

Notice of a public meeting of

Corporate and Scrutiny Management Committee

- To:** Councillors Wiseman (Chair), Barnes, Horton, King, McIlveen, Potter, Runciman (Vice-Chair, in the Chair), Steward, Warters, Semlyen (Substitute) and Barton (Substitute)
- Date:** Monday, 10 September 2012
- Time:** 5.00 pm
- Venue:** The Guildhall

AGENDA

1. **Declarations of Interest**

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

2. **Minutes** (Pages 3 - 8)

To approve and sign the minutes of the last meeting of the Committee held on 16 July 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 7 September 2012**.

4. **Briefing on the Financial Inclusion Board** (Pages 9 - 22)

Members will receive a presentation on the work of the Financial Inclusion Board and the forthcoming Inclusion Strategy due to be

presented to Cabinet for approval in November 2012, and are asked to consider whether the suggested scrutiny topic on Financial Inclusion is still suitable for scrutiny review.

[A copy of the Financial Inclusion presentation has been added to the agenda following the meeting]

5. Community Engagement Strategy (Pages 23 - 30)

Members will receive an officer briefing on the Council's new Community Engagement Strategy in order to gain an overview.

[A copy of the progress briefing on the York Community Engagement Strategy has been added to the agenda following the meeting]

6. Customer Strategy 2012-2015 (Pages 31 - 56)

To receive a report and briefing on the new Customer Strategy to be approved by Cabinet on 4 September 2012. Members are asked to take this into consideration when deciding whether or not to progress the 'Customer Services – Provision of Information' topic suggested for scrutiny review.

7. Procurement Strategy (Pages 57 - 66)

To receive a report and further briefing from Officers on the Procurement Strategy to include information on the previous procurement review.

8. Work Plan 2012-2013 (Pages 67 - 74)

Members are asked to consider the Committee's work plan and agree a way forward for the previously proposed topics for scrutiny review, taking into consideration the information provided via the other items of business on this agenda.

9. 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

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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Further information about what's being discussed at this meeting

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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?

- Councillors get copies of all agenda and reports for the committees to which they are appointed by the Council;
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City of York Council

Committee Minutes

MEETING

CORPORATE AND SCRUTINY
MANAGEMENT COMMITTEE

DATE

16 JULY 2012

PRESENT

COUNCILLORS WISEMAN (CHAIR),
BARNES, HORTON, MCILVEEN, POTTER,
RUNCIMAN (VICE-CHAIR), STEWARD AND
SCOTT (SUBSTITUTE)

APOLOGIES

COUNCILLOR WARTERS

8. 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. No declarations were made.

9. MINUTES

RESOLVED: That the minutes of the last meeting of the Corporate Scrutiny Management Committee held on 25 June 2012 be approved and signed by the Chair as a correct record, subject to the following amendment being made to Minute item 5:

‘Those Members of the Task Group who were present confirmed their conclusion that whilst the number of sick days needed to be reduced, the first priority was to ensure that sick days was being properly logged to allow correct figures to be recorded’

10. PUBLIC PARTICIPATION

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

11. BRIEFING ON WORKFORCE STRATEGY 2012-15 AND UPDATE ON ITRENT

Members received a detailed presentation on the Council's new Workforce Strategy, designed to underpin the core capabilities within the Council Plan 2011-15, and information on the associated priorities for 2012 i.e.:

- Skills and Behaviour Development - to have visionary and ambitious managers and leaders who can develop, motivate and lead the workforce to deliver services effectively in challenging times. And, to further develop teams so that in providing services they can demonstrate flexibility, innovation, decision-making and at all times excellent customer service.
- Recruitment & Retention - to recruit and retain a workforce with the skills and values needed, promote jobs and careers as an employer of choice, and identify, develop and motivate talent. To develop and maintain a diverse and inclusive workforce, actively challenging and addressing accessibility barriers and issues.
- Pay, Reward & Recognition - to provide good and flexible reward packages within the current financial constraints, ensure fairness across all groups of employees, and recognise great work and ideas.
- Wellbeing & Engagement - to be an organisation where risks are managed sensibly and proportionately to ensure the levels of accidents and incidents of occupational ill health are as low as possible. Also, to actively promote and manage wellbeing including effective and active employee engagement.
- Performance & Change - to be an organisation that can transform quickly and effectively, that is highly productive and focussed on achievement, that values and engages with employees and has a culture that is collaborative, innovative, inclusive and creative.

It was reported that an Action Plan had been developed to deliver the priorities and that the Staff Equalities Reference Group (SERG) were involved in reviewing the barriers to embedding their development throughout the Council. Also,

that a Booklet had been produced for staff to ensure all were informed on the new strategy for the Council's workforce.

Also, Members received an update of the implementation of iTrent. They were informed that Phase 1b had started, employee self service and the provision of e-slips was underway and manager self-service would be fully rolled out by the end of 2012. Members also received a summary of 'Operation Outreach', designed to reach disadvantaged staff who were either computer illiterate or did not have access to a computer.

Finally, Members considered whether it would be useful to look at internal communications across the Council to ensure they are as effective as they could be across all staff.

The Chair thanked the officer for her detailed presentation and update.

RESOLVED: i) That the information provided be noted
 ii) That a detailed briefing on Operation Outreach be brought to the November 2012 meeting of the Committee ⁽¹⁾

REASON: To inform and update the Committee of work undertaken in this area.

Action Required

Provide a detailed briefing on 'Operation Outreach' to the November 2012 meeting of the Committee PS

12. **BRIEFING ON PROCUREMENT STRATEGY AND SUGGESTED TOPIC ON PROCUREMENT AND COMMISSIONING**

Members received an overview of the transformation programme being undertaken by Procurement, shifting from a governance focussed transactional role to one delivering strategic value.

Information was also provided on the new procurement team, structured to operate on a 'Hub & Spoke' basis focussed on high value strategic procurements, leaving the more tactical and routine procurements to officers based within directorates.

Members were informed that one of the new Procurement Strategy aims was to increase the proportion of spend with local businesses, supported by a revamped procurement toolkit to reduce the amount of duplication and bureaucracy within the procurement process, and revisions to the evaluation process to ensure social value criteria were being taken into consideration.

They also received information on the challenges facing the Council in local procurement, and obstacles i.e.:

- The governance of complying with procurement regulations
- The inappropriate use of frameworks
- The lack of planning which had led to the higher use of frameworks due to the reduction in procurement time
- Approved supplier lists

Members queried whether consideration had been given to the approved recommendations arising from a previous scrutiny review completed in 2005, and asked officers to consider the findings from that review and report back.

The Chair thanked the officer for her detailed presentation and update.

- RESOLVED:
- i) That the briefing be noted
 - ii) That an update be provided on the implementation of the recommendations arising from the previously completed Procurement Scrutiny Review ⁽¹⁾

REASON: To keep Corporate and Scrutiny Management Committee members updated on procurement issues within the authority.

Action Required

Provide update on the implementation of the approved recommendations arising from the previously completed Procurement Scrutiny Review at the September 2012 Committee meeting

ZC

13. SCRUTINY SUPPORT BUDGET

Consideration was given to how to allocate the budget of £5,000 for supporting scrutiny review work in this municipal year (2012-13).

Members considered the options laid out in paragraph 11 of the report and agreed it would be useful to assess the expenditure of each Committee in 6 months time to ensure that the money had been spent appropriately and to reallocate funds across the committees if appropriate.

- RESOLVED:
- i) That each of the five Scrutiny Committees receive a budget of £1,000
 - ii) That CSMC receive an update on the expenditure of the committees in 6 months time, at their January 2013 meeting ⁽¹⁾ and;
 - iii) That the work plan be updated accordingly

REASON: To enable the work of Scrutiny Committees to progress effectively.

Action Required

Provide an update on the expenditure of the committees in 6 months time, at their January 2013 meeting

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14. UPDATE ON IMPLEMENTATION OF RECOMMENDATIONS FROM PREVIOUSLY COMPLETED SCRUTINY REVIEWS

Members received an update on the implementation of the outstanding recommendations from the previously completed scrutiny reviews of:

- CYC Apprenticeships and other work based learning opportunities;
- Customer Complaints.

Having considered the information provided Members agreed to sign off all the outstanding recommendations.

RESOLVED: That the outstanding recommendations be signed off as completed.

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

15. DRAFT WORK PLAN 2012/13

Members considered the Committees work plan for the municipal year 2012-13. Having identified a number of additional work plan items earlier in the meeting, Members agreed to:

i) Add:

- 'Review of implementation of approved recommendations arising from previously Procurement Scrutiny Review' to September 2012 meeting;
- 'Briefing on Operation Outreach' to November 2012 meeting;
- 'Update on Expenditure of Scrutiny Support Budget' to January 2012 meeting;

ii) Move:

- 'Briefing on Innovation Strategy' to November 2012 meeting;
- 'Consideration of Draft Work Plan for 2013-14' to March 2013 meeting

RESOLVED: To make the above changes to the 2012-13 work plan

REASON: To assist in the formulation of the Committee's work plan for the forthcoming year.

Councillor S Wiseman, Chair

[The meeting started at 5.30 pm and finished at 7.15 pm].



