.30 pm].

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

16 July 2012

Scrutiny Support Budget

Purpose of Report

1. This report advises Members of the new support budget allocated to scrutiny by Cabinet and endorsed by Council in setting the budget for 2012/13. It is for this Committee to determine how it wishes to allocate the available budget.

Background

2. Prior to the 2011/12 financial year, scrutiny had always had a support budget to assist with research, consultation and marketing associated with its reviews. Spend against that had been variable for a number of years when the Council decided not to renew any form of budget support for reviews in February 2011.
3. In December 2011, the then Scrutiny Management Committee (SMC) lobbied the Cabinet for a budget of £5,000 to be reinstated. SMC felt that not having any budget to spend in supporting their work considerably restricted what work or reviews scrutiny could take on. In the light of those representations, Cabinet recommended to Council in February 2012 that a support budget for scrutiny reviews/activities of £5,000 be reinstated. That was agreed by Council at its February Budget meeting.

Analysis

4. At the Annual Meeting in May 2012, two scrutiny Committees became one (SMC and Effective Organisation Committee merged) and the Corporate Scrutiny & Management Committee was formed. It is this Committee (CSMC) which is responsible for the overall effectiveness and performance of the other 4 Standing Scrutiny Committees: Economic & City Development; Learning & Culture; Health; and Community Safety. It falls to this Committee therefore to 'manage' the £5,000 support budget and allocate spend accordingly.

5. There are 4 main Standing Scrutiny Committees on the Council's Structure, as referenced above, plus this Committee which has the right to set up cross cutting Ad-Hoc Scrutiny Committees.
6. One way to allocate the £5,000 would simply be to divide that equally between all 5 Scrutiny Committees, leaving this Committee to allocate its £1,000 in supporting its work of those of cross cutting Ad-Hocs as it sees fit. The other Standing Scrutiny Committees would then manage their allocation of £1,000 each as they saw fit in support of their scrutiny work.
7. Naturally, this budget cannot be spent by individual Members, nor can it be used to support expense claims on travel or subsistence for Members or Officers working on scrutiny reviews. These are the types of activities these funds can be spent on in the furtherance of good scrutiny work:
 - Commissioning specialist research work on appropriate reviews, including consultant time where appropriate;
 - Undertaking/contributing to targeted consultation or surveys associated with agreed review work;
 - Expenses associated with gathering information/evidence in support of reviews, eg undertaking site or field trips, purchasing written material;
 - Hiring specific venues to run sessions in communities or places of specific relevance to the review, including drop-in surgeries
8. There are alternative approaches to allocating the funds. For instance, CSMC could retain the funds and ask the Standing Scrutiny Committees to make an application to CSMC when they want to spend on any of the above related activities. Undoubtedly, this approach would slow the scrutiny process down considerably. In terms of monitoring the progress and performance of the Scrutiny Committees, CSMC can request bi-annual reports from Chairs and can invite Chairs to report to it at any point in the Municipal Year.

Consultation

9. The Chair of this Committee has introduced regular Scrutiny Chairs/Vice-Chairs meetings and at the first meeting, all Chairs/Vice Chairs present were specifically consulted on how this spend should be allocated. All those Members present indicated that dividing it up equally at £1,000 per Committee was the fairest option.

Council Plan 2011-15

10. Providing some financial support to undertake scrutiny reviews aimed at improving the overall performance or standards of the Authority, is in keeping with the improvement targets and direction statements driven by the Council Plan.

Options

11. Having considered the different approaches to allocating this spend set out in the analysis above, this Committee may choose to:
 - Allocate the funds equally at £1,000 per Committee, subject to the uses set out in paragraph 7 above; or
 - Retain the funds for spend based on application from Committees; or
 - Propose an alternative approach

Associated Implications

12. There are no known implications associated with the recommendation in this report, other than the potential for Committees to wish to 'overspend' their allocation. It will be the role of CSMC to ensure that overall the funds remain within budget. CSMC will have the authority to redirect expenditure if some Committees have a very specific or more deserving case for higher spend and other Committees are well below the allocated budget. Standing Scrutiny Committees will need to apply to CSMC if they believe they have a case for spending in excess of their allocated provision.

Risk Management

13. There are no known risks associated with the recommendation below, other than the risk of variable spend identified in paragraph 12 above. To mitigate the risk of the funds not being allocated in overall terms where they may be best used, CSMC is advised to request an update on allocation of funds in 6 months time.

Recommendations

14. Members are asked to consider how they wish to allocate funds from the £5,000 support budget to ensure provision is made available to all Scrutiny Committees.

