



Notice of a public meeting of

Corporate and Scrutiny Management Committee

To: Councillors Galvin (Chair), Fraser, Horton, Jeffries, King, McIlveen, Potter, Runciman (Vice-Chair) and Steward

Date: Monday, 15 July 2013

Time: 5.00 pm

Venue: The Severus Room - 1st Floor West Offices (F032)

AGENDA

1. **Declarations of Interest**

At this point, Members are asked to declare:

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

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

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

To approve and sign the Minutes of the Corporate and Scrutiny Management Committee meeting held on Monday 24 June 2013.

3. Public Participation/Other Speakers

It is at this point in the meeting that members of the public who have registered to speak can do so. The deadline for registering is **5.00pm on Friday 12 July 2013**. Members of the public can speak on agenda items or matters within the remit of the committee.

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

4. Attendance of new Cabinet Member for Finance, Performance & Customer Services - Discussion around Priorities & Challenges

The new Cabinet Member for Finance, Performance and Customer Services will attend the meeting to speak to the Committee on his priorities and challenges for the forthcoming year.

5. Monitoring the Workforce Strategy 2012-15 (Pages 9 - 16)

This report updates Members on progress in relation to the Workforce Strategy 2012-15 since the last report was presented to this committee in January this year. This update is a report of related work in the six months, from January to June 2013.

6. Night Time Economy - Briefing On Key Issues for Potential Review (Pages 17 - 26)

This report presents a briefing paper on the key issues Members may wish to consider for developing the 'night time economy' as a potential theme for review taking into account the responsibilities of the whole scrutiny function.

[Added to online agenda following meeting, examples of key areas that each Overview and Scrutiny Committee could review in relation to improving the night-time economy)]

7. Workplan 2013/14 (Pages 27 - 28)

To consider the Committee's work plan for the 2013/14 municipal year.

8. Any Other Business

Any other business which the Chair decides is urgent.

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.

This page is intentionally left blank

About City of York Council Meetings

Would you like to speak at this meeting?

If you would, you will need to:

- register by contacting the Democracy Officer (whose name and contact details can be found on the agenda for the meeting) **no later than 5.00 pm** on the last working day before the meeting;
- ensure that what you want to say speak relates to an item of business on the agenda or an issue which the committee has power to consider (speak to the Democracy Officer for advice on this);
- find out about the rules for public speaking from the Democracy Officer.

A leaflet on public participation is available on the Council's website or from Democratic Services by telephoning York (01904) 551088

Further information about what's being discussed at this meeting

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

Access Arrangements

We will make every effort to make the meeting accessible to you. The meeting will usually be held in a wheelchair accessible venue with an induction hearing loop. We can provide the agenda or reports in large print, electronically (computer disk or by email), in Braille or on audio tape. Some formats will take longer than others so please give as much notice as possible (at least 48 hours for Braille or audio tape).

If you have any further access requirements such as parking close-by or a sign language interpreter then please let us know. Contact the Democracy Officer whose name and contact details are given on the order of business for the meeting.

Every effort will also be made to make information available in another language, either by providing translated information or an

interpreter providing sufficient advance notice is given. Telephone York (01904) 551550 for this service.

যদি যথেষ্ট আগে থেকে জানানো হয় তাহলে অন্য কোন ভাষাতে তথ্য জানানোর জন্য সব ধরনের চেষ্টা করা হবে, এর জন্য দরকার হলে তথ্য অনুবাদ করে দেয়া হবে অথবা একজন দোভাষী সরবরাহ করা হবে। টেলিফোন নম্বর (01904) 551 550।

Yeteri kadar önceden haber verilmesi koşuluyla, bilgilerin terümesini hazırlatmak ya da bir tercüman bulmak için mümkün olan herşey yapılacaktır. Tel: (01904) 551 550

我們竭力使提供的資訊備有不同語言版本，在有充足時間提前通知的情況下會安排筆譯或口譯服務。電話 (01904) 551 550。

اگر مناسب وقت سے اطلاع دی جاتی ہے تو ہم معلومات کا ترجمہ میا کرنے کی پوری کوشش کریں گے۔ ٹیلی فون (01904) 551 550

Informacja może być dostępna w tłumaczeniu, jeśli dostaniemy zapotrzebowanie z wystarczającym wyprzedzeniem. Tel: (01904) 551 550

Holding the Cabinet to Account

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

Scrutiny Committees

The purpose of all scrutiny and ad-hoc scrutiny committees appointed by the Council is to:

- Monitor the performance and effectiveness of services;
- Review existing policies and assist in the development of new ones, as necessary; and
- Monitor best value continuous service improvement plans

Who Gets Agenda and Reports for our Meetings?

- Councillors get copies of all agenda and reports for the committees to which they are appointed by the Council;
- Relevant Council Officers get copies of relevant agenda and reports for the committees which they report to;
- York Explore Library and the Press receive copies of **all** public agenda/reports;
- All public agenda/reports can also be accessed online at other public libraries using this link

<http://democracy.york.gov.uk/ieDocHome.aspx?bcr=1>

City of York Council

Committee Minutes

MEETING	CORPORATE AND SCRUTINY MANAGEMENT COMMITTEE
DATE	24 JUNE 2013
PRESENT	COUNCILLORS GALVIN (CHAIR), FRASER, HORTON, JEFFRIES, KING, MCILVEEN, POTTER, RUNCIMAN (VICE-CHAIR) AND STEWARD

1. **DECLARATIONS OF INTEREST**

Members were invited to declare at this point in the meeting any personal interests, not included on the Register of Interests, or any prejudicial or disclosable pecuniary interests they might have in respect of business on the agenda.

2. **MINUTES**

RESOLVED: That the minutes of the last meeting of the Committee held on 13 May 2013 be approved, and signed by the Chair as a correct record.