Financial Inclusion

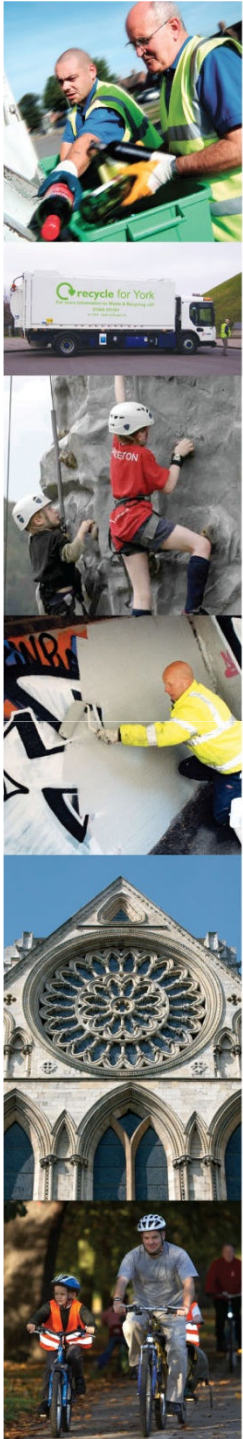
York's Vision / Approach

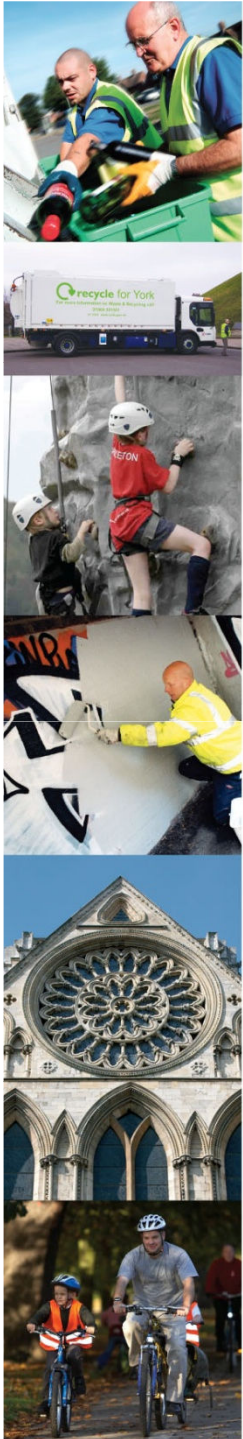


Economic and Financial Inclusion

Wider Context

- Economic growth: helping disadvantaged individuals move from benefits into sustainable employment and a living wage.
- Assisting the unemployed and those in low paid work with specialist financial support packages.

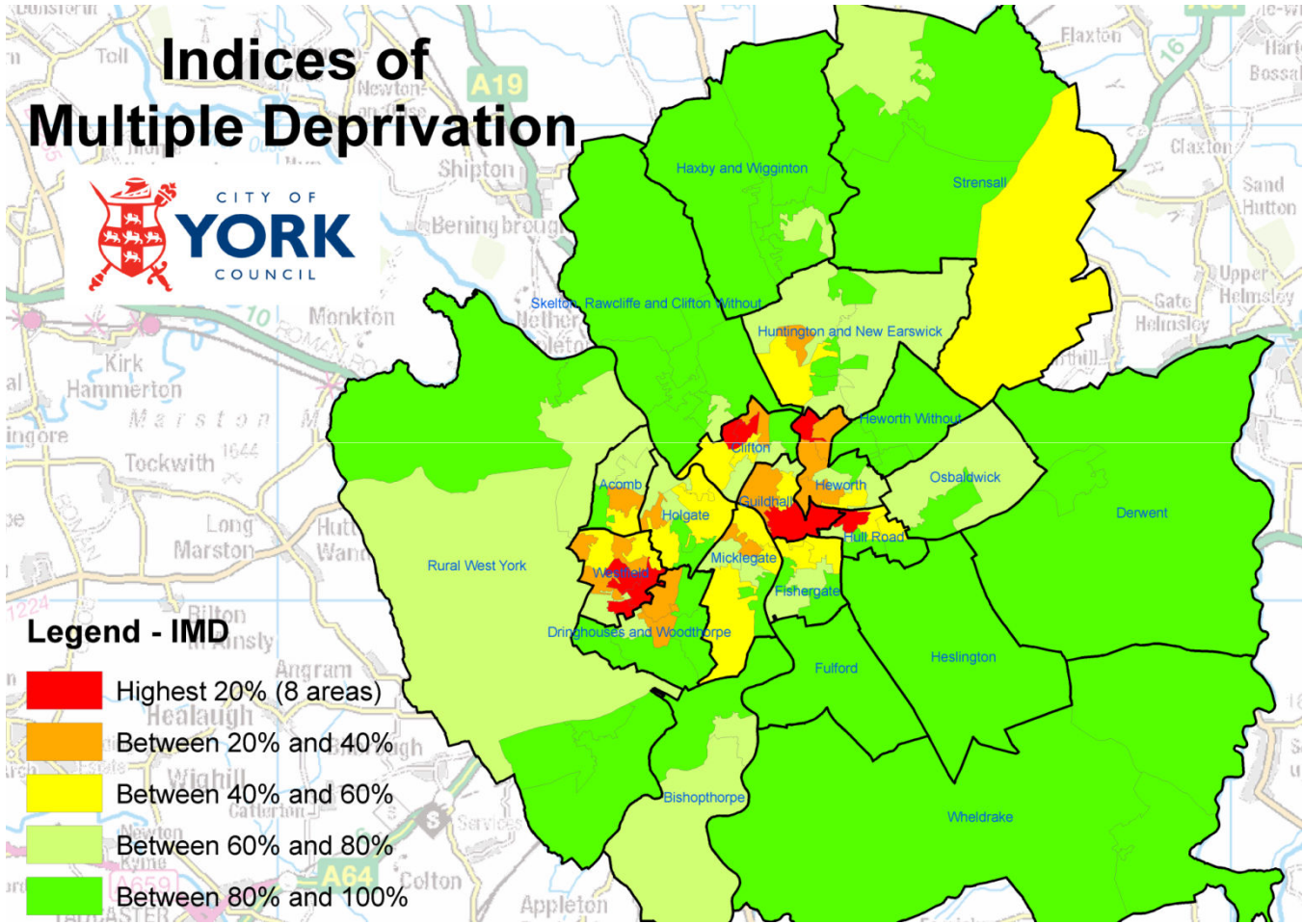




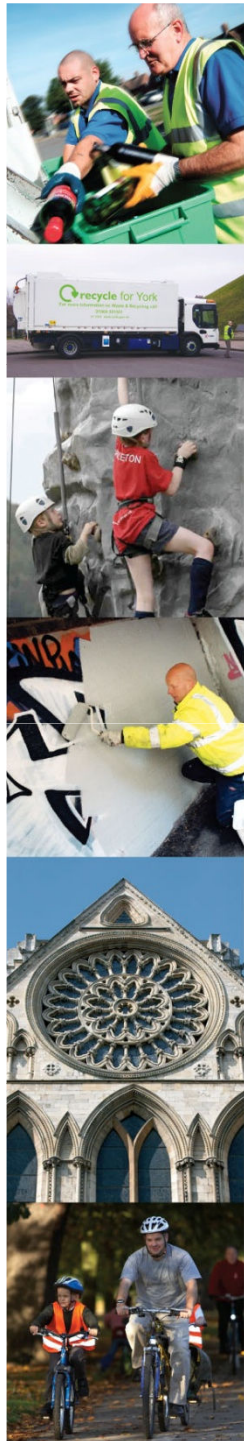
What does Financial Inclusion mean?

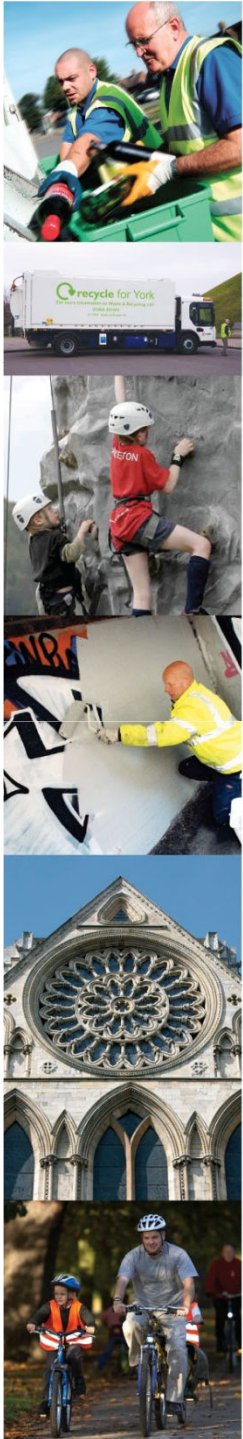
1. Manage money on a day-to-day basis - effectively, securely and confidently
2. Access to a bank account
3. Access to affordable credit
4. Access face-to-face debt and benefits advice

Extent of disadvantage in York



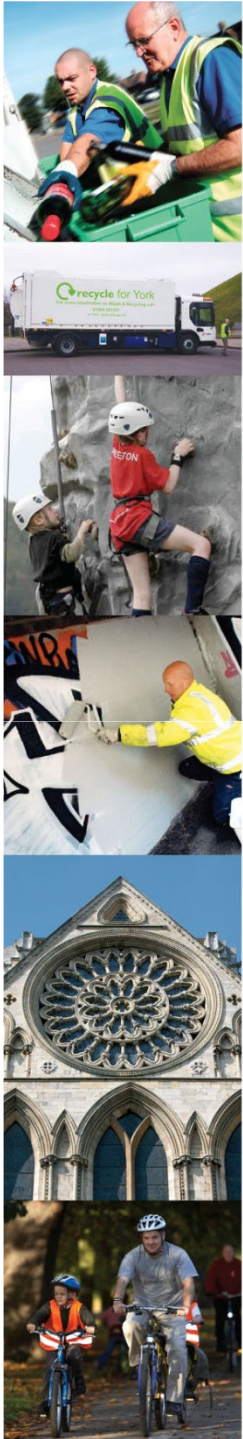
Financial Exclusion: Knock-on Effects





Financial Exclusion: The impact in York

- Resident Bank charges: £2.4 million leaving the local economy
- Increase in Doorstep Lending: Peachy.co.uk 16,381% APR
- 13.3% of children in York currently living in Poverty.
- 24% non take up of free school meals.

