



## 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, 9 September 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 - 10)

To approve and sign the Minutes of the last meeting of the Committee held on 15 July 2013.

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

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 6 September 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. Criteria for Achieving Excellence for the Equality Framework for Local Government** (Pages 11 - 64)

This report highlights the criteria for achieving Excellence for the Equality Framework for Local Government (EFLG) and provide an update on progress in implementing the Excellence Equalities Improvement Action Plan against each of the EFLG performance areas. Representatives from Barnsley Metropolitan Borough Council, an authority who has already achieved the excellent level in their EFLG, will be in attendance at the meeting.

**5. 2013/14 Finance and Performance Monitor 1** (Pages 65 - 70)

This report analyses the latest performance for 2013/14 and forecasts the outturn position for the services falling under the responsibility of the Corporate Scrutiny Management Committee.

**6. Evaluation of the "Service to City" Development Programme 2012/13** (Pages 71 - 86)

To provide Members with an evaluation of the 'Service to City' development programme as requested at the last meeting of the Committee.

**7. Draft Annual Overview & Scrutiny Report for 2012/13** (Pages 87 - 98)

To consider the annual scrutiny report which summarises the work of the five Overview & Scrutiny Committees for the municipal year May 2012 – May 2013. Members are asked to agree any amendments prior to presentation of the report to Council in October 2013.

**8. Workplan 2013/14** (Pages 99 - 100)

To consider the Committee's work plan for the 2013/14 municipal year, including verbal updates on ongoing scrutiny reviews.

**9. 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](mailto:jill.pickering@york.gov.uk)

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

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

Contact details are set out above.

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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.

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

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

### **Scrutiny Committees**

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

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

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City of York Council

Committee Minutes

Meeting	Corporate and Scrutiny Management Committee
Date	15 July 2013
Present	Councillors Galvin (Chair), Fraser, Horton, Jeffries, King, McIlveen, Potter, Runciman (Vice-Chair) and Steward
In Attendance	Councillors Semlyen and Williams

## 7. 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. No further interests were declared.

## 8. MINUTES

RESOLVED: That the minutes of the last meeting of the Committee held on 24 June 2013 be approved, and signed by the Chair as a correct record subject to the following amendment:

Minute 4 – The Council’s Journey to Excellence in Equalities – in the penultimate paragraph, the deletion of the words ‘the continuing use of the term “disabled people” and its replacement with ‘terms used in the report’.

## 9. PUBLIC PARTICIPATION/OTHER SPEAKERS

It was reported that there had been one registration to speak at the meeting under the Council’s Public Participation Scheme, and one Member of Council had also requested to speak.

Mr Hopwood spoke to support evidence based research and decision making, providing a number of examples and stressing the importance of this research to those making decisions.

Whilst recognising budget cutbacks he reiterated support for Cllr Semlyen's proposed scrutiny review on this subject, in an effort to improve the quality of decision making within the authority.

Councillor Semlyen also spoke in support of evidence based decision making and the researching of best practice. Confirming that this would provide the most effective and cost effective decision making. She went on to present her suggested topic for the support of staff health and well being, with particular reference to lower back pain and supporting staff health at West Offices.

Consideration was given to an information sheet in support of the topic, circulated at the meeting, which provided further details in relation to absenteeism and research regarding health interventions having cost effective results. The HR and Officers responses in respect of the topic submission were also reported which confirmed that stress appeared to be a bigger factor and that, in their view, no review was required on this topic. It was pointed out that future occupational health procurement would focus on the wellbeing of employees.

10. **ATTENDANCE OF NEW CABINET MEMBER FOR FINANCE, PERFORMANCE & CUSTOMER SERVICES - DISCUSSION AROUND PRIORITIES & CHALLENGES**

The new Cabinet Member for Finance, Performance and Customer Services attended the meeting and presented his priorities for the forthcoming year.

He spoke about the changes made to his portfolio area which now included corporate communications and Emergency Planning in order to provide joined up business continuity. He reported the main areas of interest as:

Budget 2013/14

The delivery of the 6 Council priorities had been delivered on budget. Although not without difficulties the year end had been under spent by £84k. Reference was made to the likely reductions in central government funding and continued pressures on resources against the rising demand for services.

The 2 year budget had already been set and it was hoped to continue with 2 year budgets in the future. A saving of £11m



had already made with an additional £8m saving proposed for 2015/16.

#### Comprehensive Spending Review

It was understood that the New Homes Bonus would be top sliced meaning a reduction of around £1m for the city.

#### Capital Budget

A different approach was being undertaken on next year's budget, looking at large scale spending challenging those areas and to how services could be delivered differently.

Reference to the reprofiling of funds, part of which included delays in DfT approval for the Access York scheme. The West Offices development was however still expected to be under spent and on time, a significant achievement.

#### Customer Services

Confirmed that his focus was on the important priority of customer contact and the enhancement of the authority's reputation.

#### Performance Monitoring

Reference to the overview and monitoring role which the Scrutiny Committee could provide in this area, receiving and overseeing performance figures to ensure a continued focus.

#### Financial Inclusion

This was an important part of the portfolio with the delivery of the Strategy on which the previous Cabinet Member had worked hard to improve.

Members thanked the Cabinet Member for his report and went on to question a number of areas including:

- Concerns regarding public contact with the Council, questioned whether this was an issue or a trend. The Cabinet Member confirmed that, following recent benefit changes and staff turnover problems had been encountered, however it was hoped that this was short term.
- An examination of the impact of the delivery of the Financial Inclusion Strategy should be considered as a corporate issue.

- Call Centre, questioned ring back facilities and Customer Centre etiquette. It was confirmed that lessons could be learnt from other good service providers.
- Questioned whether a 2 year budget was prudent financially. Confirmed that this provided a degree of predictability for all.

Officers pointed out that, although other Scrutiny Committees received performance information, the CSMC had previously made a decision not to receive these details owing to the corporate nature of the Committee.

Members discussed how and when this information could be presented to future meetings to ensure current information to enable value to be added to the overview.

Following further discussion it was

**RESOLVED:** That performance information be presented to future meetings of the Committee on an exceptions basis to include both those showing under and over performance.

**REASON:** To provide an overview and update the Committee on the latest financial and performance position for the 2013/14 financial year.

## **11. MONITORING THE WORKFORCE STRATEGY 2012-15**

Consideration was given to a progress report on the 2012-15 Workforce Strategy, for the six months January to June 2013, following the report to Committee in January.

The Assistant Director, Customer and People, reported on progress and future proposals in the development of the Council's workforce in the following priority areas:

- Skills and behaviours development
- Recruitment and retention
- Pay, reward and recognition
- Wellbeing and engagement and
- Performance and change

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

- FERA reference in paragraph 23 of the report, confirmed as the Food and Environment Research Agency. Concerns raised at inclusion of acronyms in reports. Reference made to corporate style in their use which should be used in reports.
- The guidance for managers to support staff who were victims of domestic violence, in response to an increase in reported incidents to the Police.
- Work experience placements and the potential to increase these. Officers referred to the need for meaningful work experience and to the impact on services as placements were concentrated over a short period of time.
- 'From Service to City' and Skills and Behaviours Development programmes suggested evaluation at September meeting of the Committee.
- Need for generic traineeships/apprenticeships as specialisation reinforced the silo approach. Officers confirmed these comments had been noted.
- Support for report back on the results of the recent Staff Survey and Peer Review.

- RESOLVED:
- i) That the progress made against the Workforce Strategy in the six months between January to June 2013 be noted.
  - ii) That a six monthly update be provided to the Committee in January 2014, to 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.

## 12. **NIGHT TIME ECONOMY - BRIEFING ON KEY ISSUES FOR POTENTIAL REVIEW**

Members considered a proposal made by Cllr Douglas to introduce an overall theme for scrutiny review in this municipal year. The suggestion made was that each of the Overview and

Scrutiny Committee's would carry out a review specific to their individual terms of reference, which collectively would result in recommendations for improvement on an agreed theme.

The Chair confirmed the proposal had already been discussed at a recent Scrutiny Chairs and Vice Chairs meeting, and that two topics had been suggested - Night Time Economy and Mental Health.

A report on the 'night time economy' as a potential theme was presented and Officers circulated a list of example topics each Overview and Scrutiny Committee might choose to review – a copy was republished with the online agenda.

The Committee indicated their support for this themed approach and, requested that each Overview and Scrutiny Committee carry out an appropriate review and present their draft final reports to the Corporate and Scrutiny Management Committee in March 2014. The Committee agreed that this would give them sufficient time to collate the findings and recommendations from each of the reviews into one report to go to Cabinet before the end of the municipal year.

- RESOLVED:
- i) That the Committee agreed to pilot a themed approach to scrutiny in this municipal year.
  - ii) That the theme adopted be on the 'night time economy in York'.
  - iii) That the findings of the Overview and Scrutiny Committees be reported back to CSMC for inclusion in a final report, for presentation to Cabinet in May 2014.

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

### 13. **WORKPLAN 2013/14**

Consideration was given to the Committee's work plan for the 2013/14 municipal year. It was confirmed that it had been decided, at the Committee's last meeting, not to proceed with the topic on evidence based decision making and this was

reiterated at the meeting. Further consideration was given to the topic suggested, earlier in the meeting, on Staff Wellbeing and the Cabinet Members suggestion on Performance Monitoring.

Following responses received from Officers and further discussion it was agreed not to pursue the suggested topic on Staff Wellbeing.

RESOLVED: i) That the 2013/14 work plan be received and noted subject to the following amendments and additions:

**11 November 2013 - Additions**

- Staff Survey Results
- Update on the Implementation of recommendations arising from Managing Sickness Absence Review and Community Engagement Review (brought forward from 13 January 2014 meeting)

**10 March 2014**

- Night Time Economy Report.
- ii) That following further discussion with Officers as to the most relevant time for the Committee to examine quarterly performance reports this work be fed into the Committee's programme of work for the 2013/14 municipal year.

REASON: To provide an overview of the Committee's work for the 2013/14 municipal year.

Councillor J.Galvin, Chair  
[The meeting started at 5.00 pm and finished at 6.50 pm].

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## Corporate and Scrutiny Management Committee

9 September 2013

Report of the Performance and Service Improvement Manager (CAN and CES)

### Criteria for Achieving Excellence for the Equality Framework for Local Government

#### Introduction

1. The purpose of this report is to highlight the criteria for achieving Excellence for the Equality Framework for Local Government (EFLG) attached at **Appendix 1** and provide an update on progress in implementing the Excellence Equalities Improvement Action Plan against each of the EFLG performance areas. The status for each improvement action is attached at **Appendix 2**.