3. **PUBLIC PARTICIPATION**

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

4. **THE COUNCIL'S JOURNEY TO EXCELLENCE IN EQUALITIES**

Consideration was given to a report which provided the Committee with an update on the Council's new governance arrangements for equalities. It also provided details of the Council's ambition and progress towards 'Excellent' under the Equalities Framework for Local Government (EFLG).

To enable progress to be made governance arrangements for equalities had been refreshed. With the following new board and

group appointed and a new remit for the Equalities Advisory Group (EAG) and refocus of the Staff Equalities Reference Group (SERG):

- Fairness and Equalities Board
- Fairness and Leadership Group (FLAG)

It was confirmed that in order to strengthen scrutiny arrangements reports would be brought to CSMC every six months. With the Committee also being involved in EFLG self assessment. The Committee were asked to consider how scrutiny could help to strengthen the Council's equalities performance through their work and assist in the improvement of Members understanding of equalities issues through appropriate training.

Further details in each of the self assessment categories areas, setting out the areas of concern and any proposed action was set out at paragraphs 17 to 104 of the report.

Officers confirmed that the recent Peer Review had confirmed the need to engage scrutiny more effectively and to hold Cabinet to account, as had the evidence from other peer authorities. Information gathered across the Council had informed this update report and Members were now asked to identify any further briefings required and consider how equalities could be built into scrutiny.

Members went on to raise a number of issues in general and specifically in relation to the Fairness and Equalities Board terms of reference annexed to the report, including the "influencing" role of the Board and its composition.

Additionally Members were particularly concerned about the continuing use of the term "disabled people" despite the agreed advice to adopt consistency in terminology in line with the "social model of disability". Officers agreed to refer this issue to the Officer Leadership Group for attention.

In light of their debate, Members went on to discuss what value scrutiny could add to this ongoing journey and:

RESOLVED: i) That the details of the Council's progress towards 'Excellent' under the Equalities Framework for Local Government be received and noted.

- ii) That, in order to strengthen the Council's performance in equalities and to ensure consideration of equalities is built into both scrutiny and Council activity:
 - a. CSMC to receive a six-monthly progress report against the Equalities Framework.
 - b. All overview and scrutiny committees to address equalities implications in future scrutiny reviews.
 - c. CSMC to receive a further briefing on 9 September 2013 examining our performance against the framework and involving a representative from another authority classed as "Excellent" under the framework, with a view to identifying some specific key outcomes for this Committee to address in improving the Council's position.

REASON: To progress the work of the Committee in line with scrutiny procedures and protocol.

5. **INTRODUCTORY PRESENTATION ON THE COUNCIL'S CONSULTATION PROCESS**

The Head of Strategy, Partnerships & Communication gave a presentation to the Committee on the Council's Consultation and Engagement process, a copy of the full presentation is attached to the online agenda. The presentation followed the Scrutiny Work Planning Event on 13 June 2013 to support a scrutiny topic proposed by a member of the public.

Members received details of the:

- Current consultation approach which included cross Council surveys, online consultation with support provided by Business Intelligence
- Role of the Consultation and Engagement Group in improving practices and co-ordination and development of a toolkit

- Council's aim to provide a better resource for residents, ensuring all could take part with feedback provided
- Development of a new approach through a strategic group using ideas from a recent scrutiny review
- Five key principles of consultation
- Proposed future actions

Members questioned the definition of consultation and the account taken of any results. It was confirmed that larger surveys were normally undertaken by the Office of the Chief Executive (OCE) with smaller departmental surveys carried out by individual departments. It was acknowledged that consultations generally within the Council could be improved.

Reference was also made to current Local Plan consultation and the need to ensure that all future venues were accessible to all residents. It was also questioned whether consultations would be better co-ordinated by one team however it was confirmed that, if more consultation was undertaken, there would be insufficient staff in the OCE to carry these out.

It was suggested that more use should be made of Focus Groups earlier in the decision making process and the need to capitalise on goodwill in the local communities.

RESOLVED: That the presentation be received and noted and that progress against the recommendations arising from the original scrutiny review on community engagement be monitored in due course at the scheduled time.

REASON: To keep the Committee informed of progress on the changes being made in the Council's consultation processes.

6. WORK PLAN 2013-14

Consideration was given to the Committees work plan for the 2013/14 municipal year together with the following two topics proposed at the work planning event, held earlier in the month:

- Evidence based decision making
- Success Matrix

Further suggestions were also put forward of topics with themes which cut across all scrutiny committees:

- To develop protocols/policies around encouraging the Night Time Economy and the
- Impacts of Mental Health – to cut across all the Council's priorities

Officers suggested that the findings of the Peer Group assessment should also be incorporated into the Committee's work plan.

Following further discussion it was

RESOLVED: That the 2013/14 work plan be received and noted subject to the addition of the work agreed earlier in the meeting together with the following additions:

15 July 2013

Briefing report on theme of Night Time Economy.

9 September 2013

- Overview report on feedback from Peer Group Review.
- Further briefing on the Council's journey to "Excellent" in Equalities.

REASON: To provide an overview of the Committee's work for the 2012/13 municipal year.

Councillor S Wiseman, Chair
[The meeting started at 5.00 pm and finished at 6.45 pm].

This page is intentionally left blank



Corporate and Scrutiny and Management Committee 15 July 2013

Report of the Assistant Director, Customers & Employees

MONITORING THE WORKFORCE STRATEGY 2012-15

Summary

1. To provide Members with a progress report on the Workforce Strategy 2012-15 since the last report to this committee in January this year. This update is a report of related work in the six months, from January to June 2013.

Background

2. The Workforce Strategy 2012-15 was approved at a meeting of Cabinet in April 2012 and was launched to staff in May 2012.
3. The Workforce Strategy is premised on ensuring '*the Council has the right people, with the right skills, in the right places, at the right time to deliver the right services to our customers*'. It sets out the strategic priorities for the development of the Council's workforce, and how core competencies will be delivered through the following priority areas:

Skills and Behaviours Development – we want to encourage our managers to be visionary and ambitious, and lead, develop, and motivate their teams to deliver our services effectively in challenging times. We want to be seen to be valuing flexibility, innovation, and decision-making and at all times excellent customer service.