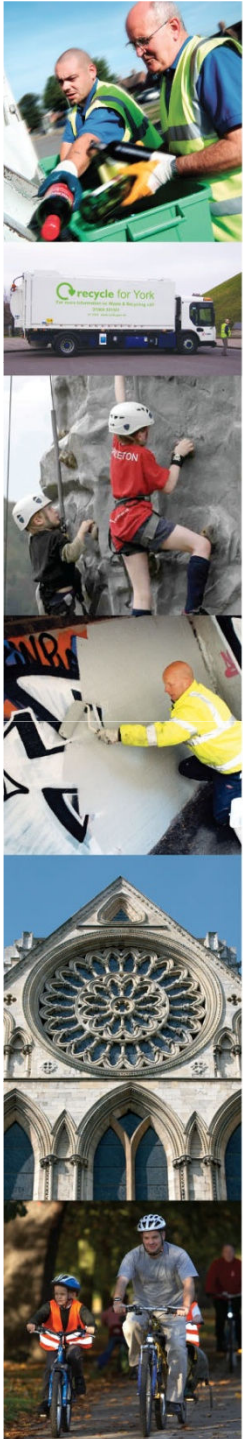


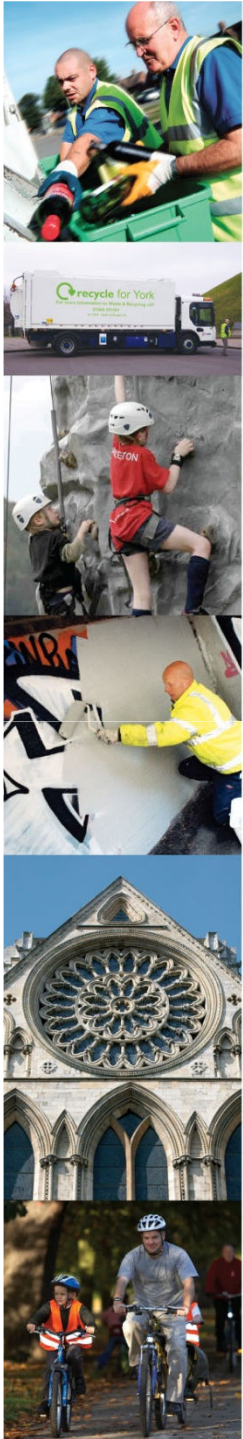
Where are we now?

- Helping the most marginalised families through the Catalyst Initiative
- Child Poverty Strategy
- Outreach in Lindsey, Carr Estates
- Debt Recovery Protocol
- Future Prospects specialist support
- Audit and mapping of Council / City wide activity

Where are we now?

- Advice in Pubs, GP Surgeries
- Specialist support for ex-offenders, homeless, mental health issues.
- Money Management with Aviva
- YourHome, Housing Debt Workers
- CYC Benefits Advisors - Door Knocking
- CAB Lottery Funding



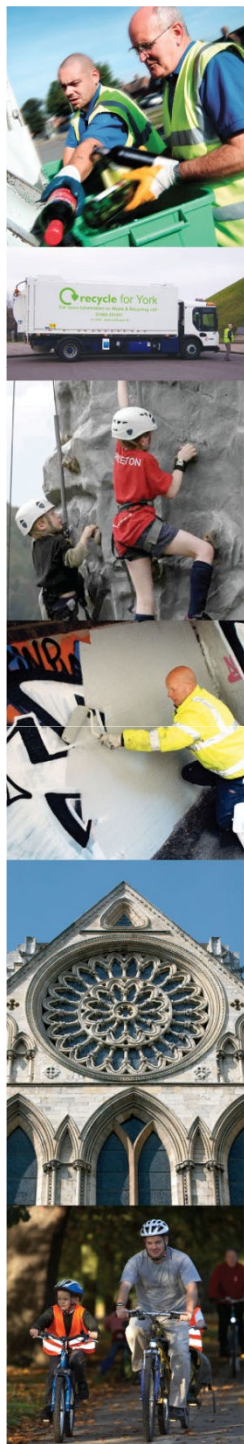


Where do we want to be ?

- Creation of a Citywide safety net for most financially excluded.
- Personalised financial information, advice and signposting available for all residents.
- Co-ordination of existing good practice: CAB. Future Prospects, CYC, Welfare Benefits Unit, Housing Associations, Credit Union etc.

Why is this a challenge ?

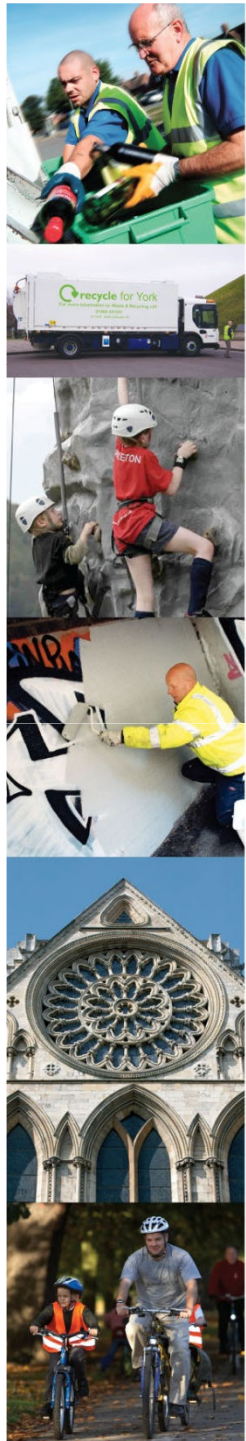
- Traditionally hard to reach customers.
- Likely to access information through third parties rather than engage directly with CYC.
- Success requires a high level of co-ordination across the City.
- Early identification of vulnerable customers – early implementation of support mechanisms in schools, surgeries, with CYC debtors etc.



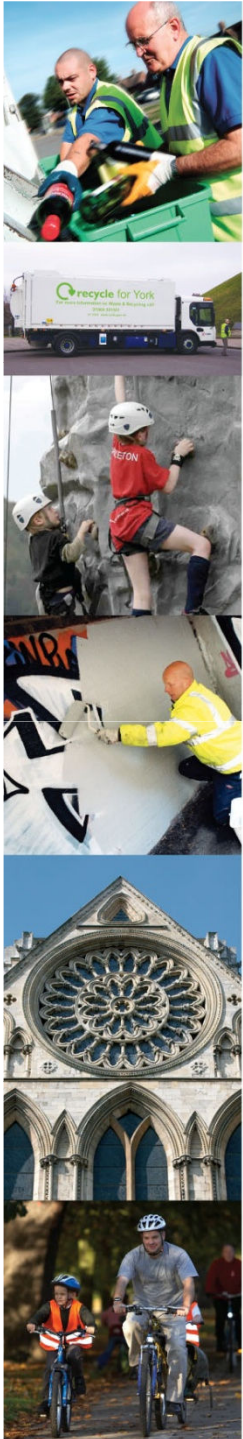
How will we get there?

Policy Statement and Action Plan which considers:

- Citywide financial advice and access points, targeting all residents but particularly the most vulnerable.
- Identification of a programme of proactive outreach campaigns in areas of specific need.
- Embedding Financial Inclusion within all council strategies and all directorates / service plans.

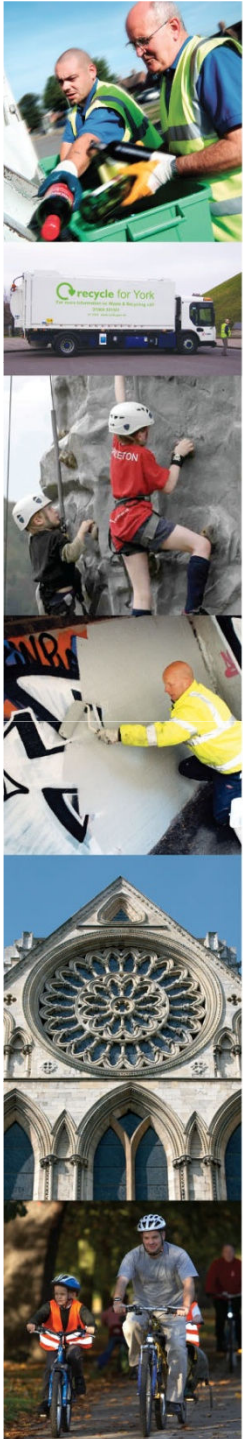


Breaking the Mould



- Digital Connectivity
- Community Bulk Buy Schemes
- Food and Fuel Co-operatives
- Travel to work loans

Long Term Vision



- Levels of debt in York significantly reduced.
- Financial support services are easy to access and effectively co-ordinated.
- Everyone plays a part in the City's prosperity and feels they can benefit from it.