#### Summary and Background

2. Overall good progress is being made in implementing the Excellence Equalities Improvement Action Plan. A number of actions in relation to procurement have had timescales pushed back to reflect a number of staffing changes within the procurement section. However the Performance and Service Improvement Manager is meeting with the newly appointed Head of Procurement to ensure that actions are implemented in accordance with revised timescales.
3. There is only one action where the status is red this is in relation to obtaining equality profiling of members. Corporate and Scrutiny Management Committee are asked to consider what might be the best approach to obtain this information.

#### Equality Framework for Local Government – Excellent Criteria

4. The EFLG helps an organisation demonstrate to its service users and the wider community that equality is fully embedded in everything it does and the services it delivers in particular for those with protected characteristics. These are individuals who

are protected by the Equality Act 2010 in that they can not be treated unfairly or discriminated against, harassed or victimised because they have one or more protected characteristic. In York those with protected characteristics are known as Community of Identity which covers :

- Age
- Disability – physical and mental impairment
- Gender reassignment
- Marriage and civil partnership
- Pregnancy and maternity
- Race
- Religion or belief
- Sex
- Sexual orientation
- Carers
- People living in York's most deprived areas

5. The EFLG covers five performance areas:
  - a. Knowing your communities
  - b. Leadership, partnership and organisational commitment
  - c. Community engagement and satisfaction
  - d. Responsive services and customer care
  - e. A skilled and committed workforce

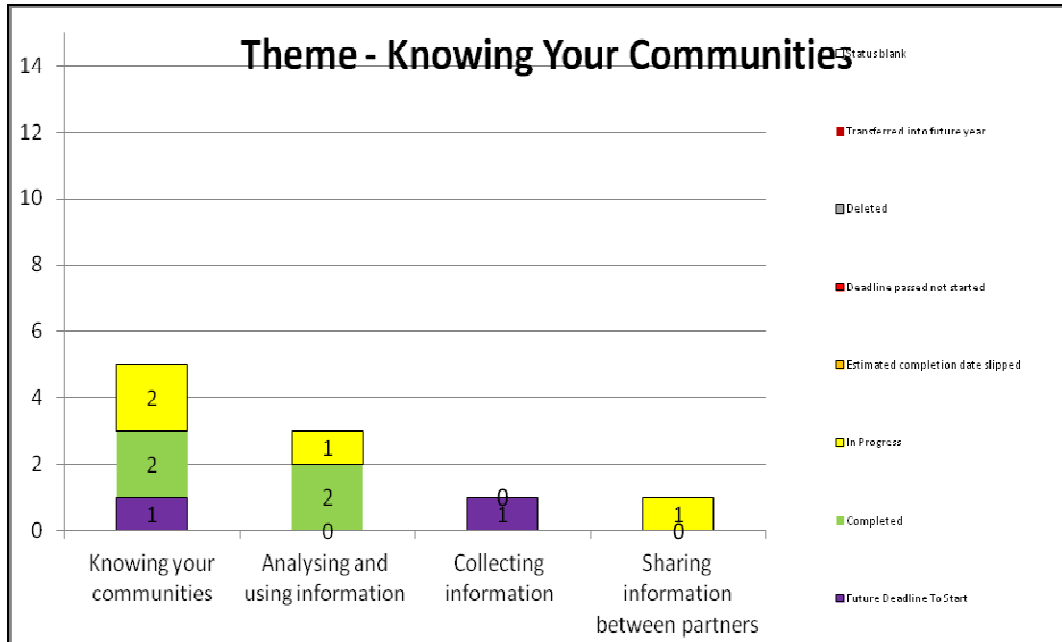
### **Knowing Your Communities**

6. Knowing your communities includes three main elements :
  - a. Collecting Information
  - b. Analysing and using Information
  - c. Sharing Information between partners
7. In terms of reaching Excellence assessors will want to establish that CYC base its policies, procedures and other actions on sound evidence and research around the needs of the community. Assessors will be looking for good quality analysis in key areas of life such as health, education, community safety, housing quality, access to work and so on. They will be looking



to see that CYC have identified where the outcomes and opportunities gaps are for different communities, including those sharing the protected characteristics .These gaps and opportunities form the basis of identifying local priorities and provide the evidence base both for decisions about service policy and delivery and for monitoring the effects of these decisions on local communities. Assessors will focus on whether:

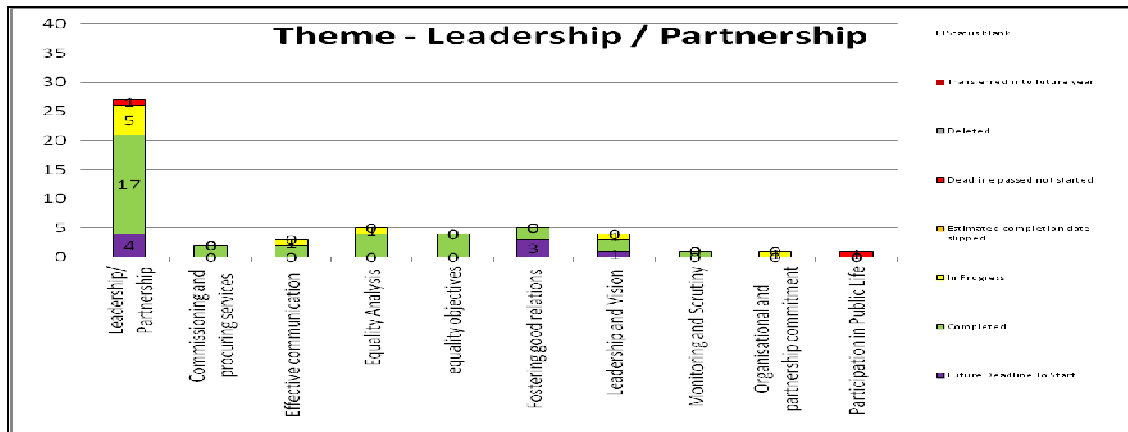
- a. The authority has good quality information on the equality profile of its communities and their changing needs, which is regularly updated and used to inform planning and monitor outcomes.
  - b. Equality objectives and outcomes are reviewed and evaluated regularly, corporately and at service level based on updated equality data.
  - c. Partners are able to identify how communities are changing and the impact this may have on equality priorities and service planning
8. The Equalities Excellence Improvement Action Plan identified 5 actions to improve performance in this area. Actions included establishing monitoring arrangements for equalities objectives and priorities and ensuring service plans include equalities priorities. These actions have been completed. A Case Study demonstrating how the council and its partners are developing a more cohesive community and ongoing monitoring of take up targets are in progress. Work to develop a further case study demonstrating which groups have taken up services as a result of targeted action is yet to start. The graph below shows the progress status for actions.



### Leadership, Partnership and Organisational Commitment

9. Strategic leadership – both political and managerial is key to establishing a strong vision for equality and improving equality outcomes. Local councillors in particular have a central role to play in ensuring that equality issues are integral to the local authority's performance and strategic aims, and that there is a strong vision and public commitment to equality across public services.
10. The EFLG framework emphasises the importance of working in partnership with local partners and the voluntary and community sector. Vision and partnership needs to be backed up by organisational commitment. The equality framework looks for evidence of this in terms of resource allocation, compliance with public duties, democratic engagement, scrutiny, service planning and procurement. Assessors will be examining whether:
  - a. There is a coherent, shared vision of equality for the local area, with clear priorities which have been agreed and understood by all key stakeholders, including the voluntary and community sector
  - b. The authority can demonstrate success in working with partners in the public, private, community and voluntary sectors to meet a range of equality objectives, which are reviewed on a regular basis

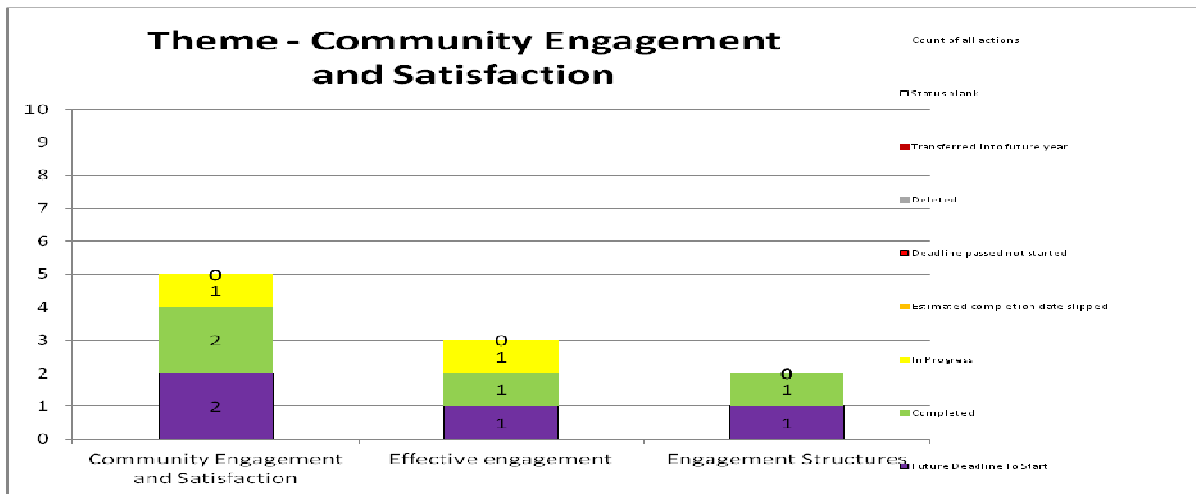
- c. The authority can demonstrate that action has been taken and improvements in equality outcomes are being delivered as a result of effective equality analysis.
  - d. The authority can demonstrate a clear link between meeting their equality objectives and positive outcomes for its communities
  - e. The authority benchmarks its achievements against comparable others and shares its experience in developing good practice across the public sector
  - f. Through effective and consistent communications the authority has gained a reputation within the community and with its strategic and voluntary and community sector partners for championing and achieving equality outcomes, balancing competing interests and fostering good relations.
  - g. The authority has a consistent corporate approach to commissioning and procurement and can demonstrate that commissioned / procured services are supporting its equality objectives.
  - h. There is an improvement in the participation rates of under-represented groups in public roles and volunteering.
  - i. Local people are positive about relations across diverse communities and have confidence that harassment and hate crimes are dealt with effectively.
  - j. The authority can demonstrate success in working with partners in the public, private, community and voluntary sectors to foster good relations.
11. To improve performance 27 improvement actions were identified. The majority of actions 17 have been completed these include reflecting the Fairness Commission's recommendations into a newly refreshed Single Equality Scheme ,reviewing equalities governance arrangements and developing a Hate Crime Strategy. However there is one action where status is red. This is because we are unaware of the equalities profile of members.