Recruitment and Retention – we want to recruit and retain a workforce with the skills and values we need, to promote jobs and careers as an employer of choice, and identify, develop and motivate talent. We are committed to promoting equality and diversity and to actively challenging and addressing accessibility barriers and issues faced by some groups of staff.

Pay, Reward and Recognition – we want to provide a fair and flexible reward package within the current financial constraints and ensure

fairness across all groups of employees. We will recognise great work and ideas through rewarding staff that do well and are high performers.

Wellbeing and Engagement – we want 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. We will actively promote and manage our staff's wellbeing so that people feel cared for and valued.

Performance and Change – we want to work in 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.

Governance Arrangements

4. The Workforce Strategy Steering Group oversees the delivery of the Workforce Strategy action plan, and is chaired by an Assistant Director from City & Environmental Services. The group which is made up of senior managers from across the council meets quarterly to set and review progress against the action plan.

Progress January – June 2013

Skills and Behaviours Development

5. The 'From Service to City' programme was launched in July 2012, aimed at developing the leadership skills of senior managers. The programme is supported with action learning sets, mentoring and a volunteering programme and is intended to challenge managers to think differently, to be more open to different ways of working, to innovate and be creative in their approach to problem solving. The programme is delivered internally and at very low cost making use of free venues and speakers and working across professional networks.
6. The programme concludes in July 2013, when a formal evaluation will be undertaken and plans are already in place for Phase Two of the programme. These include a Master Class programme which has been developed in partnership with Local Government (LGYH), the setting up of a city wide mentoring scheme (in partnership with the University of York St. John) and an extended Corporate Leadership Group seminar programme with city partners from the public, community and private sectors.

7. As part of the Council's wider approach to Skills and Behaviours Development, in April 2013 a new core training offer was launched to staff through the council's Workforce Development Unit (based in Adults, Children & Education Services). Courses include, Equality and Diversity, Health and Safety, Customer Care, and IT based skills, as well as courses specifically aimed at managers and more specialist training.
8. Aligned to this is work is the development of a behavioural competency framework. The new framework sets out the behaviours the Council expects staff to work to, and to support the key values of the organisation, such as promoting a positive customer experience. The new behavioural competencies will sit beside and support the performance management framework already in place to help managers motivate staff to improve their personal performance. The framework is currently being piloted across the Council for implementation.

Recruitment and Retention

9. The Council has refreshed its apprenticeships programme. From April 2013 the Council agreed to pay apprentices an enhanced training allowance, and from September this year, all council vacancies will be considered for apprenticeships, thereby creating a proper career path and an opportunity for progression.
10. The Council is also partnering a number of schools in the city, and has successfully increased the number of work experience placements for young people in Year 10 from 20 in 2011-2012, to 48 in 2012-2013.

Wellbeing and Engagement

Wellbeing

11. The Health, Safety & Wellbeing Team has worked closely with the Active Leisure Team in designing a wellbeing portal that signposts employees to suitable organisations/advice to help improve their wellbeing. This was launched in February 2013 and has proved very popular with employees.
12. Human Resources (HR) has also developed guidance for managers to support staff who are victims of domestic violence in response to an increase in reported incidents to the Police.
13. Both HR and the Health, Safety and Wellbeing Team also continue to post health and wellbeing messages to staff through the year including

recent messages to raise awareness about Heart Disease and Glaucoma.

Engagement

14. The Council has hosted a very successful Volunteering Fair in June 2013. HR worked in partnership with the Communities and Equalities Team and hosted the fair at West Offices, which attracted a variety of charity exhibitors and 150+ staff attended. There are plans to host a second event at Hazel Court later in the year.
15. Consultation with the trade unions on a new Engagement Framework is well underway, and should conclude with a new agreed framework in the next few months.
16. HR has worked with the Chief Executive's Office on a series of Staff Roadshows designed to engage staff on cultural change, a report on the events is being prepared by postgraduate students of Human Resources Management from the University of York, who are evaluating the events on behalf of the Council as part of their coursework. Finally, a council wide staff survey is underway, as part of the commitment to survey staff opinions every two years, the analysis of the results of which should be known by August.

Pay and Reward

Pay & Reward

17. The Council adopted the Living Wage of £7.45 per hour from April 2013. The council, along with the University of York St John and the Joseph Rowntree Foundation are all taking part in research by the University of York Economics department into the impact of Living Wage on in-work poverty.
18. The Equal Pay Audit that was reported in the last update, concluded that there is no discrimination in the way in which the Council pays people, a summary of the report will be made available online.
19. A number of staff discounts from the Micklegate Retailers have been secured, following the move to West Offices, and HR are in the process of selecting a provider for a nationwide staff discount scheme, designed to help employees to make their salaries go further. The new scheme will be in place for September 2013, funded by the staff lottery in line with its constitution.

Performance and Change

Management of Change

20. As well as developing stronger links with major employers across the city meetings with HR Directors are continuing, on a number of topics of interest across the different sectors. The next meeting takes place in mid July looking at Building Organisational Resilience and how to combat workplace stress.
21. At a regional level the council is helping to lead with other Local Government Yorkshire & Humber authorities in implementing a Workforce Strategy for the region called 'Local Authorities as a Progressive Employer'. A set of common priorities has been identified and collaborative work with other Councils in the region started, commencing with the Master Class programme mentioned earlier in this report.

Equalities

22. A review of the Staff Equalities Reference Group (SERG) has been completed, and new governance arrangements set in place which will more strongly align the work of the group to Workforce Strategy priorities. The Group will start reporting formally to the Workforce Strategy Steering Group and to the Council Management Team annually.
23. A women only development day was held in March to mark International Women's Day which was very popular with staff and there are plans afoot to partner FERA (based in Sand Hutton) on running a women only Springboard Programme designed to improve the numbers of women in middle management roles.