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York Community Engagement Strategy

Progress Update
Kate Bowers

Drivers for refreshing the Community Engagement Strategy



- Public health agenda
- Localism Act
- Care and Support White Paper July 2012
- Open Public Services White Paper July 2011
- Shrinking resources
- The changing demographic in York

Examples of Current Engagement Activity



- Health and Wellbeing
- Local Development Framework
- Neighbourhood Planning
- Equalities Act
- Community Contracts and Ward Action Plans
- Council Budget
- Community Conversations

Bringing it Together

The 5 Strategy Principles



- Consistent Engagement
- Learn from experiences and share knowledge
- Ensure fairness and inclusion
- Prompt, comprehensive feedback
- Accurate meaningful and accessible information



- Who, how, where, when
- Informing
- Consulting
- Involving
- Supporting
- Devolving delivery



October 2012

- First Draft Engagement Strategy
- Consultation
- Toolkit development



November 2012

- Secure funding for web portal



December 2012

- Draft strategy to Cabinet



March 2013

- Final strategy to Cabinet
- Toolkit Training Package development

April 2013

- Web portal goes live

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Corporate and Scrutiny Management Committee 10 September 2012
Report of the Assistant Director of Customer & Business Support Services

Customer Strategy 2012-15

Summary

1. The Council Plan 2011-15 sets out three supporting core capabilities, to become:
 - A confident collaborative organisation
 - Completely in touch with our communities
 - Relentless focus on our priorities.

2. This report sets out the Council's new Customer Strategy that sits alongside two other key strategies, the Workforce Strategy and the Procurement and Commissioning Strategy. These were approved by Cabinet on 3rd April 2012 and are part of a suite of strategies to support the delivery of the Council Plan. These strategies will deliver capacity and outcomes to secure each of the three core capabilities. The Customer Strategy 2012-15 attached at Annex A, was presented to Cabinet on 4 September 2012 for approval.

Background

3. In 2002, the Council undertook a best value review of Access to Services which resulted in the establishment of the easy@york Programme. This programme developed a Customer Access Strategy in 2005 which set out a vision for improved customer services through joining up services and offering improved channels and hours of access.

4. The customer service agenda within local government then matured and the following 2009-12 Strategy started to embrace the efficiency, inclusion and engagement agendas, the development of customer insight, the delivery of joined up services with our local partners and the need to reduce 'avoidable contact' for our customers. Work completed under that strategy included the centralisation of city centre reception areas into St. Leonard's place/Library Square, the introduction of community based payment facilities, proposals to centralise the complaints function into the York Customer Centre, streamlining and automation of activities between front and back-office functions, and the

development of plans to move more customer activities conducted over the phone and face to face into the central Customer Services function.

5. In the light of the a number of challenging financial settlements over recent years, the changing and increasingly diverse populations of York, improved information available about customers (see Annex B for out-of work benefits data as an example), and the demand for increasingly technological and web-based solutions for accessing and providing services, the council has had to re-evaluate its basis for interacting with its customers. In addition, with the localism agenda and co-operative council movement, for the first time in York we are seeing our customers as possible service providers as well as consumers.

The Vision

6. The new Customer Strategy sets out a single vision supported by principles which will provide the foundations for how we will interact with our customers in future. The single vision:

'To deliver the right services, cost-effectively, at the right time, in the right way for you.'

7. The vision is underpinned by the following principles:

- We will improve the ways and choices of ways customers can access our services.
- We will provide a service in a courteous, responsive and timely way.
- We are committed to working jointly with our customers and other providers of services.
- We will continually assess the quality of our services to make sure they remain accessible, efficient and include everyone.
- We will make it easier for our customers and communities to do things for themselves in their own local areas.

8. If we achieve the above then we will achieve our overall ambitions which are to:

- have a greater understanding of our customers
- are always open for business
- work with, and in our communities.

Delivery Plan

9. Plans to deliver this strategy will encompass the move into our new city centre customer facility at West Offices and clear outcomes from the delivery of those plans will be evident before the end of 2014-15.

10. A cross-council Customer Strategy Group chaired by the Chief Executive has been in operation for over a year to develop a cross council approach and culture to customer service. Its work has contributed to the development of the new strategy.
11. The principles outlined above are now informing the detailed action plans for the remainder of 2012-13 onwards and the Customer Strategy Group will continue to ensure that the actions underpinning the new Strategy are delivered.
12. The work of Customer Strategy Group during 2011 and in 2012 has helped to secure and oversee the following:
 - Launch of the Do It Online website enabling customer access to a range of services that customers can now complete online.
 - Active use of mapping and customer data to inform service design and redesign, for example allowing the accurate targeting of benefits take up activity.
 - Housing & Benefits staff are now integrated with other face to face customer services staff in one location.
 - A change to the provision of housing and benefits services in Acomb, improving efficiency and access.
 - Development of transition plans to integrate other council services into Customer Services such as Parking Services.
 - Launch of a mobile application for service requests.
 - Wider accreditation activity for the Customer Service Excellence award programme.
 - The first Extra Factor staff awards to reward and recognise excellence in the provision of customer service.
 - City Centre WiFi pilot.
 - Performance reporting and monitoring of customer service activity.
 - Introduction of face to face and internet customer feedback technology.
 - Development of detailed plans and processes for the new customer centres at West Offices and Hazel Court.

Consultation

13. Over the past 12 months there has been ongoing consultation and engagement with residents, staff groups, businesses, stakeholders and partners, not only in relation to the principles contained in the draft strategy but also in relation to ongoing improvements to accessing the Benefits Service and information in Acomb, and to inform plans for the

customer centre in West Offices. Details of all consultation activity informing the strategy are enclosed at Annex C.

Communication Plan

14. If the Strategy is approved a programme of communication with staff and the public will commence in line with communications plans for West Offices and the opening of the new customer centres. The Strategy will be published on the council's website, with alternative versions and languages available upon request. Progress against delivery plans will be reported through the Strategy Board and as part of the council's regular performance management reporting framework, and monitored by the Corporate and Management Scrutiny Committee.

Council Plan

15. This Strategy is essential for the delivery of all of the priorities within the Council Plan and will help to ensure that we understand and keep in touch with our customers and communities to ensure their needs can be met.

Implications

16.
 - a. **Financial** - All activity will be managed within existing budgets and many activities will result in efficiencies which will contribute to the council's budget savings targets. In 2013/14 budget plans show a £40,000 channel shift saving will need to be achieved.
 - b. **Human Resources (HR)** – Contained within the strategy.
 - c. **Equalities** – The Strategy has been consulted upon widely which is key to ensuring that there is equality and fairness ultimately for customers. The Equalities Impact on Communities Assessment is attached to this report at Annex D.
 - d. **Legal** – None.
 - e. **Crime and Disorder** – None.
 - f. **Information Technology (IT)** – Delivery plans will be supported by resourcing plans including any IT developments.
 - g. **Property** - The forthcoming move to West Offices will bring most face to face and telephone activity together in one building. Activity at Hazel Court will be operated in line with the standards, behaviours and principles developed for West Offices.

Risk Management

17. Failure to design and implement a single Customer Services organisation to effectively manage all customer contact presents a risk

to a successful customer centre operating in West Offices and Hazel Court.

18. Failure to join up services for and with customers and partner organisations may mean that inefficient, insufficient and or duplicated services exist and fail to meet our customers' needs.
19. If the Customer Strategy is not approved this could negatively affect the council's performance against the Council Plan and the Equalities Framework.

Recommendation

20. Members are asked to note the Council's new Customer Strategy attached at Annex A.

Reason: To ensure the delivery of the core capabilities which support the Council Plan, and improve outcomes for customers in meeting their needs.

Contact Details:

Author:	Chief Officer Responsible for the Report:			
Pauline Stuchfield AD Customer & People Customer & Business Support Services Tel No.551127	Ian Floyd 551100			
	Report Approved	✓	Date	31 August 2012
Wards Affected: All ✓				

For further information please contact the author of the report

Background Papers: N/A

Annexes

- Annex A Customer Strategy 2012-15
- Annex B Out of Work Benefits Data map
- Annex C Customer Strategy Consultation Undertaken
- Annex D Impact on Communities Assessment (ICA)

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UNDERSTANDING YOUR NEEDS DELIVERING YOUR SERVICES



CITY OF YORK COUNCIL CUSTOMER STRATEGY 2012 - 2015

Customer Strategy 2012 - 2015

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- 6 **The strategy**
- 7 **Understanding our customers**
- 9 **Always open**
- 11 **Working with and in our communities**

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version of this leaflet
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Tel: (01904) 551550

Foreword

I am delighted to introduce City of York Council's Customer Strategy for 2012-15.

With this strategy, we want to push our ambitions further to meet your needs as a customer in the 21st Century. This ranges from providing traditional face-to-face assistance for those in greatest need of support to making use of the newest technology so people can organise services, make enquiries, notify us of issues or pay their bills in a way and at a time to suit them.

The strategy is also designed to make sure, as we stated in our Council Plan, that we continue to protect the most vulnerable people and are completely in touch with our communities.