## Community Engagement and Satisfaction

12. The important thing with community engagement is ensuring that the views of a wide cross-section of people who live and work in an area are obtained. This means finding ways to facilitate the participation of all local people, including the vulnerable and marginalised, through working effectively across agencies and with partners. Community engagement and satisfaction comprises two main elements:
  - a. Engagement structures
  - b. Effective engagement
13. Assessors will be examining whether:
  - a. Effective forums are in place to enable all equality stakeholders / representatives of vulnerable and marginalised groups to challenge and scrutinise decision-making and progress
  - b. Key sections of the community are satisfied that the authority and its partners have listened to them and taken their views into account.
14. The graph overleaf outlines that there were 5 improvement actions for this performance area. Completed actions include identifying where those who share protected characteristics reside in York and reviewing how Community Impact Assessments (formerly known as Equality Impact Assessments) are undertaken. The action to review how the Equality Advisory Group examine community contracts is in progress. The two actions still to start relate to writing two case studies demonstrating how EAG has involved a diverse range of people

who have influenced service delivery and how members have been involved in consultation and engagement sessions.

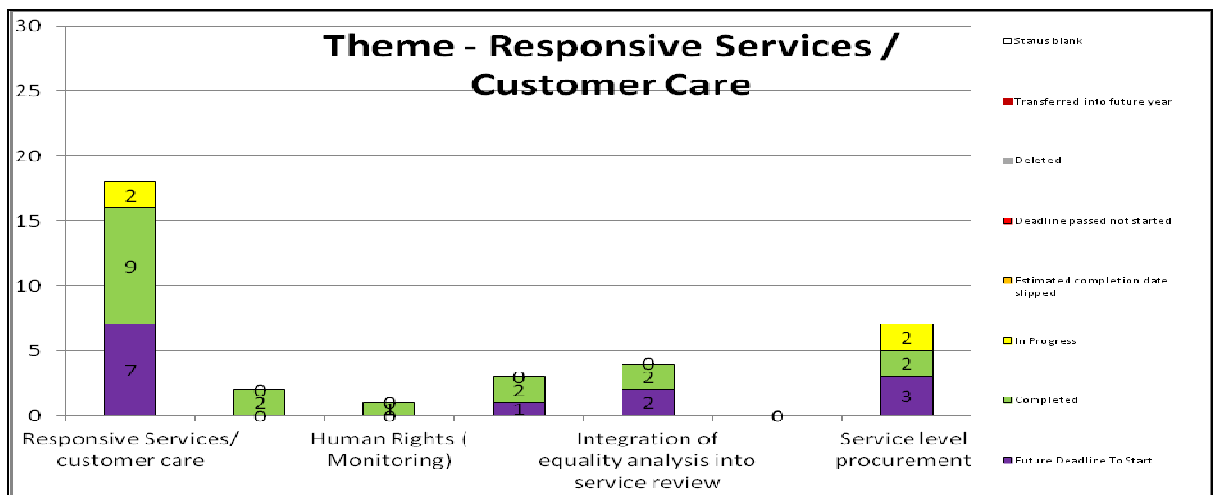


## Responsive Services and Customer Care

15. Councils' must meet the needs of a diverse range of local communities and individuals. Providers need to have a strong understanding of their local area in order to design services that meet need and are able to respond to change. Efficient use of money is dependent on being able to target resources to where they will be most effective, for example in meeting the needs of vulnerable people and delivering good quality outcomes. Responsive services and customer care under the framework comprises five main elements :
  - a. Integration of equality analysis into service review
  - b. Integration into service planning and delivery
  - c. Service level procurement
  - d. Access to services
  - e. Human rights.
  
16. Assessors will be considering whether:
  - a. Policy and decision-making is informed by equality analysis. The cumulative impact of decisions is understood and monitored across the authority and partnerships.

- b. Individual services across the authority can demonstrate that improvements and equality outcomes are being delivered.
- c. The authority is able to show improved outcomes and improving satisfaction with and perceptions of procured services from all sections of the community, without large discrepancies between groups.
- d. There is increased satisfaction with services amongst all users, including vulnerable and marginalised groups.
- e. People believe that they have been treated fairly and that their human rights have been respected.

17. The graph below highlights that 18 improvement actions were identified for this theme. Completed actions include the production of a Procurement Strategy, changing questionnaires to include equality questions and setting up mechanisms to analyse customer surveys to reflect feedback from people with one or more protected characteristics. An action currently in progress is piloting revised equality training for staff and writing a procurement case study. There are seven actions which are still to start. These actions relate to procurement and the original deadlines have been put back to reflect staffing changes within this section. The Performance and Service Improvement Manager is to meet with the newly appointed Procurement Manager to ensure that these actions will be completed within the revised timescales.

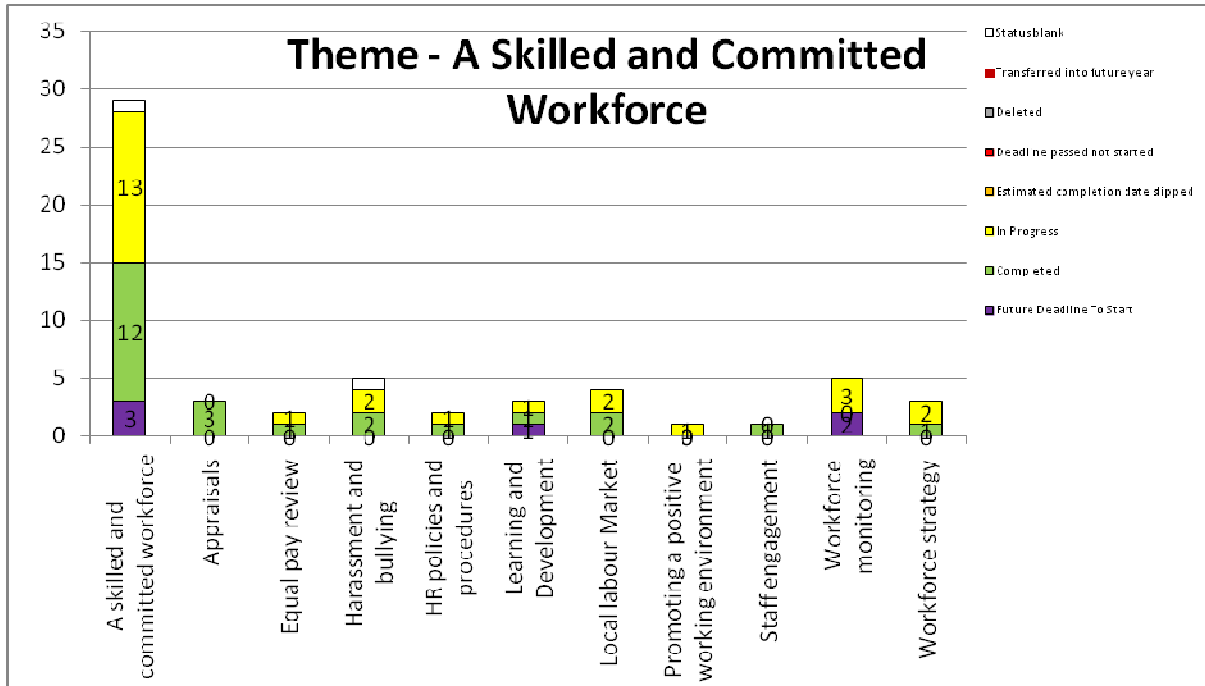


## **A Skilled and Committed Workforce**

18. As part of their work to promote equality and diversity, local authorities need to ensure that they reflect these aspirations in their role as an employer as well as in their role as a service provider. This means that not only should all their human resources (HR) policies and procedures reflect good practice in equality and diversity, but also that anyone who applies to the organisation or who works for it feels confident that they are treated fairly. 'A modern and diverse workforce' comprises nine main elements within the framework:
  - a. Workforce strategy
  - b. The local labour market
  - c. Workforce monitoring
  - d. HR policies and procedures
  - e. Staff engagement
  - f. Promoting a positive working environment
  - g. Equal pay review
  - h. Harassment and bullying
  - i. Appraisal
  - j. Learning and development.
  
19. When examining this performance area Assessors will be looking to establish whether:
  - a. Prioritised equality outcomes for the whole workforce are being achieved through the collective impact of a range of processes
  - b. The authority can demonstrate movement towards greater equality in its workforce profile, including increasing the levels of previously under-represented groups at all levels of the organisation
  - c. Action is taken to address any adverse trends identified from the monitoring and analysis of employment data.

- d. A range of examples is readily available of positive outcomes from mitigation action and action to promote equality of opportunity.
  - e. The authority has high satisfaction levels across all staff groups.
  - f. There are high satisfaction levels with the working environment across all staff groups
  - g. Action is underway to ensure equal pay is fully implemented
  - h. Harassment and bullying at work are dealt with effectively and more staff say that they are treated with dignity and respect. Staff are confident that there are robust procedures in place to address harassment and bullying at work.
  - i. Managers and staff are delivering improvements based on objectives
  - j. Councillors understand the importance of equality when making decisions and in how they use resources. Services are provided by knowledgeable and well trained staff who are equipped to meet the diverse needs of local communities.
20. There are 28 improvement actions for a skilled and committed workforce. Of these 12 have been completed, 13 are in progress and 3 have yet to start. Completed actions include development of a competency assessment for staff which embeds equalities, a dignity at work policy to deal with harassment and bullying, completion of an equal pay audit, all job descriptions are job evaluated, a review of flexible working has been completed and new flexible working arrangements are being implemented.
21. A number of actions in progress are in relation to implementing a training programme on the Dignity at Work policy, monitoring improvement in relation to harassment and bullying, increasing the diversity of apprenticeships and the workforce. Actions yet to start are in relation to implementation of iTrent the new HR system and developing an approach to succession planning within the council.





### Consultation

22. As this is a progress report on implementation of the Action Plan no consultation has been undertaken.

### Council Plan

23. These proposals relate to the Council’s corporate priorities of building strong communities and protecting vulnerable people, as set out in the Council’s Plan 2011-15.

### Implications

24. As a progress report there are no implications as this stage

### Recommendations

25. This report has outlined what Assessors will be looking for when assessing against the Equalities Framework for Local Government Excellence criteria. In addition progress against the Excellence in Equalities Improvement Action plan has also been summarised. The Scrutiny Committee are requested to note progress and discuss how members might be encouraged to complete equality profiling information.

Reason: To help the authority to achieve excellence for the Equality Framework for Local Government.

**Contact Details**

**Author:**

Sharon Brown  
Performance and Service  
Improvement Manager  
01904 55 4362

**Chief Officer Responsible for the report:**

Charlie Croft  
Assistant Director (Communities, Culture  
and Public Realm)  
01904 553371

**Report  
Approved**

**Date** 28 August 2013

**Specialist Implications Officer(s)** *List information for all*

*Implication ie Financial*

*Name*

*Title*

*Tel No.*

*Implication ie Legal*

*Name*

*Title*

*Tel No.*

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

**All**

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

**Background Papers:**

None

**Annexes**

Appendix 1 – Excellence for the Equality Framework for Local  
Government

Appendix 2 - Status for each Improvement Action

# Equality Framework for local government

Self-assessment guidance **2012 edition**



## Key to assessment standards

- **Developing**
- **Achieving**
- **Excellent**

This Equality Framework has been developed by the LGA in conjunction with the sector as a resource to drive improvement through peer challenge and review.