New Priorities

24. Work has commenced to review and refresh the actions needed to deliver remaining priorities within the current strategy and where the council should be concentrating its efforts. A consultation meeting was recently held with service managers to obtain their views which will feed into a report for CMT in the Autumn. Whilst further work needs to be completed to take account of feedback from staff engagement events and the staff survey, this early work has identified three areas for focus:
 - **Managing Change** - helping the organisation through transition and change, building resilience and helping to create flexible and robust workforce.

- **Managing Performance** - rewarding talent, ensuring that staff understand and model the right behaviours and dealing effectively with poor performance including poor attendance at work. It includes the development of a talent management strategy which links strong delivery to reward structures and removes any obstacles which prevent managers from doing good performance management.
- **Skills Development** - developing skills which help to future-proof services, skills such as business development, financial management and commercial acumen. Helping staff to future-proof their careers, by investing in their training and development, and demonstrating their employability to other employers both within and outside the public sector.

Implications

25. **Financial** – there are none for this report, all costs are managed within existing budgets.
26. **Human Resources (HR)** – as described in the report.
27. **Equalities** – as described in the report
28. There are no specific legal, crime and disorder, IT or property implications.

Risk Management

29. Failure to produce a Workforce Strategy and monitor the outcomes of its action plan could result in:
 - a. Failure to prepare the workforce to deliver future transformation and efficiency programmes and to be able to respond to current spending and government policy change;
 - b. Inability to achieve the 'Core Capabilities' priorities in the Council Plan 2011-15;
 - c. Failure to meet equalities legislation;
 - d. Failure to respond to changing customer service needs.

Recommendations

30. Members are asked to:
 - a. note progress made against the Workforce Strategy in the six months, January to June 2013;

- b. agree a six monthly update in December 2013 which will include a review of achievements and details of the agreed 2013-15 priorities going forward.

Reason: To ensure Members are kept informed of progress against the Workforce Strategy 2012-15.

Contact Details

Author:

Tracy Walters
Head of Strategic
Human Resources and
Organisational
Development
Tel No: 07538 744150

Chief Officer Responsible for the report:

Pauline Stuchfield
Assistant Director, Customer & People

Ian Floyd
Director of Customer & Business Support
Services

Report Approved



Date

4.7.13

This page is intentionally left blank



Corporate Scrutiny Management Committee 15 July 2013

Report of the Assistant Director: Governance & ICT

Night Time Economy – Briefing On Key Issues for Potential Review**Summary**

1. This report presents a briefing paper on the key issues Members may wish to consider for developing the 'night time economy' as a potential theme for review taking into account the responsibilities of the whole scrutiny function.

Background

2. At its meeting on 24 June 2013, this Committee considered and expressed interest in developing a theme around the night time economy worthy of 'corporate review', in terms of its connection to a number of the Council's current key priorities in its Council Plan 2011-2015.
3. Annex A to this report draws out a range of issues in relation to this objective and highlights some key areas for Members to 'scrutinise' and scope further if they wish to do so.

Consultation

4. Relevant officers have been consulted on the preparation of Annex A and the issues raised are a collaborative response to the burgeoning agenda of the issues surrounding the 'night time economy' in York.
5. The Chair of this Committee plans to discuss the new initiative of developing a core theme across all scrutiny at a meeting of all Chairs/Vice-Chairs on 11 July, with a view to embedding wide engagement across scrutiny for this approach. Developing the 'night time economy' in York would be the first of these approaches. One other such potential theme is mental health services, proposed by Councillors Douglas and Wiseman.

Adopting a Focus

6. In the event of this Committee now wishing to formally take this theme forward, initially Members would need to agree their primary focus and approach. The following areas are suggested by officers as being appropriate for 'scrutiny' in the attached briefing report (Annex A):
 - To develop a vision of what the evening and night time economy in York should look like in five years time.
 - To investigate opportunities to co-ordinate the effective development of the night time economy, to ensure that York's residents, businesses and visitors get maximum value from York's night time economy.
 - To examine the potential for encouraging businesses which are not reliant upon the sale of alcohol as their main attraction
 - To examine ways of reducing the fear of crime
 - To examine ways of enhancing access to and from the City centre at night time

Members may wish to consider the above suggestions together with any others which arise at the meeting.

Carrying out the Work

7. The approach proposed by the Committee to undertake this work is a new, innovative way of working across all of scrutiny. The aim is to engage scrutiny, as a whole, in positively developing and improving the Council's approach to a night time economy in York. On the face of it managing that approach presents some challenges in managing the involvement of 5 Scrutiny Committees over varying timelines and, of course, managing the participation of relevant officers and partners.
8. Members might wish to consider how best to organise the work if they now wish to formally proceed with this theme. It is suggested that the most practical and least time consuming way to effect this would be to establish an Ad-Hoc Scrutiny Committee comprising

Members from each of the main Scrutiny Committees. Advice will be given at the meeting on proportionality rules applying to this option, should Members wish to adopt this suggestion.

9. Alternatively, this Committee could agree some key areas to invite other relevant Committees to review and report back to CSMC upon. This would, of course, need to be discussed with relevant Chairs/Vice Chairs at the forthcoming meeting on 11 July. Potentially, this would mean that officers would effectively be required to report to and attend many more tiers of meetings than the approach suggested in paragraph 8 and that, in turn, could delay progress with the actual work.

Options

10. Members can choose to proceed formally with some collective scrutiny of the night time economy along the lines suggested in paragraph 6 above or based around other suggestions.
11. This Committee also has the option to choose how to conduct this review. Some options are set out for consideration in paragraphs 7 to 9 above.

Council Plan 2011-2015

12. The theme of this potential scrutiny work would contribute actively to the following priorities identified by the Council in its Plan for 2011-15:
 - Create jobs and grow the economy;
 - Build strong communities;
 - Get York moving; and
 - Protect the environment

Implications

13. There are no known resource or other implications associated with the recommendations in this report. If Members proceed to scrutinise this theme, then, clearly, the associated implications with the work would need to be drawn out as the scrutiny proceeded.