In the current economic climate, we also have to make sure that our customer strategy delivers what you value in the best and most cost efficient way. It will give us a framework to enable us to respond to changing demands and provide focus on our key priorities so we make the most of every penny we spend.

This strategy is being backed up by a detailed plan that will take us on a journey of assessing and developing our buildings and systems, people and processes. That plan will take us through our journey to our new city centre customer centre in 2013 and beyond, and is fully focussed on ways of working that meet your needs and expectations.



Cllr Julie Gunnell
Cabinet Member &
Portfolio Holder for Corporate Services

Introduction and context

Introduction and context

Welcome to our Customer Strategy which replaces the former strategy in place from 2009. This strategy responds to the need to provide excellent customer services within the context of a challenging financial climate, changes to our population and in an age where people can expect to access services in a way to suit them 24 hours a day.

For the first time, customers and communities are also being given the power and ability to develop and provide their own local services.

Our Council Plan

This strategy fits with our Council Plan which sets out our priorities for the city for the next four years.

These five priorities give focus to everything we do as a council. Our Customer Strategy will help us ensure that we keep in touch with our customers and our communities so that we can understand and meet their needs.

This strategy supports these aims, sets out how we plan to identify our customers' needs and makes clear what we need to do to meet them.

Who are our customers?

Our customers are anyone who comes into contact with us for any reason: anyone who lives, works, studies or plays in York and anyone who visits our city for business or pleasure – millions of people every year with widely differing needs and backgrounds.

Our five priorities



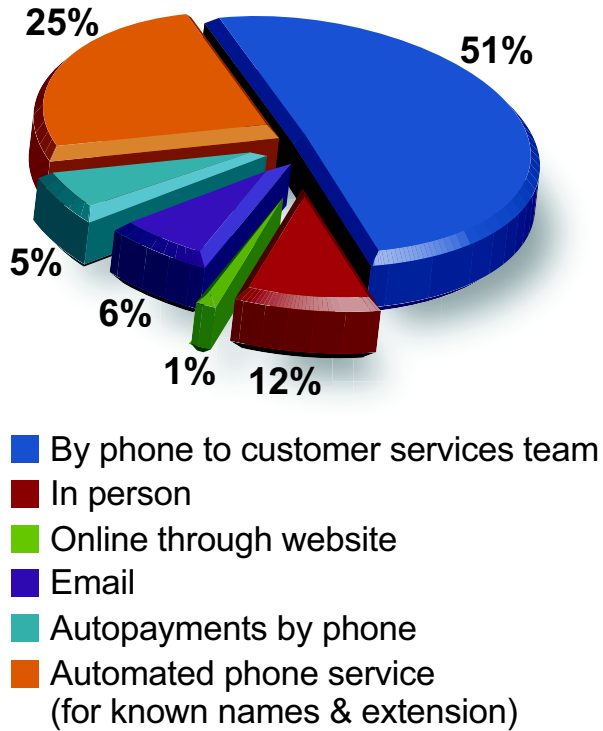
At City of York Council we value every contact we have with our customers – whether it is giving advice on moving to the city, setting up a business, supporting environmental issues such as keeping the streets clean, providing education and leisure facilities for all, to caring for and protecting our most vulnerable customers.

What our community looks like in York

- York's population was 198,000 in 2011, up 9.2% since 2001.
- The number of households in York in 2011 was 83,600 and is expected to increase by a third by 2031.
- 15% of households are privately rented and 15% are social rented housing.
- Using mid-year 2010 projections, there will be a 34% increase in the number of people aged 60 or over (45,900 to 61,600) from 2012 to 2031 and an 83% rise in the number of people aged 85 and over (5,300 to 9,700).
- Around 16% of the population have a long-term, limiting illness and a significant proportion of our customers are disabled.
- As of February 2012, 10,130 people were on key out-of-work benefits (7.3% of the working population). This is significantly lower than the region (13.4%) and nationally (12.5%). Of these, 980 people were claiming for a disability and 5,020 claiming Employment Support Allowance/incapacity benefit.
- There is a rapidly growing black and minority ethnic population in York, due in part to the continuing expansion of university and higher education facilities. A recent study by the Joseph Rowntree Foundation suggested the black and minority ethnic group had grown to 11% in 2009. The study identified 92 different ethnic and national origins in the city and 78 different first languages.
- Estimates suggest that there are in the region of 330 Gypsy and Traveller households in York, mainly comprising English Gypsy (Romany) households.

How do our customers contact us now?

We currently provide contact in a range of ways to meet our customers' needs:



The pie chart shows how our customers made contact with us in 2011/12.

Over the last year (to July 2012) we have seen a reduction in the amount of phone calls we receive from customers. There has been an increase in the number of contacts made through electronic or automated channels – such as 'Do It Online', email, auto-payments and use of mobile technology.

The council wants to improve the experience for customers in whatever way they connect with us and help people access services in convenient ways for them.

How connected are we in York?

- 63% of York households are more likely to access services over the Internet.
- 48% of households access the Internet every/most days – 5% higher than the national average at 43%.
- York households also purchase more over the internet than average.

However:

- 8,000 households (10% of total) prefer face-to-face rather than other forms of communications.
- Of these, 46% live in the outer wards with potentially limited access to face-to-face contact.

Face-to-face customer service points

By spring 2013 the majority of our reception-based services will be provided from a new, purpose built and welcoming customer centre at West Offices.

At the entrance, customers will be welcomed by customer service representatives who will direct them to the service they need. They may be shown to a self-service area where they can pay bills or raise queries online/by phone with assistance from staff if needed, or they may be directed to the comfortable waiting area or private area to speak with someone face-to-face. We will aim to deal with the query there and then or help the customer get to the appropriate support as soon as possible.

To ensure everyone using the centre has an equally pleasant experience the space will:

- be inclusive and accessible
- promote a feeling of openness and transparency
- provide privacy where appropriate
- pay due attention to customer and staff security.

The new customer centre will also have space for other organisations so that customers can access a

range of services in one convenient city centre location.

Further development is also planned for our other key site at Hazel Court, James Street.

Accessibility for all

It is our aim to ensure that all our customers have fair access to the services provided by the council and organisations we work with. We will consider our customers differing requirements when designing or changing our services, and target our support to those most in need.

For example:

- When developing our website or printed information we will ensure that it is accessible to customers, whatever their background or level of need.
- Our employees will be appropriately trained to understand customers' differing needs.
- Our locations for face-to-face contact with our customers will fully comply with the Equality Act 2010.
- We will ensure that any consultation on the design of our services reaches all groups including black, minority and ethnic groups, older and younger people and socially or financially disadvantaged groups.

The strategy

The strategy

Our vision is:

‘To deliver the right services, cost-effectively, at the right time, in the right way for you.’

It is based on the following priorities:

- We will improve the ways and choices of ways customers can access our services.
- We will provide a service in a courteous, responsive and timely way.
- We are committed to working jointly with our customers and other providers of services.
- We will continually assess the quality of our services to make sure they remain accessible, efficient and include everyone.
- We will make it easier for our customers and communities to do things for themselves in their own local areas.

By the end of 2014/15 we will ensure we:

- ✓ have a greater understanding of our customers
- ✓ are always open for business
- ✓ are working with and in our communities.

What can our customers expect?

Customers will:

- have a choice about how to get in contact with us quickly and easily
- be able to do it at times that suits their lifestyle
- receive an answer to their enquiries
 - in a timely manner
 - in the way that they prefer
- feel listened to and understood
- have access to up-to-date information about our services.

We will constantly review and refresh our approach set down in this strategy to make sure that we continue to meet our customers’ needs and expectations.

Understanding our customers

To help meet customers' needs we need to understand better who they are, what services they need and how they want to access and use them.

In order to do this, we will work with all services across the council and others we work with to create a central, secure source of data or information (what we call 'the hub') about our customers and communities.

The hub will give us a complete view of customer needs based on the services they want and how they access and use them.

Information will be taken from a variety of sources, including:

- The results of the 2011 census.
- Data about our communities from an information source called Experian.
- Equalities data we hold across all of our services.
- Data on take-up of services.
- Our area-based teams.
- Our partner organisations in the city.
- Our own customer records and feedback.
- Data from customer questionnaires and face-to-face consultation sessions we often hold.
- Our annual service plans.

The hub will translate all of this customer data into accurate management information and maps that we, and the organisations we work with, can use to agree plans and designs for our services that are based on a clear understanding of customers' needs and views.

Information in the hub will also be available to all services and organisations we work closely with in delivering public services so that we all focus our efforts in the right areas.

Did you know?

Targeted leaflet drops in 2011 using the customer profiling data in two discrete areas of Chapelfields and Carr Estate resulted in increased income to benefits claimants in those areas of £33,000 a year.

Across the city, our welfare benefits advisers have worked directly with customers within their communities, resulting in increased benefits take-up of more than £1million in 2011/12.

Our commitment:

- ✓ To work with other organisations in providing a city profile of York including the preferences of customers who work, live and visit here.
- ✓ To base the design of our services on high quality information about our customers.
- ✓ To ensure we review information that tells us about customers' changing preferences and behaviour and that we respond accordingly.
- ✓ To consult with our customers so that they feel that they are involved and are at the heart of what we do.
- ✓ To consider our customers' feedback in driving improvement in services and informing them when we have made those changes.

Always open

We are aiming to develop an 'always open' approach to customer service by increasing the number of ways in which people can contact us and ensuring services are available at the times and in the ways they need.