# Knowing your communities

Developing ●

Understanding the importance of equality

Achieving ●

Developing better outcomes

Excellent ●

Making a difference

## Collecting information

**1.1**

The authority has gathered information on the profile of its communities and the extent of inequality and disadvantage within the local area, and to identify priorities across the authority.



**2.1**

Relevant and appropriate information is gathered efficiently using a range of techniques, across the authority's area, to identify key equality gaps and inform the authority's corporate policy and strategy.



**3.1**

The authority has good quality information on the equality profile of its communities and their changing needs, which is regularly updated and used to inform planning and monitor outcomes.

### Questions to ask in self-assessment for knowing your communities: collecting information

Is the authority clear about what sources of information (both local and national) are relevant and useful? Is the authority aware of what information is already being collected – within services, corporately, or by its partners?



Are different techniques being deployed to gather data? How is information disaggregated and analysed on the basis of different communities, including those sharing protected characteristics? Are national and regional data used and analysed? Is information from ward councillors gathered in a systematic way? How are equality gaps identified and measured? What databases are used?



How are changing needs identified, prioritised and met? How often is data gathered? How many are identified gaps in information being addressed?

## Analysing and using information

<b>1.2</b> ● Systems are being developed corporately and across services to collect and analyse soft and hard data/intelligence about communities, their needs and aspirations. (Links to 1.15)	→	<b>2.2</b> ● Systems are in place, both corporately and at service / unit level, for the collection, disaggregation and analysis of information and data, to support the assessment and monitoring of local needs and priorities and inform equality objectives and service planning. (Links to 2.5, 2.15, 2.16 and 2.22)	→	<b>3.2</b> ● Equality objectives and outcomes are reviewed and evaluated regularly, corporately and at service level, based on updated equality data. (Links to 3.5)
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### Questions to ask in self-assessment for knowing your communities: analysing and using information

Does the authority have systems for collating and analysing the different sets of data being collected? How is information collected by front-line staff or councillors taken account of? How frequently is data gathered and analysed? How is it used to inform the setting of objectives?	→	Is information disaggregated in a meaningful way - for example by one or more protected characteristic - and analysed on a regular basis? How is information used to identify and prioritise on the basis of need? Is the authority able to gauge how its communities are changing? How does the authority use information to inform timely and effective decision-making?	→	How is the achievement of outcomes measured? What evidence is there of gaps being narrowed? How is performance measured? Have relevant equality objectives been set? Are these regularly monitored?
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**Sharing information between partners**

<b>1.3</b> ●		<b>2.3</b> ●		<b>3.3</b> ●
Plans are in place to collect, share and use equality information with partners.	→	Relevant and appropriate information and data (including that relating to national data requirements) is mapped, disaggregated and used with partners, to assess needs and priorities and set equality objectives.	→	Partners are able to identify how communities are changing and the impact this may have on equality priorities and service planning
Questions to ask in self-assessment for knowing your communities: sharing information between partners				
Is the authority working with its partners to ensure information is shared effectively? How do partners ensure efficient collection of data that avoids duplication?	→	Are partners addressing identified gaps in information that is available across different organisations? Is data disaggregated using the same or similar categories? How is the information being shared between partners to inform and achieve equality outcomes?	→	Are there robust and effective protocols in place for sharing information between partners? How is the authority working with partners to ensure that changing needs are identified and met? How timely, relevant and accessible is the information that the authority is using?

# Leadership, partnership and organisational commitment

**Developing** ●

Understanding the importance of equality

**Achieving** ●

Developing better outcomes

**Excellent** ●

Making a difference

## Leadership and vision

**1.4**

The authority's political and executive leadership are committed to improving equality outcomes, fostering good relations and respecting human rights.



**2.4**

Political and executive leaders demonstrate personal knowledge and understanding of local communities and are committed to addressing inequality



**3.4**

There is a coherent, shared vision of equality for the local area, with clear priorities which have been agreed and understood by all key stakeholders, including the voluntary and community sector. (Links to 2.3, 3.3)

Questions to ask in self-assessment in leadership, partnership and organisational commitment: leadership and vision

Is leadership on equality demonstrated in a way that is recognised and understood by the authority and local communities?



Do senior officers and politicians 'walk the talk'? Do they act as ambassadors for the equality agenda? What is their understanding and how does it inform their priorities and objectives?



Do senior officers and politicians own and articulate a clear local narrative about local equality priorities and how and why they are being addressed?



**Organisational and partnership commitment**

<b>1.5</b> ●		<b>2.5</b> ●		<b>3.5</b> ●
Officers and politicians have a basic understanding of what ‘equality’ means and why it matters locally. Partnership working arrangements are being reviewed with the voluntary and community sector and the wider community to ensure that local equality priorities are addressed (Links to 1.6 and 1.15)	→	Shared equality priorities, objectives and outcomes for the local area are understood and acted on at all levels within the organisation. (Links to 2.7, 2.16)	→	The authority can demonstrate success in working with partners in the public, private, community and voluntary sectors to meet a range of equality objectives, which are reviewed on a regular basis. (Links to 3.6, 3.16, 3.17)

Questions to ask in self-assessment in leadership, partnership and organisational commitment:  
organisational and partnership commitment

What documentation captures the commitment of the authority and partners to equality? Are equality objectives reflected in local strategic planning?	→	Is equality integrated into local service planning and performance management? How do the organisation and its partners monitor, review and evaluate performance against equality objectives? Does this contribute directly to the development of the authority’s corporate objectives?	→	Can staff, the community or the voluntary and community sector give any good examples of improved service outcomes? What review mechanisms are in place? What cross-organisational learning is taking place?
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## Equality analysis

<p><b>1.6</b> ●</p> <p>The organisation has an agreed approach to conducting equality analysis of policy and service decisions to assess community impact and to target resources effectively (Links to 1.15)</p>	→	<p><b>2.6</b> ●</p> <p>Equality analysis is integrated systematically into service and project planning across the authority, with clear pathways for training and support where needed. (Links to 2.15)</p>	→	<p><b>3.6</b> ●</p> <p>The authority can demonstrate that action has been taken and improvements in equality outcomes are being delivered as a result of effective equality analysis. (Links to 3.15; 3.16)</p>
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### Questions to ask in self-assessment in leadership, partnership and organisational commitment: equality analysis

<p>Is there a corporate framework and / or guidance for equality analysis? Are the outcomes of equality analysis readily accessible? Is training and support on equality analysis available?</p>	→	<p>Is there senior level commitment to using and understanding equality analysis to inform service planning? Are the outcomes of the organisation's equality analysis robust and meaningful? Are the findings, recommendations and conclusions shared effectively? Are mitigating actions identified where appropriate? (links to 2.1)</p>	→	<p>Can the authority demonstrate how equality analysis has been used to identify needs or prioritise services? Can the organisation provide evidence of how or where equality analysis has informed decision-making and improved outcomes?</p>
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Equality objectives				
<b>1.7</b> ●		<b>2.7</b> ●		<b>3.7</b> ●
Equality objectives for the authority have been set and published in accordance with the requirements of the specific duties to support the public sector Equality Duty (link). (Links to 2.7, 2.16)	→	Specific and measurable equality objectives have been integrated into corporate planning and action is being taken to achieve them. Outcomes are measured and monitored regularly by political and senior management leaders.	→	The authority can demonstrate a clear link between meeting their equality objectives and positive outcomes for its communities. (Links to 3.5, 3.7, 3.16, 3.17)
Questions to ask in self-assessment in leadership, partnership and organisational commitment: equality objectives				
Have the specific duties of the public sector Equality Duty been met, including the publication of equality objectives and annual information to demonstrate compliance with the general duty? Is this underpinned by robust equality analysis?	→	How are equality objectives integrated into corporate planning? Is there evidence of a link between equality objectives, corporate and service plans, and the corporate performance management system? How is progress monitored and reviewed? How often? How?	→	What evidence is there of improved outcomes? Are actions to achieve priority outcomes reviewed and regularly updated? What steps are taken if deficiencies are identified? How is the community involved in the monitoring?

## Monitoring and scrutiny

<b>1.8</b> ● Appropriate corporate and service level structures are in place to ensure delivery and review of equality objectives.	→	<b>2.8</b> ● The setting and monitoring of equality objectives is subject to challenge through the political Overview and Scrutiny process. (Links to 3.5)	→	<b>3.8</b> ● The authority benchmarks its achievements against comparable others and shares its experience in developing good practice across the public sector. (Links to 3.8)
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Questions to ask in self-assessment in leadership, partnership and organisational commitment: monitoring and scrutiny

Who is responsible for delivering the agenda at councillor and officer level? Is there a corporate equality group? Are there resources for supporting equality at a service level and within corporate services?	→	Is the Overview and Scrutiny function used to scrutinise and challenge equality analysis, objective setting and monitoring? How are the public involved? How are progress and responses reported?	→	Does the authority assess its performance and outcomes against comparable organisations? What review mechanisms are in place? What outcomes and priorities have changed as a result of Scrutiny review?
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Effective communication				
<b>1.9</b> ●		<b>2.9</b> ●		<b>3.9</b> ●
The authority's communications consistently promote a clear commitment to promoting equality and fostering good relations across all local communities.	→	The authority communicates effectively about its equality priorities, how it is responding to and meeting the needs of its communities, balancing diverse but sometimes conflicting interests and fostering good relations.	→	Through effective and consistent communications the authority has gained a reputation within the community and with its strategic and voluntary and community sector partners for championing and achieving equality outcomes, balancing competing interests and fostering good relations. (Links to 3.7)
Questions to ask in self-assessment in leadership, partnership and organisational commitment: effective communication				
How does the authority communicate its commitment to promoting equality? Do publications and press releases reflect the council's commitment to equality and fostering good relations?	→	How does the authority promote a positive narrative around equality and good relations across the whole community? Are there any examples where the authority and its partners have had to take unpopular decisions but have still managed to keep local communities on board? Has the authority taken steps to counter negative stereotypes or dispel myths?	→	Can staff, the community or the voluntary and community sector give any good examples of how effective communication has enabled the council to prevent or manage tensions between different groups? How do partners manage the conflicting needs of their communities? How do they go about negotiating and changing priorities?