Risk Management

14. In compliance with the Council's Risk Management Strategy there are no risks associated with the contents of this report.

Recommendations

15. Members are asked to consider;
- (a) whether they wish to adopt a themed scrutiny on the ‘night time economy in York’;
 - (b) identifying a key focus and primary objectives; and
 - (c) what approach would be appropriate

Reason: In order to ensure effective scrutiny of key Council priorities.

Contact Details

Author:

Dawn Steel
Head of Civic &
Democratic Services
Tel: 01904 551030

Chief Officer Responsible for the report:

Andrew Docherty
Assistant Director: Governance & ICT
Tel: 01904 551004

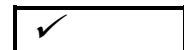
**Report
Approved**



Date 05/07/2013

Specialist Implications Officer(s) None

Wards Affected: All



For further information please contact the author of the report

Background Papers:

None

Annexes

Annex A – briefing note on ‘night time economy in York’.

Briefing on York's Evening and Night-Time Economy for Scrutiny Management Committee

Overview

- The evening and night time economy of York supports many businesses and jobs in the city centre. This includes 2 cinemas, 2 theatres, 7 ghost walks, 103 bars and pubs, 4 nightclubs, 101 (licensed) restaurants and 28 licensed cafes. This evening and night time attracts thousands of customers to the city centre (including visitors and local residents).
- Footfall cameras indicate that many (around 14,000) people visit the city centre between 6pm and 5am each week. This is about 10% of all weekly footfall in the city centre, with the bulk of night-time activity occurring on Friday and Saturday nights.
- Since the Licensing Act came into effect in 2005, we have seen a growing number of premises that supply alcohol in the city (despite the demise of the traditional off-licence). Some of this growth is welcome and promotes the vibrancy of the city centre economy. This includes new bars and restaurants – and new city centre retail outlets that sell alcohol (Budgens, Tesco Express, Sainsburys etc)
- However, the evening and night time economy also presents a number of challenges to manage. This includes:
 - A peak in violent crime and antisocial behaviour in the evening (between 6pm and 11pm and between 11pm and 6am), particularly on Saturdays.
 - The peak time for A&E at York Hospital is between midnight and 2am.
 - A number of city centre hotels have poor visitor ratings due to noise and antisocial behaviour from other residents.
 - A rise in the perception of a “drunken job” culture due to the number of irresponsible promotions from licensed premises. This is an issue mid-week in term times due to student promotions as well as at weekends. This impacts negatively

upon the footfall from other markets, including families and others not wanting to encounter this atmosphere.

- Anti- social behaviour relating to “pre-loading”; there are a number of people who have been drinking before entering the city-centre. There is feedback from bus and taxi drivers which has indicated that a number of people are being transported into the city who have been pre-loading.

Current approach

- Positively and proactively managing the late night economy is a key issue for the City Council and a priority in the Council Plan Refresh that was approved by Cabinet in June. Several departments including the Policy Team, Economic Development Unit and Safer York are currently developing a vision of what the ideal York evening and night time economy looks like.

Part of our strategy must reflect the potential market for tourism provided by the early evening and night time economy. The emerging tourism strategy for York, led by the Council and Visit York, has identified the evening economy as an important issue to address in order to help deliver the ambition of doubling the value of tourism in York in ten years. Among other objectives, this increase in value can only be achieved by seeking to increase the length of stay of visitors, by attracting more people to stay overnight, including overseas and business visitors, and/or increasing the value of spend by each visitor (i.e. increasing the quality of offer and thus the value of that offer). The promotion of a quality and diverse evening offer will be necessary to encourage this – and will be enjoyed by York residents as well.

- Alongside this tourism activity, the Safer York Partnership are working with partners across the city to address the problems related to the night time economy through the Alcohol, Violence and Night Time Economy (AVANTE) group. Membership of this group includes council officers, environmental protection, the Police and representatives from public health and A&E. This group meets monthly to address all issues of crime and anti-social behaviour which are alcohol related. This includes those issues

which are linked to the night time. The group works to the National Intelligence Model, tackling issues related to victim, offender and location and delivers a multi-agency problem solving approach to addressing those issues.

- On licensing, we:
 - Hold regular enforcement meetings with responsible authorities (police, fire, trading standards, Environmental Protection and planning) where officers share intelligence and plan targeted enforcement work.
 - Have a statement of licensing policy which is reviewed regularly. The latest version is on http://www.york.gov.uk/downloads/file/662/statement_of_licensing_policy_2011.
- Prevention and enforcement –Safer York Partnership is re-visiting the concept of an alcohol restriction zone (formerly known as DPPO) for the area within the bar walls to provide police with the power to seize alcohol when it is linked to anti-social behaviour and crime. Particular issues which occur on a Saturday night are being addressed through Operation Erase, a joint approach between North Yorkshire Police and the British Transport Police. Other initiatives include a code of conduct, tackling problems of alcohol loading and working with the Emergency Department in York Hospital to look at tackling irresponsible drinking.
- Retailers also have a role to ensure that the evening and night time economy is safe and successful. A number of licensed premises in the city have established a Pubwatch Group, the police and licensing authority are represented at the meeting.
- The City Team is also currently working to develop a vision for the city centre of the future and of course includes the future of retailing – which it is recognised needs to develop and change to meet the challenge of the internet and multi-channel shopping.