This is how we will do this:

- We will use new digital technology, including mobile applications (apps) and social media, to bring our services into homes and businesses for the convenience of customers.

Did you know?

In May 2011 we launched 'Do It Online' services on our website where customers can quickly and conveniently order services or report a missed bin, reserve library books, apply for school admissions or for student exemptions. The amount of customers using our online service is increasing – 1,230 service requests were made online in April 2012 compared to 586 in June 2011. Ninety-five per cent of students in York have applied for services online.

- We will improve our website so it will be even simpler to use and more customer-focused.
- Contacting us by telephone will be simpler in the future with one single number to call.
- We will develop a mobile phone service so that subscribers can receive alerts and messages about the weather, floods, road and schools closures, for example.
- We will work with other organisations in the city to ensure everyone is able to make use of our self-service facilities.
- We will also work closely with other organisations to provide greater access to web-based services by improving the city-wide network of cabling.
- We will provide free access to the internet from within all our Explore centres/Libraries and at Energise.
- We will expand the number of free Wi-Fi areas within the city and within council-owned buildings.
- We will provide free training and support for residents to get online – part of our Race Online 2012 commitment to make York a digitally inclusive city.
- We will work with other organisations to ensure that everyone is digitally included.

Our commitment:

- ✓ To increase the availability of web-based services.
- ✓ To ensure we have access to the most up-to-date tools and technology, which matches modern lifestyles, for example, mobile apps and social media developments.
- ✓ To continue to develop our website to ensure it is easy to use, accessible and is an open door to other services in our city.
- ✓ To enable our customers to make the most of digital services, for example, by providing free training to help them get online.
- ✓ To look at other ways we can make our services accessible such as through digital television channels.
- ✓ To ensure residents, visitors and businesses benefit from high quality Wi-Fi internet access in council buildings and within the city walls.
- ✓ To move towards making high quality internet access available in all York communities by 2015.
- ✓ To ensure we use our city centre customer spaces in the best way to meet different customer needs in a safe and welcoming environment.

Did you know?

In November 2011 we launched a free city centre Wi-Fi trial to give people wireless access to the internet on their laptops, smart phones or other internet enabled devices from St Helen's Square and Coney Street. Within four months, it had registered over one million hits.

We have since set up more free Wi-Fi spots in Rowntree Park and Museum Gardens and eventually aim to make the whole of the city centre a Wi-Fi area.

Working with and ... communities

Inside and outside of the city centre, we will be working hard to understand the differing needs of our communities and Wards in detail. Community Contracts for each ward will describe the challenges and how the council, other organisations and partners will work together to address them.

We will ensure that all our teams working in the community work together to identify and resolve issues.

We will also be working more closely with partner organisations and the voluntary sector for the benefit of our customers.

For example, in Heworth we have brought together agencies like the Citizen's Advice Bureau, Future Prospects, Credit Union and the Housing Association and our benefits services to provide financial advice and support through our community and children's centres.

The government's Localism Bill has set out an agenda for enabling local communities, organisations and charities to challenge for the right to take over services at a local level.

We will support local people, voluntary and charitable organisations in enabling them to shape and deliver their own services in innovative ways.

No matter who delivers the service in the community, we will ensure that they are able to meet our customers' needs or can provide information or contact with those who can.

As a council, however, we will seek to retain delivery of services wherever they meet the specific and specialist needs of large, diverse or hard to reach groups.

Our commitment:

- ✓ To develop and deliver services in partnership with communities at a local level to address their particular needs.
- ✓ To ensure our teams or people working on our behalf in the community take responsibility for what they see and take action where it is needed.



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This information can be provided in your own language.

我們也用您們的語言提供這個信息 (Cantonese)

Ta informacja może być dostarczona w twoim własnym języku. (Polish)

Bu bilgiyi kendi dilinizde almanız mümkündür. (Turkish)

 01904 551550

**A large text
version of this
leaflet is available
on request**

Tel: (01904) 551550

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Summary of consultation feedback on Customer Strategy 2012 - 2015

Consultation undertaken in the form of:

- Bespoke events for Equalities Advisory Group (EAG) and staff equalities group with face to face discussion sessions.
- Participation in “Getting it right” workshops offered to resident groups, local businesses, stakeholders and partner organisations.
- Presentation of the strategy to EAG events i.e. fairs and meetings
- Distribution of the strategy via e-mail for comments to internal council staff groups and other cross-council consultees.

Summary of feedback points	Response	How this will be delivered.
<p>I feel we need to manage expectation of customers so they are realistic in what they are likely to receive.</p> <p>If you say you are going to do something i.e. Ring back you must do it.</p> <p>Keep customers informed</p> <p>Possibly extend face to face reception times/ycc open longer.</p> <p>People never ring back.</p> <p>Make better use of technology, facebook, twitter, text messaging, website improvements.</p> <p>Include everyone – exclude no one.</p>	<p>We will improve the ways and choices of ways you can access our services that suits your lifestyle, preferences and needs.</p> <p>When you need us we will provide a service in a courteous, responsive and timely way.</p> <p>We are committed to working with you and other providers of services, to join up processes to provide effective and seamless access to services.</p> <p>We will continually assess the quality of our services to you to make sure they remain accessible, efficient and include everyone.</p>	<p>We will monitor and use results from, customer feedback and complaints; customer satisfaction survey results; Mystery Shopping exercises to identify positive and negative impacts for individuals from Communities of Identity.</p> <p>We will provide training for staff to ensure they have the right skills and behaviours.</p> <p>We will continue to engage and consult with individuals from Communities of Identity and groups as the Customer Strategy progresses.</p> <p>We will continue to engage and consult with staff as the</p>

<p>Council staff regardless of where they work should be respectful to customers.</p> <p>The first person you speak to doesn't always have to resolve the issue, as long as they take ownership of passing you onto the right person first time that's OK.</p> <p>Its impossible to own every query, the biggest skill is to find out what is required and how to handle it - be accountable.</p> <p>Communicate much more with all groups as ward groups ending (police, parish councillors & CAB)</p> <p>Train staff to deal with minority group issues</p> <p>Keep communities and residents informed of what you are doing so they know what to expect</p> <p>Getting in touch is a problem. Big issue with voice recognition facility in terms of recognising accents and correcting a wrong name.</p>	<p>We will make it easier for you and your community to do things for yourselves in your own local areas by understanding you and your communities better.</p>	<p>Customer Strategy progresses.</p> <p>We will improve access to services as a result of our opening hours review.</p> <p>The York Customer Centre is using all the information about the problems with the automated speech server system to help us improve this system and in conjunction with neighbouring councils.</p> <p>Provide effective training for staff to use Language Line, and in reporting Hate Incidents/Crimes</p>
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Customer Strategy– Impact on Communities Assessment (ICA) Action Plan Summary

	Who is the contact/lead officer for this action plan
Customer Strategy 2012 to 2015	Name: Eilidh Carricker
	Job Title: Customer Services Operations Manager
	Contact Details: Eilidh.carricker@york.gov.uk
Describe the Strategy: What is the purpose of the strategy	
<p>The Customer Strategy sets the vision and priorities for action for the council and customer services for 2012 to 2015. It will be monitored, updated and reviewed again in 12 months as part of an ongoing development plan.</p> <p>The vision of the Customer Strategy is to deliver the right services, cost-effectively, at the right time, in the right way the customer.</p> <p>“Customers” are anyone who comes into contact with us for any reason, anyone who lives, works, studies or plays in York & anyone who visits our City for business or pleasure.</p> <p>“Vision” to push our ambitions further for our customers to experience the very highest service standards in the 21st Century by delivering what they and our communities value.</p> <p>This particular ICA is about the vision. There will be separate ICAs developed for each priority area of the Strategy by the cross council delivery group.</p> <p>The customer strategy will focus on 5 key principles :</p> <ol style="list-style-type: none"> 1. We will improve the ways and choices of ways customers can access our services 2. We will provide a service in a courteous, responsive and timely way. 3. We are committed to working jointly with our customers and other providers of services. 	

4. We will continually assess the quality of our services to make sure they remain accessible, efficient and include everyone.
5. We will make it easier for our customers and communities to do things for themselves

Key Issues	Key Actions	By/ timescale
<p>We will continue to engage and consult customers and employees as the strategy progresses, and also use results from customer feedback and complaints; customer satisfaction survey results; Mystery Shopping exercises to identify positive and negative impacts for individuals from the communities of Identity.</p>	<p>Improved access to our services – opening hours review</p> <p>Phone number policy review</p> <p>Customer Services standards and behaviours review</p>	<p>Ongoing</p>
<p>All of the action plans that put the customer strategy vision and principles into practice will need to consider the equalities implications of the communities of interest (customers and employees).</p>	<p>Governance arrangements set up will oversee the ICAs are developed under each action plan</p>	<p>Ongoing</p>
<p>Need to ensure the customer strategy is accessible to read for all customers and employees</p>	<p>Develop easy read customer strategy document</p>	<p>September 2012</p>

Procurement & Commissioning Strategy

City of York Council 2012- 2014

Vision

To work together with partners and suppliers to develop imaginative commissioning and procurement solutions that deliver quality, value for money goods and services and deliver broader economic social and environmental outcomes.