<b>Commissioning and procuring services</b>				
<b>1.10</b> ●		<b>2.10</b> ●		<b>3.10</b> ●
The authority ensures that procurement and commissioning processes and practice take account of the differing needs of users and citizens. (Links to 1.14, 1.16, 1.17)	→	Mechanisms are in place to ensure that service equality objectives are delivered by contractors, partners and providers through good contract management, and that they are monitored effectively. (Links to 2.9)	→	The authority has a consistent corporate approach to commissioning and procurement and can demonstrate that commissioned / procured services are supporting its equality objectives. (Links to 3.5, 3.17)
Questions to ask in self-assessment in leadership, partnership and organisational commitment: procuring and commissioning services				
Is there corporate guidance on the equality requirements for the procurement and commissioning process? Are there standard equality clauses for contracts? How do specifications take account of the different needs of users, for example through Equality Analysis?	→	Are monitoring requirements built into contracts to ensure equality issues are addressed? Is there evidence that provision is being monitored using quantitative and qualitative analysis, and the results considered and analysed by both contractor and client? Is equalities performance a standard item on agendas for regular meetings with the contractors?	→	How is the corporate approach to commissioning and procurement captured and understood? Is there evidence of the corporate approach being applied for less obviously relevant services (or where the equalities aspects/relevance may be less obvious) and at all stages of the procurement process in line with relevance? Is there evidence of equalities, service managers and procurement staff working together?

**Participation in Public Life**

**1.11** ●

Local people are encouraged to participate in public life and/or volunteering in other activities where they are under-represented.



**2.11** ●

Work is being undertaken to promote equality of opportunity in terms of the participation of under-represented groups in public life, including as elected representatives.



**3.11** ●

There is an improvement in the participation rates of under-represented groups in public roles and volunteering.

Questions to ask in self-assessment in leadership, partnership and organisational commitment: participation in public life

How is the authority actively informing and involving local people, including under-represented groups, about civic and public participation opportunities, like becoming a school governor?



How is the community being made aware of the opportunities that are available? Has any outreach work or public campaigning been undertaken?



How are people supported and encouraged to become more involved? Are more people from under-represented groups participating across a wider range of activities? Are councillors drawn from a wide and representative range of backgrounds?



## Fostering good relations

<b>1.12</b> ●		<b>2.12</b> ●		<b>3.12</b> ●
Structures are in place within the authority and across partnerships to foster good relations, enable different groups of people to get on well together and deal with harassment and hate crimes effectively.	→	The authority and its partners have a strong understanding of the quality of relations between different communities and collectively monitor relations and tensions. Harassment and hate crimes are monitored and analysed regularly, and appropriate action is taken to address the issues that have been identified.	→	Local people are positive about relations across diverse communities and have confidence that harassment and hate crimes are dealt with effectively.  The authority can demonstrate success in working with partners in the public, private, community and voluntary sectors to foster good relations.
Questions to ask in self-assessment in leadership, partnership and organisational commitment: fostering good relations				
Are there joint partnership / corporate structures and guidance on recording and dealing with tensions, harassment and hate crime? Do these include time standards? How does the community safety strategy address this area?	→	What data is available? Is it disaggregated to cover the protected characteristics? How frequently is it analysed and acted upon? Have there been any changes? Are relevant stakeholder groups and customers involved in the monitoring? How? What events are held to promote positive relations?	→	What information is available to show there has been an improvement – perception surveys, qualitative data, and media reports? Are there examples of where activity has successfully addressed tensions or improved relationships?



# Community engagement and satisfaction

Developing ●

Understanding the importance of equality

Achieving ●

Developing better outcomes

Excellent ●

Making a difference

## Engagement structures

**1.13**

Inclusive community engagement structures are being developed throughout the authority, which include engaging with communities of interest and vulnerable and marginalised groups. (Links to 1.5, 1.13, 1.16, 1.24)



**2.13**

Community engagement mechanisms and structures are working efficiently and effectively within the council and across formal and informal partnerships



**3.13**

Effective forums are in place to enable all equality stakeholders / representatives of vulnerable and marginalised groups to challenge and scrutinise decision-making and progress.

### Questions to ask in self-assessment for community engagement and satisfaction: engagement structures

What engagement structures are in place? How are marginalised and vulnerable people included? What mechanisms are used to engage different groups, including communities of interest? What information is available from user surveys?



Does community engagement take place on an on-going basis? How is its effectiveness monitored? Are there inclusive, accessible, and participative forums where community groups can participate? Is there provision of information in other languages or formats if required? What is the experience of the community and the voluntary and community sector?



Are all sectors of the community involved? How well does the authority know its different communities? Is there a pattern of regular engagement with the a wide range of stakeholders? How are people from vulnerable and marginalised groups encouraged and enabled to participate? Are a range of methodologies used? Have any priorities been changed? On what evidence/basis? How are interpretation/ translation services organised and shared across partnerships?

**Effective engagement**

**1.14** ●

The authority involves and consults appropriately with all its communities, including those who share the protected characteristics, on an on-going basis before priorities and equality objectives are agreed. (Links to 1.16)



**2.14** ●

Involvement and consultation influences and informs equality objectives and local priorities and feedback is given to those consulted.



**3.14** ●

Key sections of the community are satisfied that the authority and its partners have listened to them and taken their views into account.

**Questions to ask in self-assessment for community engagement and satisfaction: effective engagement**

Does the council use community engagement effectively to plan services and prioritise decisions? How involved are staff, the community and voluntary sector and the wider community?



Are there processes and plans in place throughout the authority and with partners to ensure stakeholder and voluntary and community sector involvement is informing priorities? How is feedback given? How often? How are people in the community able to challenge? How are their views taken account of?



Is information related to satisfaction levels collected across all equality groups and disaggregated? What information is available from partners? How is this analysed? Are satisfaction levels improving, year on year? Is the community encouraged or supported to challenge decisions? How are Elected Members involved in the engagement process? Are you able to communicate decisions about difficult or divisive issues in a way that, where possible, people respect and understand?

# Responsive services and customer care

Developing ●

Understanding the importance of equality

Achieving ●

Developing better outcomes

Excellent ●

Making a difference

## Integration of equality analysis into service review

**1.15**

All local authority services have undertaken, or are undertaking, assessments of the potential effects of planned changes to policy or service delivery on different communities, including vulnerable or marginalised communities. (Links to 1.16 and 1.23)



**2.15**

Actions and appropriate resources have been proposed to mitigate adverse impact and improve equality outcomes where changes in service provision have been identified. The cumulative impact of decisions is mapped across the authority. (Links to 2.15)



**3.15**

Policy and decision-making is informed by equality analysis (Links to 2.7, 2.16, 3.4) The cumulative impact of decisions is understood and monitored across the authority and partnerships.

### Questions to ask in self-assessment for responsive services and customer care: integration of equality analysis into service review

Is there corporate guidance on equality analysis? Do staff at all levels of the authority understand the importance of carrying out equality analysis? Are there plans in place to incorporate equality analysis into the ongoing service review process? What, if any, relevant policy or service changes have taken place over the past 12 – 18 months, or are being planned currently or in the near future?



What quality assurance procedures are in place to ensure consistency across the authority? How robust are they? What examples are there of mitigating actions being identified across a range of services? Have potential resources been identified? How are they built into service planning and monitoring and review arrangements?



Are there specific examples of policy or service delivery arrangements being amended to address issues identified by equality analysis? Do the corporate and financial plans and strategies of the authority take account of equality analysis?

<b>Integration into service planning and delivery</b>			
<b>1.16</b> ●		<b>2.16</b> ●	<b>3.16</b> ●
Structures are in place to ensure equality outcomes are integrated into service objectives.	→	Equality objectives are integrated into service plans across the authority, with progress towards them monitored regularly by portfolio holders and departmental management teams. (Links to 2.7, 2.15, 2.16, 2.17)	Individual services across the authority can demonstrate that improvements and equality outcomes are being delivered. (Links to 3.5, 3.6)
Questions to ask in self-assessment for responsive services and customer care: integration of equality analysis into service planning and delivery			
Are service plans monitored regularly to ensure equality objectives are being met? Who by? Is equality analysis fed into service assessment? Do customer care policies highlight the needs of vulnerable and marginalised groups? How are complaints dealt with? Are there mechanisms in place to enable staff to introduce local service improvements?	→	How do your objectives address inequality and equality gaps? How are the needs of vulnerable and marginalised groups taken account of? Do the objectives have specific timescales? Have resource implications been properly assessed? In what ways do portfolio holders and management teams demonstrate that they continuously monitor, review and evaluate performance for equality objectives? Is equality integrated into performance management?	Is it clear who the service users are? Have gaps been identified in terms of who may not be using the service and why? Has action been taken to change services in response? Do service plans review past performance, demonstrate how past objectives have been achieved, and set new objectives? What evidence is there of improved or improving outcomes, disaggregated where appropriate to demonstrate the effects on different communities?

<b>Service level procurement</b>				
<b>1.17</b> ●	→	<b>2.17</b> ●	→	<b>3.17</b> ●
All commissioning, partnering and procurement contracts include a requirement to deliver an effective and appropriate service fairly and equitably, in accordance with the authority's public duties. (Links to 1.9)		The authority ensures that contractors, commissioned services and grant receivers regularly review their services to ensure they continue to be appropriate and accessible. (Links to 2.10)		The authority is able to show improved outcomes and improving satisfaction with and perceptions of procured services from all sections of the community, without large discrepancies between groups. (Links to 3.9)
<b>Questions to ask in self-assessment for responsive services and customer care: service level procurement</b>				
Are equality implications assessed when procuring or commissioning services? Are the outcomes reflected in the specifications for the service and in the procurement process? Does the specification set measurable standards for the contractor? How are equalities addressed or assessed in the stages of the tendering process, e.g. preparing the specification, pre-qualification, tender assessment?	→	How does the authority ensure that contractors, grant receivers and others continue to meet the changing needs of clients? What is written into the contract? How is the contract managed over time to support good practice and continuing service improvement? Is the authority using the commissioning process to improve equality outcomes? Are there standard equality or community benefit clauses?	→	What feedback is there that procured services meet the needs of marginalised and vulnerable groups? What evidence is there of improved outcomes? Is there any evidence of how levels of satisfaction have improved over time with regard to procured services? Can contractors / partners give any good examples of improved service outcomes? Are there any examples of different customers' experiences being analysed by contractors? Is there evidence of procurement being used to help develop and support community led businesses or social enterprises?

## Access to services

<b>1.18</b> ●		<b>2.18</b> ●		<b>3.18</b> ●
The authority is developing systems to collect, analyse and measure data on how all sections of the community are able to access services.	→	Access to and appropriateness of services is monitored regularly by portfolio holders and departmental management teams. (Links to 2.15 and 2.16)	→	There is increased satisfaction with services amongst all users, including vulnerable and marginalised groups. (Links to 3.17)

### Questions to ask in self-assessment for responsive services and customer care: access to services

Do services carry out any mapping exercises to identify and review current participation and to highlight gaps? How does the authority collect data about users' satisfaction with its services? Is the mapping and satisfaction data collected disaggregated by different equality groups or vulnerable communities?	→	How do portfolio holders and management teams demonstrate that they continuously monitor, review and evaluate access to services? Is data about access to services and user satisfaction used in equality analyses? Is Overview and Scrutiny used?	→	Is there any evidence of how levels of satisfaction have improved over time? How representative are the users of the service? Are there any examples of different customers' experiences being analysed and acted upon?
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## Human Rights

**1.19** ●

Appropriate mechanisms are in place to ensure that human rights considerations are identified when planning services and that customers and citizens are treated with dignity and respect.