Recommendations for Scrutiny

- Managing the evening and late night economy is a cross cutting issue and an important element of the Council Plan. We recommend that, if scrutiny are minded to consider this as a topic, they should create a cross cutting committee.
- There are a number of areas which scrutiny could focus their attention on in a review. Below are a number of suggested topics to consider.
 - To develop a vision of what the evening and night time economy in York should look like in five years time.
 - To investigate opportunities to co-ordinate the effective development of the night time economy, to ensure that York's residents, businesses and visitors get maximum value from York's night time economy.
 - To examine the potential for encouraging businesses which are not reliant upon the sale of alcohol as their main attraction
 - To examine ways of reducing the fear of crime
 - To examine ways of enhancing access to and from the City centre at night time

Examples of Key Areas that each Overview & Scrutiny Committee Could Review in relation to

Improving the City’s Night-Time Economy (circulated at the meeting)

	<u>Community Safety</u>	<u>Health</u>	<u>Learning and Culture</u>	<u>Economic Development</u>	<u>Corporate & Scrutiny Management</u>
Night-Time Economy	Examine ways to(i)promote responsible behaviour in the city and reducing the Violent Crime and Anti-Social Behaviour associated with the night time economy,	To look at the causes behind the peak times at A & E (between 12-2am) and work with A & E and how to address the causes of this.	In regard to the potential market for tourism, identify ways of increasing the city’s cultural evening offer In an effort to increase the length of visitor stays and attract more overseas and business visitors	Increasing value of night time economy and encouraging a more diverse night time economy (including for example, later retail opening hours and more family friendly/ non alcohol-related activities). Protecting the environment. Examine ways of enhancing access To city centre at night time	In light of the findings from the O & S Committees, recommend a strategic approach and identify achievable outcomes in order to improve the evening and night –time economy and develop an overall vision for what the evening & night time economy will look like in five years time

This page is intentionally left blank

Corporate & Scrutiny Management Committee Work Plan for 2013-14

Meeting Date	Work Programme
15 July 2013 @ 5pm	<ol style="list-style-type: none"> 1. Attendance of new Cabinet Member for Finance, Performance & Customer Services – Discussion around Priorities & Challenges 2. Bi-annual Workforce Strategy 2012-15 Monitoring Report(PS) 3. Briefings on Potential Themed Topics – Night Time Economy 4. Workplan 2013/14
9 September 2013 @ 5pm	<ol style="list-style-type: none"> 1. Draft Annual Overview & Scrutiny Report for 2011/12 2. Procurement Strategy Update 3. Further detailed briefing on Council's Journey to Excellence in Equalities (CC) (Possible Attendee from another Local Authority, demonstrating good progress towards 'Excellence') 4. Workplan 2013/14 (inc. verbal update on ongoing scrutiny reviews)
11 November 2013 @ 5pm	<ol style="list-style-type: none"> 1. Workplan 2013/14 (inc. verbal update on ongoing scrutiny review)
13 January 2014@ 5pm	<ol style="list-style-type: none"> 1. Bi-annual Workforce Strategy 2012-15 Monitoring Report (PS) 2. Scrutiny Support Budget Monitoring Report (DS) 3. Update on implementation of recommendations arising from Managing Staff Sickness Absence Review and Community Engagement Review 4. Final Report for Scrutiny Review 5. Workplan 2013/14 inc. verbal updates on any ongoing reviews
10 March 2014 @ 5pm	<ol style="list-style-type: none"> 1. Final Report for Scrutiny Review No.2 2. Workplan 2013/14 inc. verbal updates on any ongoing reviews
7 April 2014 @ 5pm	<ol style="list-style-type: none"> 1. Attendance of Cabinet Member for Corporate Services – End of Year Update 2. Draft Workplan for 2014/15 & Discussion re Possible Scrutiny Topics for coming Municipal Year 3. Workplan 2012/13
12 May 2014 @ 5pm	<ol style="list-style-type: none"> 1. Workplan 2013/14

This page is intentionally left blank

Topic Submitted by Cllr Anna Semlyen

Supporting Staff Health – with particular reference to West Offices

Is the CYC following best practice at supporting staff health and well being, especially at West Offices? What more could be done to ensure a healthy workforce? Especially given the high absenteeism rate (is it 11%?). Sick officers are both expensive and inefficient.

Currently each officer is on average off for 6 weeks sick pa and this has got to improve! For instance with workstation set ups and ergonomics, tuition on proper hand washing methods, advice on taking half hour breaks from their desks at lunchtime, on site health classes e.g. at lunchtime or after work, stress management advice, lifting and handling courses, work plan management so that people don't do 70 hour working weeks, organised health walks at lunchtime, on site massage and health treatments etc. For instance John Lewis gives each staff member a budget of £300 to spend on health classes. CPP paid half the costs of their staff to do on site yoga classes.

The latest evidence based research from randomised controlled trials found specialist Yoga for Healthy Lower Backs classes are, lesson for lesson, the most effective and cost effective treatment option for chronic low back pain (the most likely cause for work absenteeism).