Reason: To enable the work of Scrutiny Committees to progress effectively

Contact Details

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Chief Officer Responsible for the report:

Andrew Docherty
Assistant Director - Governance & ICT

Report Approved



Date

10 July 2012

Wards Affected:

For further information please contact the author of the report

All



Background Papers: N/A



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

16 July 2012

Update on Implementation of Recommendations from Previously Completed Scrutiny Reviews

Summary

1. This report provides Members with an update on the implementation of the recommendations arising from the previously completed scrutiny reviews which fall within the remit of this overview & scrutiny committee.

Background

2. CYC Apprenticeships & Other Work Based Learning Opportunities Review

In February 2010, the Committee considered a topic registration form submitted by Cllr Gunnell which proposed carrying out a review of the existing arrangements for traineeships at the Council. As a result, the Committee requested an officer report which focussed solely on the role of the Council as an employer, rather than its role as a provider of services to all young people across the city who are looking to receive work based training.

3. That report was presented at a meeting in March 2010, and the Committee agreed to carry out a review based on the following remit:

Aim

To identify improvements to the Council's provision of apprenticeships and other work based training

Objectives

- Exploring the current arrangements
- Identifying any external funding opportunities, particularly the targeting of specific vulnerable groups e.g. those with learning disabilities and NEETs
- Identifying a reporting structure to measure the effectiveness and outturn of apprenticeships and other work based training

4. As a result of their work on the review, the Committee agreed to endorse the adoption of the Draft Workforce Plan considered by the Executive on 6 July 2010, and to make the following additional recommendations:
 - i. That Directorates be encouraged corporately to increase the number of apprenticeships they offer
 - ii. That the proposed framework as detailed in Annex A of the final report, be adopted
 - iii. That recruitment and training be identified in order to improve and maintain a more balanced workforce age profile across each Directorate.
5. The recommendations were approved by the Executive on 20 July 2010. This Committee first received an update on the implementation of the recommendations in November 2011, at which time a number were signed off as complete. A further update on the outstanding recommendations is shown at Annex A.
6. In order to be confident that the framework for gathering the relevant information had been embedded into the organisation, the committee also agreed they would like to receive regular monitoring reports on:
 - The new framework for gathering information on CYC employees, put in place as a result of the recommendations arising from their review and the new corporate Workforce Plan
 - the uptake, outturn and success of CYC apprenticeships and work-based training - Members have requested bi-annual reports until such time as the remit of the committee is revised
7. This Committee received the first such monitoring report at their meeting in January 2012.
8. Customer Complaints Review

In September 2010, Members received a presentation on Customer Services from the Assistant Director Customers & People providing an overview of the services, performance and developments. The Committee recognised that whilst there was a corporate policy in existence, each individual CYC Directorate had its own methods for recording and responding to complaints. Also, that an unknown proportion of complaints were being dealt with as enquiries and therefore were falling outside of any formal process.

9. The Committee agreed to form a Task Group to carry out a scrutiny review of customer feedback/complaints and resulting actions, based on the following aim and objectives:

Aim

To inform the design and priorities within the new complaints function in order to ensure its future effectiveness, identifying any revisions required to the Feedback Policy.

Objectives

- Reduce the number of common or repeat complaints.
- Reduce the number of complaints to the Ombudsman.
- Contribute to possible further efficiency savings

10. The final report was presented to the Executive on 29 March 2011 and they approved the following recommendations:
- i. To assist the public, policy to include a definition of a service request and a stage 1 complaint
 - ii. Service requests to be recorded, tracked and monitored by Directorates to allow for early identification of required service improvements, without being fed into the customer complaints data analysis and reports (see paragraph 11)
 - iii. Wording of policy to be revised as follows:
 - At Stage 1 to read 'At this stage the line manager of the service will deal with a complaint and the complainant should be advised of the outcome within 10 working days or advised of any delay and when they can expect a full response, and what they can do if they remain dissatisfied at the end of Stage 1'.
 - At stage 2 to reflect that a complainant does not have to set out their complaint again at Stage 2
 - iv. Removal of wording at Stage 3 – '*or a member of staff independent of the service acting on the Director's behalf*'
 - v. CYC to investigate and provide relevant training for the different stages of complaint handling/investigation for key officer within the corporate complaints team and Councillors
11. The first update on the implementation of those recommendations, as approved by the Executive on 29 March 2011, was received by this committee in November 2011. At that time, a number were signed off as fully implemented leaving two outstanding. A further update on those outstanding recommendations is shown at Annex B.