Context

City of York Council (CYC) has historically spent approximately £120 million each year on goods and services that contribute to the delivery of services to the residents of York. The deficit reduction programme initiated by the Government has had a massive impact upon CYC. Reductions to core budgets and withdrawal of grants have necessitated savings of £21m this year. This is only the beginning. Further budget reductions will continue to affect us for the next three years. In 2012-2014 an additional £22m of savings are needed, a position made worse by the reduction in available capital budgets. It is therefore a necessity that we spend less, year on year, on goods and services.

These severe reductions in funding come at a time when the demand for Council services has never been greater. With an

ageing population and an increasing number of looked after children, social care spend is growing. The economic downturn is also creating pressure on vital income budgets. With funding cuts of this magnitude it is not possible to simply tighten our belts.

We will need to rethink the services we deliver; ensuring that they are both cost effective and that they address the needs of the residents of York at a time when every pound spent must deliver real value. Effective procurement has therefore never been as important. We need to spend money only on things that deliver real value to the people of York. Goods and services need to represent good value for money, to be of an appropriate quality and to represent the best deal available.

Procurement will help us to deliver our broader objectives and support our values. A commitment to sustainability, fairness and the development of our local economy will be built into our purchasing decisions. We will develop a mixed economy of delivery, with the Council commissioning services from those who are best placed to deliver them effectively, across all sectors, private sector or community and voluntary sector.

It is essential to balance cost and quality in the procurement of all goods and services. Clearly identifying needs, making the most of our buying power, using competition to drive down costs, shaping markets to deliver what we need and ensuring that we get what we pay for, are all important parts of excellent procurement. Economic considerations must be balanced with the

need for environmental and social outcomes. This must all be done within the bounds of European Union (EU) Procurement legislation within which we will explore the potential for encouraging local sourcing and the use of local labour. We can build in measurement of broader social outcomes or carbon reduction targets alongside more traditional measures of cost and quality.

Council Priorities

Commercial Procurement will support the delivery of the Council plan by:

- Focussing expenditure on our priorities and avoiding spend on things which are inessential or merely “nice to have”, whilst ensuring that all specifications are driven by customer requirements
- Protecting vulnerable people through sourcing appropriate levels of quality goods and services.
- Delivering excellent value for money
- Supporting the local economy
- Building strong communities by encouraging innovation, providing opportunities for local people to be engaged in designing and delivering services
- Collaborating with other public sector organisations to ensure maximum benefit for York
- Protecting our local environment by ensuring we source sustainable goods and services and build carbon reduction targets into our contracts

A New Approach

This strategy responds to the growing challenges faced by the Council. It represents a significant departure from the more traditional public sector procurement approaches, grounded in compliance.

The Council’s procurement and commissioning activity will be driven by 6 objectives

Commissioning & Procurement

The activities involved in identifying and defining the goods and services we need to buy, or indeed deliver ourselves, is the key starting point for subsequent procurement activity. Our commissioning and procurement activities will work in an integrated way, informed by our business intelligence, and will be actively shaped and designed by our service users and partners. Specialist commissioning skills will be augmented by specialist procurement skills to achieve the best results and outcomes for our residents.

Delivering Quality & Value for Money

Our procurement and commissioning activity will deliver value, both financial and social, ensuring that the maximum benefit is achieved throughout the life of the contract and that whole life costs and broader social benefits are delivered throughout the procurement process.

We will procure goods and services which meet the quality criteria to deliver our

desired outcomes. We will manage contracts and supplier relationships to ensure the benefits of contracts are delivered throughout the lifetime of the contract.

We will not operate approved supplier lists but may, where appropriate use framework agreements. Decisions will be taken on a case by case basis to ensure fairness and transparency to all potential providers.

Social, Economic & Environmental Benefits

In addition to considerations of cost and quality we will use commissioning and procurement to achieve social, economic and environmental outcomes. We will carefully manage the risks of each procurement, balancing compliance and control with the potential to innovate and achieve more significant savings and social outcomes.

We will work towards the adoption of an approach for addressing low pay, for example, a living wage in all services contracts. This is a journey and we will need to work with suppliers to develop their business models in order to comply with this ambition.

We will embed the principles of the Single Equalities Act in all tenders and contracts. We expect our suppliers to support our commitment to equalities, to be responsive to the needs of our communities, to ensure services are accessible to all groups and are appropriate to those with differing needs, to

commit to developing a diverse and inclusive workforce

We will ensure that opportunities to promote and encourage local economic growth are built into appropriate contracts whilst ensuring compliance with EU legislation. When contracting with national/international suppliers we will encourage them to engage York's local providers in the delivery of services e.g. through offering apprenticeships and sub-contracting with local SME's and the VCS .

We will ensure that (where relevant to the subject matter of the contract) sustainability criteria are built into our procurements e.g carbon reduction measures.

We will tailor our procurement approach so that we achieve the optimum mix of social economic and environmental benefits.

Developing our markets

We will work with existing and potential suppliers to ensure there is market capacity to deliver our requirements no matter what size of organisation we are procuring from. We will identify where market capacity may be weak and where new markets may need to be developed in order to deliver against our requirements. This approach aims to encourage new, innovative supplier and delivery models and restrict dependence on a small number of suppliers.

Through the use of open innovation forums we will explore the innovative ideas of potential suppliers to solve our problems.

Collaboration

We will collaborate with public sector partners in the city, in the region and nationally to share best practice and seek out opportunities to jointly commission and procure goods and services to maximise financial benefit and avoid duplication. Strategic collaboration will enable all partners to identify joint outcomes and approach the market for innovative solutions which will deliver long term wide ranging benefits.

CYC will explore new models of service delivery and will work with communities and suppliers to establish new and innovative procurement approaches

We will encourage a diverse range of suppliers to work with us, including consortiums and social enterprises of all kinds in order to deliver social value and allow opportunity for suppliers without an existing relationship with us to have the same opportunity as incumbents. It will encourage innovative ideas and delivery models.

Effective Planning

We will embed the Procurement Activity Planning (PAP) alongside budget and service planning. These detailed forward plans of procurement activity across CYC will set timescales and resources and will be

monitored by each Departmental Management Team. This will enable us to combine our own spending power, collaborate with others and engage the market and our communities to explore innovative solutions.

A list of existing contracts and details of the Procurement Activity Plan will be published on the Council website to allow suppliers time to prepare, innovate and collaborate. We will provide objective feedback to all bidders so they can learn from the process.

We will align major procurement activity with the Council's business planning systems.

The Commercial Approach

All of these principles will be delivered by adopting the following commercial procurement approach.



Demand management

We will only buy what we really need and make sure that the level of quality we specify is good enough to do the job over time but not better than we need. We will

eliminate unnecessary spend, remove waste and reduce the overall amount of money being spent on goods and services. We will apply the key principles of Demand Management which are:

Eliminate – is the requirement really needed or can the consumption be stopped?

Replace – can we use lower cost or more effective alternatives?

Reduce – can we use less of a product or service?

Category Management

By grouping together products and services according to their function (e.g. travel, construction etc) across the whole Council (or in collaboration with other organisations) we can manage the overall spend and maximise our buying power and achieve economies of scale.

This does not mean that we just let a small number of huge contracts but that we ensure tenders are structured in a way that provides a level playing field for all potential bidders irrespective of size.

Supplier Relationship Management

We will build strong, long term, positive relationships with our suppliers across all sectors, not just when actively procuring goods and services but also when

considering alternative delivery models e.g. social enterprises.

We will establish strategic relationships with suppliers to ensure that both parties are delivering against the commitments within the contract and also build upon mutual experience and knowledge to embed continuous improvement practices throughout the contracted period and beyond. Effective engagement with suppliers will also inform future specifications to ensure we are approaching the market with requirements that meet our needs and are commercially attractive to the market, and therefore generate value for money contracts that can be successfully delivered.

Our procurement and commissioning activity will be driven and informed by engagement with customers and our partner organisations.

Key components of supplier relationship management are:

- Understanding of individual supplier capabilities and capacity and ensure that suppliers deliver to their full potential
- Overall performance management of suppliers
- Building strong, durable relationships with key suppliers

- Managing continuous improvement in activity and capability
- Working to develop the market where there are gaps in supply for current or known future markets.

Contract Management

By managing contracts from the point of award until expiry, we will be able to ensure we get what we pay for and that suppliers perform well and consistently over time especially as contracts evolve to match the changing needs of our services. This will ensure contracts continue to deliver over the lifetime of the agreement.

Making it easy to do business with us

Implementation of a new supplier and contract management system in 2012 will enable suppliers to update their information and load copies of relevant certificates and policies (e.g. insurance and health and safety) to help simplify the tender process and remove multiple requests for the same information each time we are tendering. This will reduce the time required to tender for all suppliers but especially SMEs and VCS providers.

By providing potential suppliers with accurate information about our requirements we will simplify and coordinate procedures for doing business with the Council. We will work

collaboratively to agree effective contract monitoring arrangements.

We commit to making all procurement activity fair and transparent and encourage a diverse range of providers to bid for work irrespective of size and regardless of value.

All CYC staff involved in commissioning and procurement will be trained to ensure that we have a consistent approach to all our procurement activity.

A suite of standardised documents and contracts will be developed for use across the Council to ensure consistency and to make the procurement process more accessible to suppliers.