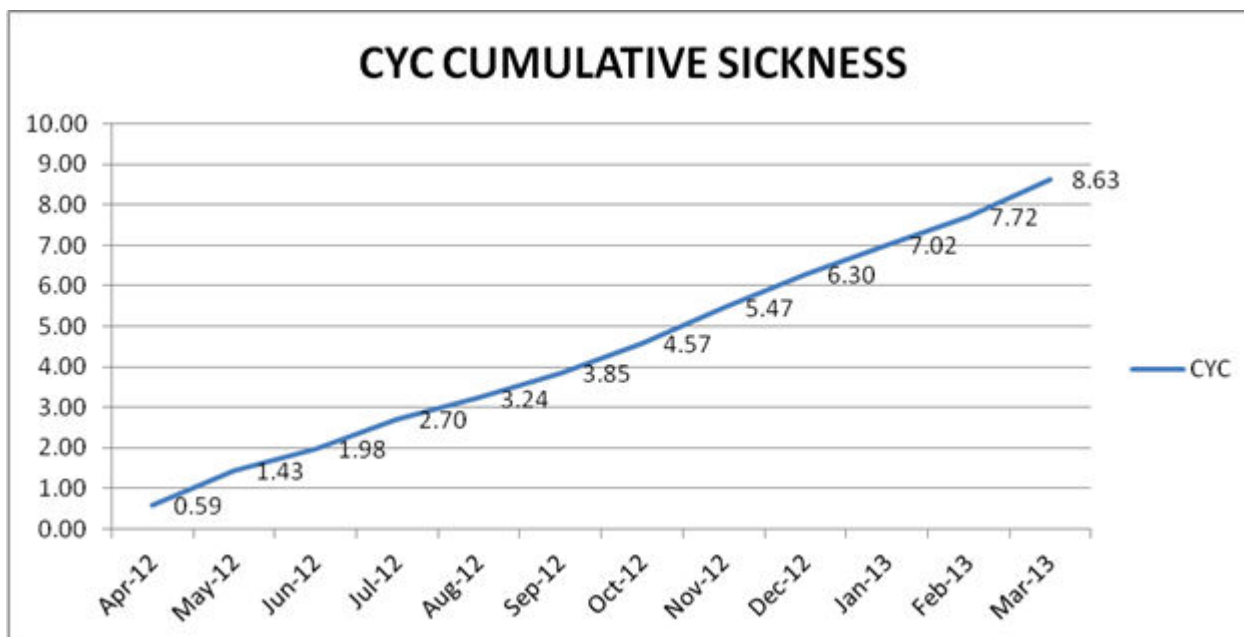
Research found 8.5 fewer days off work per year with this intervention having a cost effectiveness likelihood of 97% likely to pay for itself when bought by the individual or employer. Yet, with 11% staff absenteeism, with probably a high proportion of this due to low back pain, we are still sending CYC staff with back pain to the hospital for occupational health/physio which is both less effective and more costly.

HR Response to Topic Submission

In response to the figures quoted by Cllr Semlyen in her topic submission, HR have provided the following extract from the Q4 2012/13 HR Management Information Digest detailing the most update figures on CYC staff sickness absence taken from.

Sickness Absence

The chart below shows the cumulative trend for CYC for average days lost per FTE for the period 1st April 2012 to 31st March 2013



The figure for average days lost per FTE for sickness for March 2013 is slightly higher at 8.63, than at the same time last year which was 8.56 per FTE.

The table below gives the cumulative sickness figures for CYC and each Directorate for the period 1st April 2012 to 31st March 2013 as average days lost per FTE.

CUMULATIVE SICKNESS

Directorate	Apr-12	May-12	Jun-12	Jul-12	Aug-12	Sep-12	Oct-12	Nov-12	Dec-12	Jan-13	Feb-13	Mar-13
ACE	1.01	2.25	3.06	4.36	5.45	6.50	7.82	9.13	10.37	11.43	12.49	13.96
CANS	0.69	1.60	2.31	3.16	3.99	4.73	5.60	6.56	7.40	7.62	8.37	9.29
CBSS	0.37	0.93	1.35	2.01	2.54	3.05	3.93	4.50	5.17	6.51	7.22	7.90
CES	0.22	0.67	0.79	0.97	1.41	1.76	2.13	2.77	3.31	3.64	3.96	4.57
OCE	0.56	1.25	1.48	1.62	1.69	1.62	1.90	2.23	2.39	2.05	2.11	2.20
SCHOOLS	0.41	1.13	1.55	2.01	2.16	2.55	2.93	3.70	4.38	5.14	5.68	6.45
CYC	0.59	1.43	1.98	2.70	3.24	3.85	4.57	5.47	6.30	7.02	7.72	8.63

ACE and CANS have the highest cumulative sickness figures which are consistently above the CYC figure.

The table below gives the monthly sickness figures for CYC and each Directorate for the period 1st April 2012 to 31st March 2013 as average days lost per FTE.

MONTHLY SICKNESS

<u>Directorate</u>	Apr-12	May-12	Jun-12	Jul-12	Aug-12	Sep-12	Oct-12	Nov-12	Dec-12	Jan-13	Feb-13	Mar-13
ACE	1.01	1.22	0.99	1.13	1.08	1.02	1.34	1.29	1.29	1.38	1.05	1.13
CANS	0.69	0.93	0.84	0.89	0.78	0.79	0.89	0.94	0.85	0.92	0.76	0.91
CBSS	0.37	0.52	0.49	0.65	0.57	0.64	0.66	0.58	0.74	0.99	0.68	0.65
CES	0.22	0.19	0.07	0.39	0.40	0.22	0.59	0.61	0.49	0.54	0.32	0.46
OCE	0.56	0.68	0.23	0.08	0.04	0.00	0.33	0.31	0.03	0.26	0.02	0.01
SCHOOLS	0.41	0.73	0.43	0.44	0.13	0.34	0.64	0.78	0.71	0.74	0.57	0.66
CYC	0.59	0.83	0.62	0.69	0.52	0.60	0.84	0.89	0.85	0.92	0.70	0.80

ACE and CANS have the highest monthly sickness figures which are consistently above or equal to the CYC figure.