**2.19** ●

Human rights issues are considered and addressed when delivering services to customers and clients. (Links to 2.15, 2.16)



**3.19** ●

People believe that they have been treated fairly and that their human rights have been respected.

### Questions to ask in self-assessment for responsive services and customer care: Human Rights

Do customer care policies highlight human rights considerations? Do staff have the competence to identify potential human rights issues? What training has been provided to service planners?



How are human rights issues taken into account? What guidance is available for staff? Do officers and councillors have up to date understanding of the Human Rights Act? Are manuals updated regularly with regard to changing case law?



Is there any evidence of improvement over time? Are there any examples of different customers' experiences being analysed and acted upon?



# A skilled and committed workforce

Developing ●

Understanding the importance of equality

Achieving ●

Developing better outcomes

Excellent ●

Making a difference

## Workforce strategy

**1.20**

The authority's workforce policies and procedures identify key equality issues to be addressed.



**2.20**

The equality objectives contained within workforce policies and procedures are implemented and monitored.



**3.20**

Prioritised equality outcomes for the whole workforce are being achieved through the collective impact of a range of processes. (Links to 3.23)

### Questions to ask in self assessment for a skilled and committed workforce: workforce strategy

Do the authority's workforce policies and procedures identify equality issues? How are they addressed?



How are the equality aspects of the authority's workforce policies and procedures being implemented and tracked? Are specific actions being taken? How are processes changing? Are trade unions and partners involved?



What strategic, innovative and holistic approaches have been considered to improve outcomes? Is there good use of flexible working arrangements and career pathway initiatives to address potential barriers and under representation?



<b>Local labour market</b>				
<b>1.21</b> ●	→	<b>2.21</b> ●	→	<b>3.21</b> ●
The authority understands its local labour market, the barriers faced by vulnerable or marginalised individuals and groups, and the impact these have on achieving a diverse workforce. (Links to 1.1)		Specific and measurable employment objectives have been set based on internal monitoring, staff consultation and the assessment of the local labour market and barriers to employment. (Links to 2.2)		The authority can demonstrate movement towards greater equality in its workforce profile, including increasing the levels of previously under-represented groups at all levels of the organisation.
<b>Questions to ask in self assessment for a skilled and committed workforce: local labour market</b>				
Is the authority clear about its local labour market? Was any equality mapping data used as part of the analysis? What information did it use to make an assessment? Has it begun to identify the steps it needs to take to achieve a diverse workforce and reflect these in recruitment policies and procedures?	→	What objectives have been set? Where workforce data indicates that objectives are not being met, are there appropriate examples of positive action to ensure they can be met? Where there is evidence of disproportionality, what action is being taken to reverse the trends?	→	How have objectives been set? What evidence is there of them being achieved? How do succession plans address under-representation? What action has been taken to increase diversity of senior managers and councillors in the medium and longer term?

<b>Workforce monitoring</b>			
<b>1.22</b> ●		<b>2.22</b> ●	<b>3.22</b> ●
The authority ensures that all employment procedures comply with equality legislation and employment codes of practice.	→	The authority regularly monitors, analyses and publishes employment data in accordance with its statutory duties.	→
			Action is taken to address any adverse trends identified from the monitoring and analysis of employment data.
Questions to ask in self assessment for a skilled and committed workforce: workforce monitoring			
Are all human resources policies regularly reviewed to ensure they are compliant with the latest developments? Is data on applicants, people shortlisted and the composition of the workforce collected? Can this be disaggregated by the protected characteristics?	→	Is there evidence that workforce data is analysed and published to help establish objectives? What information is published and where? Are trends identified? What action has been taken as a result of the monitoring? What has been the councillor/scrutiny response?	→
			Is the workforce profile updated regularly? What action has been taken to reverse adverse trends? Is the data looked at corporately and service by service?

HR policies and procedures				
<b>1.23</b> ●		<b>2.23</b> ●		<b>3.23</b> ●
The authority has undertaken or is undertaking analysis of the potential effects of planned service changes or employment policies on employees, particularly those from underrepresented groups. This analysis is made public. (Links to 1.6, and 1.15, 16)	→	The effects of all employment procedures have been assessed, and action has been taken to mitigate any adverse impact identified and to promote equality of opportunity.	→	A range of examples is readily available of positive outcomes from mitigation action and action to promote equality of opportunity. (Links to 3.20)
Questions to ask in self assessment for a skilled and committed workforce: HR policies and procedures				
Is equality analysis being undertaken when employment policies and procedures are reviewed or developed?	→	Has equality analysis been carried out for all people management processes? What action has been taken to ensure equality outcomes?	→	Have positive and tangible outcomes been delivered as a result of the implementation of the workforce strategy?

**Staff engagement**

<b>1.24</b> ●		<b>2.24</b> ●		<b>3.24</b> ●
A range of inclusive structures are in place to engage and involve staff before priorities are set. (Links to 1.12)	→	Staff are engaged positively in service transformation and in developing new roles and ways of working.	→	The authority has high satisfaction levels across all staff groups.

Questions to ask in self assessment for a skilled and committed workforce: staff engagement

What staff engagement structures are there? Are there any staff support networks? Are there any groups for particular networks of staff?	→	Are these staff networks supported and utilised by the council? What evidence is there that staff have been proactively engaged? Are there any improvements?	→	Do staff feel engaged? What do staff surveys say? Are staff surveys carried out regularly? Is there any evidence of how levels of satisfaction have improved over time? Are there any examples of different staff experiences being analysed?
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Promoting a positive working environment			
<b>1.25</b> ●		<b>2.25</b> ●	<b>3.25</b> ●
The authority has assessed all aspects of the working environment to ensure that the needs of all its employees are met.	→	A range of improvements to the working environment can be demonstrated.	There are high satisfaction levels with the working environment across all staff groups.
Questions to ask in self assessment for a skilled and committed workforce: promoting a positive working environment			
Have assessments of the work environment been carried out? How often? What was assessed, and what did it show? What improvements were highlighted as being necessary? Were the needs of all groups taken into account?	→	What improvements have been made? What examples are there of flexible working arrangements or reasonable adjustments? How have staff responded to these? Are these monitored to ensure ongoing satisfaction by staff or to pick up any developing concerns?	Do staff surveys and focus groups confirm satisfaction with the working environment? Are there effective occupational health facilities available to staff?



## Equal pay review

**1.26** ●

The authority has made significant progress on its equal pay review and is working towards reaching agreement with unions.



**2.26** ●

The authority has reached agreement with the unions and/or staff about the implementation of equal pay.



**3.26** ●

Action is underway to ensure equal pay is fully implemented.

### Questions to ask in self assessment for a skilled and committed workforce: equal pay review

Has a new pay structure been agreed, even if not all issues and gradings have been finalised? Have the new proposals been analysed to ensure there are no detrimental effects? Has an offer been made to the unions in good faith? Are negotiations continuing where final agreement has not been reached?



Has agreement been reached with unions? If the new structure is being introduced on the basis of amendments to individual contracts, has this been done in effective consultation with staff?



Overall, is there evidence that men and women are receiving equal pay equal for work (subject to any major industrial, legal or other barriers)? Is the situation being monitored / audited regularly?

Harassment and bullying				
<b>1.27</b> ●		<b>2.27</b> ●		<b>3.27</b> ●
Policies and systems are in place to identify, prevent and deal effectively with harassment and bullying at work.	→	Harassment and bullying incidents are monitored and analysed regularly. Appropriate action is taken to address the issues that have been identified.	→	Harassment and bullying at work are dealt with effectively and more staff say that they are treated with dignity and respect. Staff are confident that there are robust procedures in place to address harassment and bullying at work.
Questions to ask in self assessment for a skilled and committed workforce: harassment and bullying				
Is there a dignity at work or harassment and bullying policy? Are there any support structures for staff?	→	Are harassment and bullying incidents monitored? What action is being taken to address problems? How are information / support on these issues publicised to staff? Do staff think they are useful?	→	What information is available to show there has been an improvement – monitoring data, perception surveys, qualitative data?

## Appraisals

<b>1.28</b> ●		<b>2.28</b> ●		<b>3.28</b> ●
Equality issues are integrated into appraisal systems.	→	Equality implications inform the setting of objectives in management and individual appraisals.	→	Managers and staff are delivering improvements based on objectives.
Questions to ask in self assessment for a skilled and committed workforce: appraisals				
Has the appraisal system been reviewed to take account of equality issues?	→	How do appraisal processes ensure staff and managers are aware of their equality-related responsibilities and accountabilities? How are employees made aware of equality objectives or any changes or improvements?	→	Are managers and staff accountable for ensuring equality outcomes? Is good performance being recognised?



## Learning and development

**1.29** ●

The authority carries out regular assessments of the training and learning and development needs required to ensure its councillors and officers are equipped to understand their equality duties and take action to deliver equality outcomes.



**2.29** ●

The authority provides a range of learning and development opportunities to support councillors and officers in achieving equality objectives and outcomes.



**3.29** ●

Councillors understand the importance of equality when making decisions and in how they use resources. Services are provided by knowledgeable and well-trained staff who are equipped to meet the diverse needs of local communities.

### Questions to ask in self assessment for a skilled and committed workforce: learning and development

Has an assessment been made as to what equality-related training, learning or development will be required? Have the appropriate competencies been identified? How? Does the learning and development plan take account of equality issues? Does it include councillors?



Are different methods used to promote learning to a wide audience (e.g. standard courses, coaching, mentoring)? Does equality and diversity form part of councillor training and development? What evidence is there that equality issues are mainstreamed into all training (e.g. training on customer care and segmentation)?



What changes have come about as a result of any equality training? Do staff feel their skills have improved? Are staff able to relate effectively with a range of clients? Are they able to answer questions about the council's equality priorities? Is there any feedback from users?