Deliverables

We will :-

- have a rolling 12 months Procurement Activity Plan
- Reduce our overall spend on goods and services
- Reduce our uncontracted spend
- Implement a new Supplier and Contract Management System
- Build a skilled professional procurement and commissioning network – internal and external
- Active collaborative procurement with partners
- Increase the proportion of CYC spend with local businesses
- Contract with a wide range of organisations from different sectors

- Performance manage and realise the benefits of all contracts

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Board and Topic	Rec No.	Recommendations as approved by SMC on 23 October 2005	Update on Implementation of Recommendations
Resources Scrutiny Board - Sustainability & Social Responsibility in Procurement (Review Completed June 2005)	1	<p>As a result of its investigations, the board identified the following key themes that it would want to be reflected in the Corporate Procurement Strategy:</p> <ul style="list-style-type: none"> i) The board supports the use of local suppliers where possible, in order to acknowledge the importance of keeping jobs and money in the York area ii) The board wishes to highlight the need for a mixed economy of suppliers iii) The board want the use of Fair Trade products to be encouraged, particularly as the Fair Trade mark is the only one that can guarantee to the customer that goods have been fairly traded. iv) The board want ethical suppliers to be encouraged, i.e. suppliers that have policies in place regarding health and safety, trades union membership and environmental issues, although the board recognised that this may not be achievable for smaller suppliers. v) The board concluded that a cultural change was needed within the Council regarding the voluntary and third sector in order to break down internal barriers to trade. Early consultation with the voluntary and third sector is needed and tendering processes need to be simplified. vi) The board agreed that cutting costs is not incompatible with sustainable procurement. A key point is that the specification should promote and ensure compliance with the objectives of sustainable procurement vii) The board felt that the Council should use its influence in organisations of which it is a part, such as the Yorkshire Purchasing Organisation (YPO), to encourage the procurement of sustainable and Fair Trade products viii) Processes for promoting engagement with suppliers. Members were interested in how the Council's procurement procedures could facilitate the greater involvement of suppliers. It proposed that the following steps be pursued:- 	<p>These comments and concerns are being addressed through the on-going development of the CPS and other keydevelopment work now in hand to address the improvements needed at the Council in respect of procurement policy and practice across the whole organisations. Long term sickness absence and other staffing issues within the Corporate Procurement Team in 06/07 to date have delayed work on the CPS. A revised timetable for this work has been agreed with the Executive Member for Corporate Services following the recent re-structure of procurement functions within Resources. The new team will be in place from 1April 2007 and work to deliver the strategy will be prioritised with a view to reporting to Members after the May elections. In the meantime a number of the matters raised through the scrutiny review have been addressed in terms of the practical arrangements and processes used for tendering and working with suppliers, including Fair Trade arrangements, the use of pro-forma documentation, standard terms and conditions and pre qualification questionnaires to establish the financial standing and ethical credentials of potential suppliers.</p> <p>In addition the Council's financial regulations and procurement rules have been significantly revised as part of the new Constitution (including all financial thresholds and bandings) and the District Auditor has confirmed they are now consistent with what they would expect to see at a Level 4 (Excellent) authority for CPA assessment purposes.</p> <p>Other key development work now well underway includes:</p> <ul style="list-style-type: none"> a/ the preparation of a procurement manual for practitioners - this will set out the practical steps commissioning departments will need to go through in procuring supplies and services and be fully referenced to the CPS to ensure local actions and decisions are consistent with the overall policy and strategy of the organisation b/ a competition handbook - this will set out the approach to be taken to demonstrate how services are competitively tested by the organisation when making key procurement decisions in a mixed economy environment consistent with the Council's overall policy and strategy framework for procurement to be set out in the CPS.
	2	<ul style="list-style-type: none"> a. That a review of the banding procedures take place in relation to the legal and financial limits; b. That E-enabling is promoted and the number of enquiries from suppliers via the web site increased c. That an open day for potential suppliers be held as an opportunity for the Council to explain how to contract with York. Building partnerships with firms interested in contracting is especially important, as the instability of contracts was of concern to some firms whom the board spoke to. 	<p>c/ the introduction of a new Supplier Contract Management System - this system is currently being introduced and when fully operational will allow the authority to manage all Council's contracts (adverts, awards, registers, approved lists etc) through one system and provide an e-enabled interface for external suppliers to find out what contracts are up and coming, what awards have been made and to whom and how to register onto an approved list. This initiative is being taken forward as part of a regional solution in conjunction with the regional Centre of Excellence and is recognised as a best practice solution in compiling contract data, contract management and renewal and providing transparent and timely information (and system acknowledgements) to the supplier community. In the longer term, it will also allow the Council to think more strategically across the piece in terms of contract solutions, as it will highlight where and when contracts may be coming up that could generate economies of scale across authorities or indeed regionally if appropriate. Once the new SCMS system is tested and fully operational and open day event will be scheduled</p>
	3	<p>d. That contact is maintained with potential suppliers by ensuring that all enquiries are acknowledged and the system of procurement is promoted</p>	<p>d/ the development of a Strategic Procurement Programme that will sit as a discrete plan for practical management purposes within the Council's Efficiency Programme. The work to finalise the Programme is currently in hand and it is hoped this will be ready for approval by Members shortly with a view to the Programme going live from 1 April 2007.</p>

Scrutiny Comment: It is recommended that this review is signed off as the update information appears to address all of the agreed actions

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Corporate & Scrutiny Management Committee Work Plan 2012-13

Meeting Date	Work Programme
25 June 2012 @ 5:30pm	<ol style="list-style-type: none"> 1. Presentation on Welfare Reforms & Likely Impacts on Vulnerable Residents (David Walker) 2. Staff Sickness Review – Interim Report 3. Annual Overview & Scrutiny Report for 2011/12 4. Draft Workplan for 2012/13 (see list of scrutiny topics & suggested briefings below)
16 July 2012 @ 5:30pm	<ol style="list-style-type: none"> 1. Briefing on Workforce Strategy 2012-15 & Update on iTrent. (PS) 2. Briefing on Procurement Strategy & Suggested Topic on Procurement & Commissioning (TC) 3. Report on Annual Scrutiny Budget for 2012-13 4. Implementation Update on Outstanding Recommendations Arising from Previously Completed Scrutiny Reviews (PS)
10 September 2012 @ 5pm	<ol style="list-style-type: none"> 1. Briefing on the work of the Financial Inclusion Board & forthcoming Inclusion Strategy 2. Briefing on Community Engagement Strategy (Kate Bowers) 3. Briefing on Customer Strategy (Pauline Stuchfield) 4. Further Briefing on Procurement Strategy inc. information on previous Procurement Review 5. Workplan & Consideration of suggested scrutiny topics (see list below)
12 November 2012 @ 5pm	<ol style="list-style-type: none"> 1. Staff Sickness Absence Final Report (MC) 2. Briefing on Innovation Strategy (IG) 3. Welfare Reforms Update (PS) 4. Workplan
14 January 2013 @ 5pm	<ol style="list-style-type: none"> 1. Workforce Strategy 2012-15 Monitoring Report (PS) 2. Scrutiny Review (topic still to be agreed) – Interim Report 3. Scrutiny Support Budget Monitoring Report 4. Workplan
11 March 2013 @ 5pm	<ol style="list-style-type: none"> 1. Scrutiny Review – Draft Final Report 2. 2012/13 Workplan 3. Draft Workplan for 2013/14 - Discussion re Possible Topics for Scrutiny Review in Coming Municipal Year
8 April 2013 @ 5pm	<ol style="list-style-type: none"> 1. Attendance of Deputy Leader & Cabinet Mbr for Corporate Services – End of Year Update 2. Review 2 – Draft Final Report 3. Workplan 2012/13

13 May 2013 @ 5pm	
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Topics Put Forward by Previous Effective Organisation Overview & Scrutiny Committee at Scrutiny Work Planning Event in May 2012

- i. **Customer Services – Provision of Information** - The Customer Strategy 2012-15 is due to go to Cabinet in July 2012, the current version of the draft strategy has a single aim 'To deliver the right services, at the right time, in the right way, at the right cost for you' and one of its priorities is 'we will improve the ways and choices of ways you can access our services that suits your lifestyle, preferences and needs.' There is also a developing strategy for access to information relating to the new Customer Centre which will open in West Offices in 2013.

- ii. **Procurement & Commissioning** – A revised procurement strategy was approved by the Cabinet in April 2012. Along with a new procurement team, structured to operate on a 'Hub & Spoke' basis focussed on high value strategic procurements (leaving the more tactical and routine procurements to officers based within directorates), the new strategy aims to increase the proportion of spend with local businesses, supported by a revamped procurement toolkit to reduce the amount of duplication and bureaucracy within the procurement process, and revisions to the evaluation process to ensure social value criteria were being taken into consideration.

In July 2012, CSMC received an overview of the transformation programme currently being undertaken by Procurement, shifting from a governance focussed transactional role to one delivering strategic value. Information was also provided on the challenges and obstacles facing the Council in local procurement i.e.:

- The governance of complying with procurement regulations
- The inappropriate use of frameworks

- The lack of planning which had led to the higher use of frameworks due to the reduction in procurement time
- Approved supplier lists

- 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 - Proposed by Cllr Alexander
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. Discussions are still ongoing in regard to the refurbishment of audio and voting system with the council chamber. Enquiries have also been made about future options for webcasting Council meetings from the chamber. The Committee may wish to request a fuller briefing once the outcome of these discussions is known.

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 2nd 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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