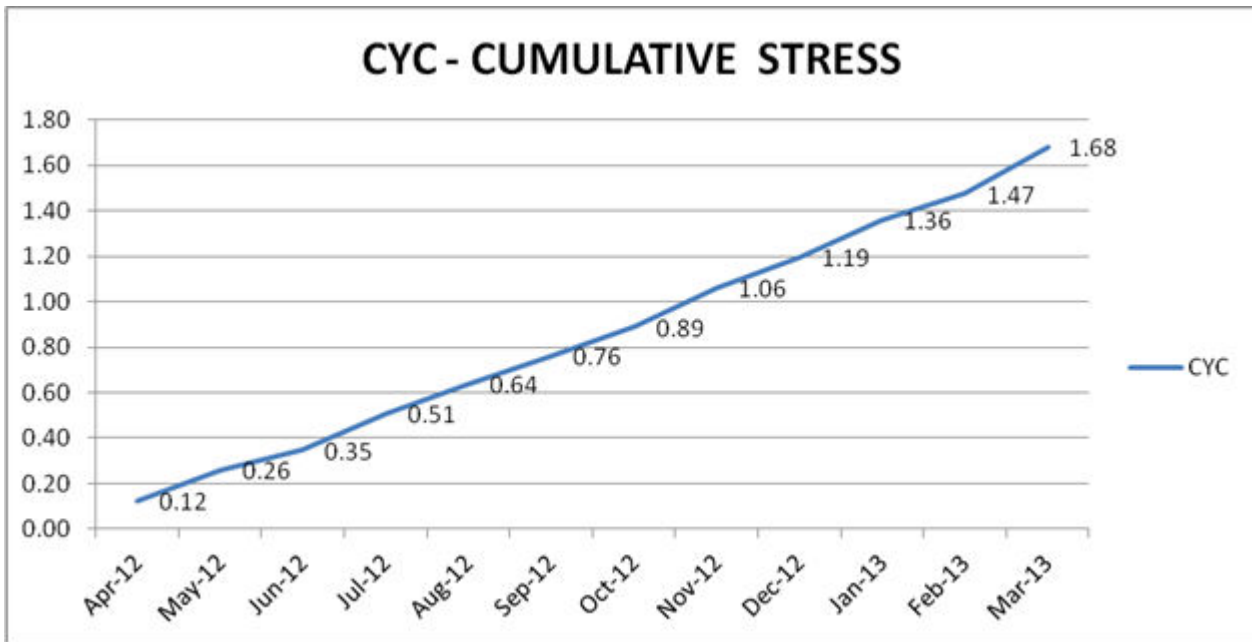
Top Five Reasons for Absence

The table below lists the top five reasons for absence for the cumulative period of 1st April 2012 to 31st March 2013 as a percentage of the total CYC absence reasons.

Stomach, liver, kidney & digestion	18.89%
Infections	18.37%
Other musculo-skeletal problems	6.49%
Eye, ear, nose & mouth/dental	6.07%
Stress, depression, mental health & fatigue syndromes	5.81%

Stress

The table below shows the cumulative absence figures for stress for CYC for the period 1st April 2012 to 31st March 2013 for the average days lost per FTE



The figure for average days lost per FTE for stress for March 2013 is slightly higher at 1.68, than at the same time last year which was 1.22 per FTE.

The table below shows the cumulative figures for days lost per FTE to stress for CYC and each Directorate for the period 1st April 2012 to 31st March 2013

DIRECTORATE CUMULATIVE DAYS LOST PER FTE TO STRESS

Directorate	Apr-12	May-12	Jun-12	Jul-12	Aug-12	Sep-12	Oct-12	Nov-12	Dec-12	Jan-13	Feb-13	Mar-13
ACE	0.23	0.41	0.54	0.89	1.15	1.38	1.58	1.84	2.01	2.29	2.52	2.93
CANS	0.12	0.24	0.30	0.52	0.74	0.88	1.01	1.15	1.29	1.41	1.50	1.61
CBSS	0.05	0.15	0.24	0.44	0.51	0.58	0.94	1.06	1.27	1.44	1.53	1.65
CES	0.04	0.06	0.06	0.10	0.19	0.30	0.36	0.46	0.55	0.65	0.73	0.96
OCE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
SCHOOLS	0.10	0.24	0.33	0.38	0.42	0.50	0.56	0.72	0.83	0.97	1.05	1.23
CYC	0.12	0.26	0.35	0.51	0.64	0.76	0.89	1.06	1.19	1.36	1.47	1.68

Throughout the period of 2012-13 the cumulative average days lost to stress per FTE for ACE are consistently higher than CYC figures; from August 2012 CANS also has higher figures for stress (except for March 13).

The table below shows the breakdown for the monthly figures for CYC and each Directorate per FTE for stress for the period 1st April 2012 to 31st March 2013

DIRECTORATE MONTHLY DAYS LOST PER FTE TO STRESS

Directorate	Apr-12	May-12	Jun-12	Jul-12	Aug-12	Sep-12	Oct-12	Nov-12	Dec-12	Jan-13	Feb-13	Mar-13
ACE	0.23	0.20	0.16	0.27	0.26	0.22	0.25	0.25	0.17	0.27	0.23	0.20
CANS	0.12	0.12	0.07	0.19	0.19	0.13	0.18	0.14	0.13	0.13	0.10	0.17
CBSS	0.05	0.10	0.10	0.13	0.07	0.08	0.12	0.12	0.22	0.16	0.09	0.10
CES	0.04	0.02	0.01	0.03	0.04	0.04	0.19	0.10	0.08	0.09	0.08	0.17
OCE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
SCHOOLS	0.10	0.13	0.08	0.07	0.03	0.06	0.12	0.17	0.11	0.11	0.08	0.12
CYC	0.12	0.13	0.09	0.14	0.11	0.11	0.16	0.17	0.13	0.15	0.12	0.15

The monthly average FTE days lost to stress for ACE are again higher than the CYC average figure throughout the whole year. CANS has the second highest figures and for 7 months it is higher than the CYC figure.

Response from Assistant Director of Customer & Business Support Services (Customers & Employees)

“My view is that there is no review in this. The sickness review last year challenged our processes and Occupational Health(OH) arrangements and we are moving into an OH procurement that will focus on Wellbeing. All of the staff wellbeing suggestions included in the topic submission can be considered in supporting staff and wellbeing projects, without needing a formal review , subject to cost of course.”

Response from Head of Strategic Human Resources and Organisational Development

“Figures taken from OH referrals for the last year, show that the reasons given for sickness absence mirror those in Local Government national statistics and that the single most likely cause of sickness absence given is stress/depression. CYC has particular occupational “hot spots” among Social Workers, Cleaning Staff, Care Workers, Teachers and Teaching Assistants, which we are fully aware of, and which Mark’s teams work with managers in those service areas to minimise risk. Lesley Sharp in the Health, Safety and Wellbeing Team is leading on the council’s wellbeing agenda for HR, and would be happy to share her plans for this year, but I don’t feel that there’s mileage in having another review.”

This page is intentionally left blank