**Local Government Association**

Local Government House  
Smith Square  
London SW1P 3HZ

Telephone 020 7664 3000  
Fax 020 7664 3030  
Email [info@local.gov.uk](mailto:info@local.gov.uk)  
[www.local.gov.uk](http://www.local.gov.uk)

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please contact us on 020 7664 3000.  
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L11-676



Appendix 2

Theme	Milestone	Revised deadline	Progress Status	Aug-13
A skilled and committed workforce	a. The Workforce Profile is used in all Workforce EIAs.	Apr-12	in progress	Pilots started PS 24 04 2013
A skilled and committed workforce	b. Develop a Dignity at Work policy	Oct-12	completed Q3	0
A skilled and committed workforce	c. Review the Flexible Working Procedure to ensure there is fair access.	Dec-12	completed Q4	0
A skilled and committed workforce	b. Ensure equal pay data is disaggregated across all nine equality themes and published on the intranet and website.	Apr-13	in progress	The results of the Equal Pay Audit are going to be shared with the trade unions at the next Joint Pay Board meeting prior to being published on the intranet, it is proposed to set up a Task and Finish group to develop an action plan from the audit
A skilled and committed workforce	a. Ensure all job descriptions are job evaluated.	Apr-13	completed Q4	
A skilled and committed workforce	a. Ensure all revised policies are equality impact assessed.	Apr-13	completed Q4	0
A skilled and committed workforce	d. Conduct a study to identify the barriers to BAME and disabled applicants.	Apr-13	in progress	SERG feedback last year helped to identify barriers to inform apprenticeship recruitment. Perhaps need to consider what specific strategies are needed as this is still likely to be the only area of active recruitment.PS 24 04 2013
A skilled and committed workforce	b. Develop and deliver a Managing Diversity courses for managers.	Apr-13	completed Q4	Course developed trainer appointed
A skilled and committed workforce	Implement revised equality training through WDU	Apr-13	in progress	Course undertaken for housing staff at Westfield office second course to take place at Hazel court
A skilled and committed workforce	b. Ensure appraisals include equality objective monitoring and action.	May-13	completed Q4	The Competency framework and revised PDR from embed equalities within them. Monitoring of appraisals will be undertaken when I Trent goes live April 14
A skilled and committed workforce	a. Develop key Fairness competencies for leaders, managers and staff. This will ensure that appraisals include equality objectives and actions where appropriate	May-13	completed Q4	Competency framework developed and equalities is embedded

Theme	Milestone	Revised deadline	Progress Status	Aug-13
A skilled and committed workforce	c. Deliver Dignity at Work training for managers.	Jun-13	in progress	ACAS running this training from September end
A skilled and committed workforce	a. Identify from staff survey the levels of harassment/bullying organisationally and by directorate. The staff survey should include questions on fairness and identify improvement areas ensuring there are questions regarding equality/fairness. Results will be analysed and monitored	Jul-13	completed Q4	Results being analysed, second report on staff engagement going to CMT in September.
A skilled and committed workforce	d. Monitor improvements concerning harassment and bullying using staff surveys and consultation events through SERG on a yearly basis.	Jul-13	in progress	Results being analysed, second report on staff engagement going to CMT in September.
A skilled and committed workforce	b. Develop a Women in Leadership Programme to tackle under-representation of women in management, aspects need to be included are mentoring, training and secondments Once Launched - Project 8. The project illustrates the need to develop a positive action to address the under-representation of women in senior positions; how it was developed, success stories that demonstrate how women have increased their career opportunities and the illustration of what impact this programme has made on the Council's Fairness Agenda,	Jul-13	completed Q4	Springboard running from September 13.
A skilled and committed workforce	c. Develop short case studies illustrating where good equality practice is developed by staff and is recognised by the authority and share good examples at ELG. PS need to Weight X Factor awards to recognise good equality practice. The same for employer of the month	Sep-13	completed Q4	CMT agreement on inclusion on an equalities award at the December 2013 eXtra Factor Awards
A skilled and committed workforce	P9. Project 9 - The project highlights how Apprenticeships have increased the diversity of the workforce (all strands), with particular changes in respect to race/ethnicity of the workforce.	Sep-13	in progress	All new posts offered as career development for apprentices from September.

Theme	Milestone	Revised deadline	Progress Status	Aug-13
A skilled and committed workforce	d. Develop strategies to increase the diversity of applicants for apprenticeships which ensure that the recruits are reflective of the community we serve.	Sep-13	in progress	Attending colleges/ schools; Job Fairs at hotels and libraries Worked with Pathways team to reach care leavers And have also put up posters and information in Chinese restaurants and supermarkets. I will update further at the FLAG meeting Last year there was an issue obtaining Equality Data from NAS re: our applicants . This year all apprenticeship applications are being made through our own systems so we will be able to identify any Equality Issues that the data might highlight.
A skilled and committed workforce	c. SERG continue to conduct staff engagement events across the Council.	Sep-13	completed Q4	0
A skilled and committed workforce	a. The Workforce Strategy includes specific actions to develop a more diverse and inclusive workforce.	Sep-13	in progress	Springboard, Apprenticeships, the Review of SEE, E&D training, Behavioural Competencies, training in harassment and bullying at work.
A skilled and committed workforce	b. SERG conducts staff engagement initiatives to influence employment policy and practice and examples of outcomes are collated.	Sep-13	completed Q4	Signed off by CMT August 14th 13.
A skilled and committed workforce	c. Develop actions that can develop a diverse and inclusive workforce (e.g. specific equality training, recruitment campaigns, staff engagements events, revision of policies).	Sep-13	in progress	Publicising inter-city LGBT Group TW 29 04 2013
A skilled and committed workforce	b. Develop evidence of how SERG events are making a positive impact on employment practices.	Sep-13	in progress	Many examples available – Dignity at work policy development is best example
A skilled and committed workforce	b. Action is taken to mitigate gaps arising from questions on fairness .	Dec-13	in progress	looking at Staff Survey and staff engagement feedback to identify issues and develop solutions
A skilled and committed workforce	b. Data to Directorate Equality Groups . Data is disaggregated across all strands and submitted to all Directorate Equality Groups.	Dec-13	in progress	The results of the Equal Pay Audit are going to be shared with the trade unions at the next Joint Pay Board meeting prior to being published on the intranet, it is proposed to set up a Task and Finish group to develop an action plan from the audit.
A skilled and committed workforce	Provide workforce profile information to managers	Dec-13	future deadline not started	TW to update on any initiatives New recruitment module will ensure declaration on application PS 24 04 2013

Theme	Milestone	Revised deadline	Progress Status	Aug-13
A skilled and committed workforce	c. Use Appraisals to assess whether Diversity courses are making a difference to service delivery, customer care and employment practices. PS stated that this should link into competencies work above	Apr-14	future deadline not started	April 2014 implementation.
A skilled and committed workforce	Following implementation of equalities training establish a system to determine if specific employment training has led to changes in recruitment practices. Has the % of BaME staff and people with disabilities etc increased		future deadline not started	
Community Engagement and Satisfaction	a. Identify where communities of Identity reside in York using the Experian and Public Health systems. Develop and equalities map and use this information to inform planning/policy/ and COI's and it informs service planning the develop of community contracts and informs consultation and involvement initiatives	Jan-13	completed Q4	Equality information included in Neighbourhood Ward information produced by the Business Intelligence Hub
Community Engagement and Satisfaction	b. Consult all community/service contracts with EAG. Revised action Consult EAG in order to make sure that the Community Contract process reflects the needs of Communities of Identity.	Mar-13	in progress	Initial discussion with EAG in June. Follow-up discussion to take place at 3 September meeting.
Community Engagement and Satisfaction	b. Review EIA surgery mechanism (EIA Fairs) with a view to holding EIA surgeries on major changes or projects.	Mar-13	completed Q4	A programme of work has been agreed for EIA fairs
Community Engagement and Satisfaction	P5. Project 5 - Scrutiny & Change	Sep-13	future deadline not started	0
Community Engagement and Satisfaction	d. Provide examples of member involvement in consultation and engagement sessions e.g. budget consultation process and communities of interest, EAG involvement etc.	Dec-13	future deadline not started	0
Knowing your communities	a. Monitor and review the Councils 'Fairness Agenda'.	Dec-12	completed Q3	Monitoring arrangements have been established with the Fairness and Leadership Group and Scrutiny
Knowing your communities	c. Ensure all service plans include meaningful and achievable equality objectives.	Apr-13	completed Q4	Review of service plans will ensure equality objectives are included.

Theme	Milestone	Revised deadline	Progress Status	Aug-13
Knowing your communities	P2. Project 2- Knowing your communities Develop a case study illustrating how the Council and its partners have developed a more Cohesive Community. Use examples e.g. tackling hate crimes in schools, local and community initiatives such as festivals celebrations etc.	Sep-13	in progress	Starting to collect case studies in relation to neighbourhood management approach. This will then be used as a template for other case studies
Knowing your communities	P1. Project 1 - Knowing your communities – Assessing the gaps. Illustrate which groups have taken up more services as a result of actions.	Sep-13	future deadline not started	0
Knowing your communities	b. Monitor take-up of service targets and other narrowing the gap themes.	Dec-13	in progress	The SES Action plan is supported by key performance narrowing the gap measures which are monitored. These measures are also included in the relevant score cards for the Council Plan priority theme boards.
Leadership /Partnership	a. Develop, promote the Council's Fairness Agenda with staff, the public and other stakeholders, whilst ensuring the Council's leadership is visible.	Mar-12	completed Q3	<ul style="list-style-type: none"> <li>• Report publication and launch – 27th September</li> <li>• CYC response published 6th November on same agenda as</li> <li>• revised SES which used FC consultataion and evidence as a major input</li> <li>• Cabinet also approved a Financial Inclusion Policy on the same agenda and</li> </ul>
Leadership /Partnership	a. Ensure the recommendations of the Fairness Commission are implemented across the Council, partners and local community.	Apr-12	completed Q3	Recommendations reflected in the Single Equality Scheme and the focus of the Fairness Equality Board
Leadership /Partnership	d. Implement the use of equality checklists at PPQ' and ITT stages.	Apr-12	completed Q1	Check lists developed

Theme	Milestone	Revised deadline	Progress Status	Aug-13
Leadership /Partnership	e. Implement strategies to tackle hate crimes/homophobic harassment in schools	Jun-12	completed Q3	Various strategies are being implemented. Anti Bullying group has been established A on line survey with pupils in year 4,5,6 and year 8 - includes a question on homophobic bullying results . A Safe to Learn course which addresses all types of bullying as part of the School Improvement Team is offered to schools Termly meetings for Primary and Secondary Pastoral Leaders to look at Behaviour, Attendance and Safety( BAS) are undertaken. Meetings with the LGBT forum have taken place and their next meeting will discuss how we support pupils with issues around their sexuality.
Leadership /Partnership	b. Develop Customer and Workforce Equality Impact Toolkits and include social deprivation as an assessment theme.	Jun-12	completed Q1	Tool kits developed
Leadership /Partnership	b. Consult the new SES with community/voluntary of organisations and identify community priorities	Aug-12	completed Q3	SES was considered at ' Help us Get in Right ' day held in October 2012. The Council's critical friend for equalities has also provided feedback and approved the scheme SB
Leadership /Partnership	a. Develop a prioritised list of project, strategies, policies listing what different consultation methods will be used.	Sep-12	completed Q4	EAG agreed programme of work
Leadership /Partnership	d. Develop a list of projects, strategies and policies that require CIAs or WIAs	Sep-12	completed Q3	List of projects etc provided to EAG so they can decide which ones they would like to scrutinise
Leadership /Partnership	c. Deliver Customer and Workforce Equality Impact Toolkits Training.	Sep-12	in progress	Running
Leadership /Partnership	a. Revise the Council's Single Equality Scheme (SES) to ensure it includes our obligations outlined by the Equality Act 2010 and includes a social/economic deprivation theme.	Nov-12	completed Q3	Single equality scheme has been revised to include obligations under the Equality Act 2010 SB
Leadership /Partnership	c. Publish the Single Equality Scheme.	Nov-12	completed Q3	Scheme has been launched and published