Consultation

12. The Assistant Director of Customer & Business Support Services has provided the update information contained within both annexes, and will be present at this meeting to answer any questions arising.

Options

13. Members may decide to sign off any individual recommendations where implementation has been completed, and can:
 - a. request further updates and the attendance of the relevant officers at a future meeting to clarify any outstanding recommendations relating to the above reviews or;
 - b. agree to receive no further updates on those reviews

Council Plan

14. The process of monitoring and ensuring the implementation of the approved recommendations arising from both these reviews, will contribute to making this Council an 'Effective Organisation' with high standards in all it does, living up to its values and being a great place to work.

Implications

15. There are no known Financial, Human Resources, Equalities, Legal, ITT or other implications associated with the recommendation made in this report.

Risk Management

16. In compliance with the Council's risk management strategy, there are no known risks associated with this report.

Recommendations

17. Members are asked to note the contents of this report and sign off all recommendations that have been fully implemented.

Reason: To raise awareness of those recommendations which are still to be fully implemented.

Contact Details

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Chief Officer Responsible for the report:

Andrew Docherty
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Report Approved **Date** 10 July 2012

Wards Affected:

All



For further information please contact the author of the report

Background Papers: None

Annexes:

Annex A – Update on CYC Apprenticeships & Other Work Based Learning Opportunities Review

Annex B – Update on Customer Services Review

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Update on Implementation of Approved Recommendations Arising From CYC Apprenticeships & Other Work Based Learning Opportunities Review

Approved Scrutiny Recommendation	Update on Implementation as of November 2011	Update on Implementation as of July 2012
i. That Directorates be encouraged corporately to increase the number of apprenticeships they offer	<p>Following the allocation of £115K in the Council budget for the provision of apprentices, CMT met in March 2011 to consider a report on options for spending this budget. One of the actions arising from this was that HR Business Partners would work with DMT's to identify where apprentices would be placed within their services. Discussions with DMT's took place in June 2011 and as a result 36 apprenticeship posts were identified and created across directorates.</p> <p>Resource was identified from within the Strategic Workforce Development Team to provide support to directorates and lead and coordinate the corporate ("automatic") apprentice scheme.</p>	
iii. That recruitment and training be identified in order to improve and maintain a more balanced workforce age profile across each Directorate.	<p>To date, 22 apprentices (under the age of 25) have been appointed within CYC. For the remaining vacancies (13 business admin & 1 procurement post) assessment days are scheduled for 9th & 24th November 2011 to appoint to the remaining positions.</p> <p>Reporting on the apprenticeship scheme will ultimately be monitored through the</p>	

	workforce strategy. Management Information is currently being held for the apprentices appointed through the corporate scheme to assist and improve reporting, particularly in terms of retention and progression.	
<p><u>Scrutiny Comments on Update Received November 2011</u> Members agreed to sign off Recommendation (ii) and requested that a further update be provided in 6 months.</p>		

Update on Implementation of Approved Recommendations From Customer Complaints Scrutiny Review

Approved Scrutiny Recs	Update on Implementation as of November 2011	Update on Implementation as of July 2012
ii. Service requests to be recorded, tracked and monitored by Directorates to allow for early identification of required service improvements, without being fed into the customer complaints data analysis and reports (see paragraph 11 of final report)	<p>Policy provides a robust & consistent approach to recording / logging a customer's dissatisfaction prior to raising a formal complaint. This means service improvements /lessons learned can still be undertaken</p> <p>Dissatisfaction Prior To a complaint</p> <p>There will be occasions when a customer is dissatisfied with a service provision & will contact the council to make them aware. When this is the first time the council has become aware of the problem, 'Front-line' staff who provide the service can generally deal with this quickly and satisfactorily. Staff should ensure that all steps are taken to resolve the persons concerns and record this on the appropriate file. If the complainant is not happy with the outcome at that point, it needs to be escalated into the complaints procedure</p>	
v. CYC to investigate & provide relevant training for the different stages of complaint handling and investigation for key officers within corporate complaints team & Cllrs.	<p>Customer Services Development Team trainers along with Manager of CFT are investigating training available & refreshing existing training guidance. Customer Services Operations Manager has updated & reissued logging and handling procedures and guidance to York Customer Centre staff.</p>	
<p><u>Scrutiny Comments on Update Received November 2011</u></p>		
<p>Members agreed to sign off Recommendations (i), (iii) & (iv) and requested a further update on those remaining in 6 months.</p>		

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