Theme	Milestone	Revised deadline	Progress Status	Aug-13
Leadership /Partnership	a. Review membership and functions of EAG to ensure a reflective representation of York	Nov-12	completed Q3	Cabinet has now approved a revised role for EAG and the first meeting of the reformed group is scheduled for January.
Leadership /Partnership	e. Link actions from Fairness and Equality scheme to Corporate & service plans. Ensure all actions arising from the draft Single Equality Scheme are linked to the Corporate Plan, and service plans	Nov-12	completed Q4	incorporated into the Service plan guidance - to be completed as part of the service planning process.
Leadership /Partnership	a. Develop a Hate Crime Strategy ensuring the Strategy assesses the: (i) outcomes for victims of hate crimes, (ii) actions against perpetrators.	Dec-12	completed Q4	Strategy has been approved
Leadership /Partnership	b. Devise a range of equality checklists which assess the contractors strengths and areas for improvement (See Note 1).	Dec-12	completed Q3	Evaluation models have been revised to incorporate this into tender requirements.
Leadership /Partnership	d. Look to provide support to local groups that can deliver local cohesion programmes	Feb-13	in progress	Second round of Community York funding now awarded with further cohesion projects included.
Leadership /Partnership	d. Monitor and review progress of the SES Quarterly from Feb 13. Building in external scrutiny and challenge from EAG	Feb-13	completed Q4	Monitoring arrangements have been established with Scrutiny. Monitoring will be taken to December EAG.
Leadership /Partnership	c. Review the Inclusive York Board, membership and terms of reference to ensure that the new board is fit for purpose to lead the city's equalities agenda and members are in a position to embed equalities in their respective organisations with regard to service delivery (public sector) and employment (public and private sector)."	Mar-13	completed Q4	The Board is holding their first meeting in September 2013.
Leadership /Partnership	Develop benchmarking arrangements on the equality themes . Identify near neighbours and comparators	Mar-13	in progress	Authorities who have achieved Excellence in the Equalities Framework have been contacted and feedback reports obtained
Leadership /Partnership	b. Conduct a York wide assessment, including Council, partners and local community to ascertain what actions have been undertaken to tackle disadvantage.	Apr-13	completed Q4	The work of the Fairness Commission brought partners together to identify how disadvantage was being tackled . The outcome of this work was the Fairness Commissions improvement actions plan which informed York's Single Equality Scheme.

Theme	Milestone	Revised deadline	Progress Status	Aug-13
Leadership /Partnership	b. Provide examples of where there is a diversity in regards to local governance e.g. BAME school governors, Cabinet membership etc	Apr-13	deadline passed not started	Governor profiling completed. Still to get member profiling information
Leadership /Partnership	P4.Project 4 - Tackling Hate Crimes. Develop a project/case study which illustrates how the partnership has made a difference to the lives of people who have suffered from hate crimes. Using anonymised information, illustrate the types of incidents, types of actions taken (legal and non-legal), report forms from victims illustrating satisfaction from services. Include case studies and information from schools in tackling all hate crimes, noting concern from the LGBT group that more needs to be done to tackle homophobic harassment in schools.	Sep-13	future deadline not started	0
Leadership /Partnership	P11. Project 11 - Col plans Develop community of identity/interest "neighbourhood" agreements and plans. Show how a plan has led to better outcomes for the relevant Col.	Sep-13	in progress	Discussion of approach at ELG on sept 12, nov 12. Report to Cabinet -Jan 2013 ( part of a report about the Communities and Equalities Service vision and plan. Plans started: LGBT, Gender, Carers
Leadership /Partnership	P3. Project 3-The Fairness Commission -	Sep-13	future deadline not started	0
Leadership /Partnership	b. Provide evidence of how EAG scrutinises the Council's action plans, major projects, community contracts and employment practices.	Sep-13	in progress	Role and remit of EAG will change. Revised terms of reference under development. Draft will be provided to EAG members for comment by December 2012
Leadership /Partnership	d. Use Place Survey data or satisfaction rates from victims to illustrate improvements in perceptions for Hate Crime	Sep-13	future deadline not started	Awaiting results of Big York survey
Leadership /Partnership	c. Review outcomes of One City Strategy and publish a report	Jan-14	future deadline not started	The One City Strategy will be subsumed into the agenda and reports back of the new Fairness and Equalities Board CC 29 04 2013
Responsive Services/customer care	a. Revise the Council's Procurement Strategy to ensure our approach to fairness is embedded.	Apr-12	completed Q1	Strategy revised
Responsive Services/customer care	a. Customer satisfaction survey monitoring forms are changed to include the nine new equality themes.	Jun-12	completed Q3	Completed

Theme	Milestone	Revised deadline	Progress Status	Aug-13
Responsive Services/customer care	d. Ensure all contracts include clauses which ensure services will meet the diverse needs of our customers.	Jun-12	completed Q1	Completed
Responsive Services/customer care	e. Set up aspirational and achievable equality service take up targets whilst developing actions that will support the targets e.g. Community engagement, publicity campaigns, review of policies etc.	Nov-12	completed Q4	The SES Action plan is supported by key performance narrowing the gap measures
Responsive Services/customer care	b. Set up process to ensure Customer satisfaction surveys are analysed to assess levels of satisfaction rates for Communities of Identity . Results inform service planning vulnerable and marginalised groups.	Dec-12	completed Q2	0
Responsive Services/customer care	a. Update survey questions to cover questions in relation to people being respected and hate crime	Dec-12	completed Q3	Completed
Responsive Services/customer care	c. Develop and set up service equality monitoring mechanisms.	Dec-12	completed Q4	Established as part of monitoring the Single Equality Scheme
Responsive Services/customer care	Illustrate how service delivery has been consulted with communities of identity and reflected in COI Plans and Community Contracts	Apr-13	completed Q4	EAG model updated so that they meet on a regular basis to review new CIAs. They can ask for further details/comment on CIAs and these CIAs will be brought back to the next meeting. The next EAG is in June. Minutes and other feedback are available for illustration. Although the deadline states Apr 13 this work is ongoing
Responsive Services/customer care	f. To deliver two hour equality and diversity training to staff who will be directly delivering services to York's customers at a fee to be paid by contractors.	Jul-13	in progress	Specific training is underway in conjunction with York College
Responsive Services/customer care	P6. Project 6 - Consultation & Design of Services-	Sep-13	future deadline not started	0
Responsive Services/customer care	b. Illustrate how budget proposals have been consulted with communities of interest and equality impact assessed.	Sep-13	completed Q4	Directors attended the last EAG meeting to talk through the impact of the budget. As a result EAG model refined to include regular interaction with Directors to understand changes to the service.

Theme	Milestone	Revised deadline	Progress Status	Aug-13
Responsive Services/customer care	P7. Project 7 - Procurement .	Sep-13	in progress	<a href="http://www.york.gov.uk/info/200164/council_and_democracy/797/co-operative_council/7">Case study being written and will be completed by Dec 12 with updates in June 13. Case study link is: http://www.york.gov.uk/info/200164/council_and_democracy/797/co-operative_council/7</a>
Responsive Services/customer care	d. Identify which groups do not take up key services and develop actions that tackle any likely barriers. Feed this information into the review of the SES	Dec-13	future deadline not started	0
Responsive Services/customer care	c. Develop procurement equality monitoring guidance for managers and distribute	Dec-13	future deadline not started	0
Responsive Services/customer care	c. Develop guidance for contractors and suppliers.	Dec-13	future deadline not started	0
Responsive Services/customer care	b. Develop procurement equality checklists (under £50k and over £50k). (See Note 1)	Dec-13	future deadline not started	0
Responsive Services/customer care	e. Ensure all contracts are monitored.	Dec-13	future deadline not started	0
Responsive Services/customer care	a. Continue to conduct budget EIAs and consult with communities of interest.	Jan-14	future deadline not started	
			x	
			completed Q2	
			completed Q3	
			completed Q4	
			transferred into future	



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**Corporate and Scrutiny Management Committee** 9 September 2013**Report of the Director for Customer & Business Support Services****2013-14 Monitor 1****Purpose**

1. This report analyses the latest performance for 2013/14 and forecasts the outturn position for the services falling under the responsibility of the Corporate Scrutiny Management Committee.
2. This is the first report covering these areas, and further detail will be provided in future reports to ensure all areas have been reviewed, especially in relation to Customer Services and the delivery of the Financial Inclusion Strategy.

**Financial Analysis**

3. The council's net General Fund budget for 2013-14 is £127,778k and the net budget for the areas covered by this report is £18,633k.
4. Following on from the £11m savings programme in the 2012-13 budget, the 2013-14 budget required a further challenging £8,822k in savings in order to reach a balanced position, £1,170k of these savings fall within the services covered by this report. The forecasts outlined in this report reflect a prudent view of how that challenge is currently being met.
5. All budgets are reviewed on a quarterly basis and some are monitored monthly. Those that are monitored monthly are high value or high risk areas. The latest review has not identified any major variations that require action or mitigation and all savings proposals are progressing.

**Performance Analysis**

6. The performance delivery is analysed against the key delivery priorities of the Council Plan and the cross-cutting organisational priority themes. This report therefore covers
  - Create jobs and grow the economy
  - Core competencies

7. It is important to note that there will be changes to the architecture of performance management over the next 6 months that will change how performance information is accessed. This will enable more immediate access to “live” information.

### **Income Collection**

8. There are three fundamental changes to our Council Tax (CT) and NNDR income streams this year. In respect of Council Tax we have seen the introduction of Council Tax Support (CTS) and reduction in Class A (Long term repair) and C (Empty and unfurnished) Exemptions. These two changes have added additional liability and are more difficult to collect. At the end of July 2013 in comparison to the same period last year the collection rate was 0.2% behind, which is good at this point compared to the 1% reduction being predicted by most Local Authorities. As we are not yet at the mid-point of the year this could well change. Prior year CT debt collection at the end of July 2013 is 1.26% above last years.
9. The third change is in respect of the localisation of business rates (NNDR) and again whilst we are not yet at the mid-point of the year, at the end of July 2013 we were 2.75% ahead of the corresponding point last year against the total liability raised.
10. In summary collection is good at this point and will continue to be closely monitored across the rest of the year.

### **Economy**

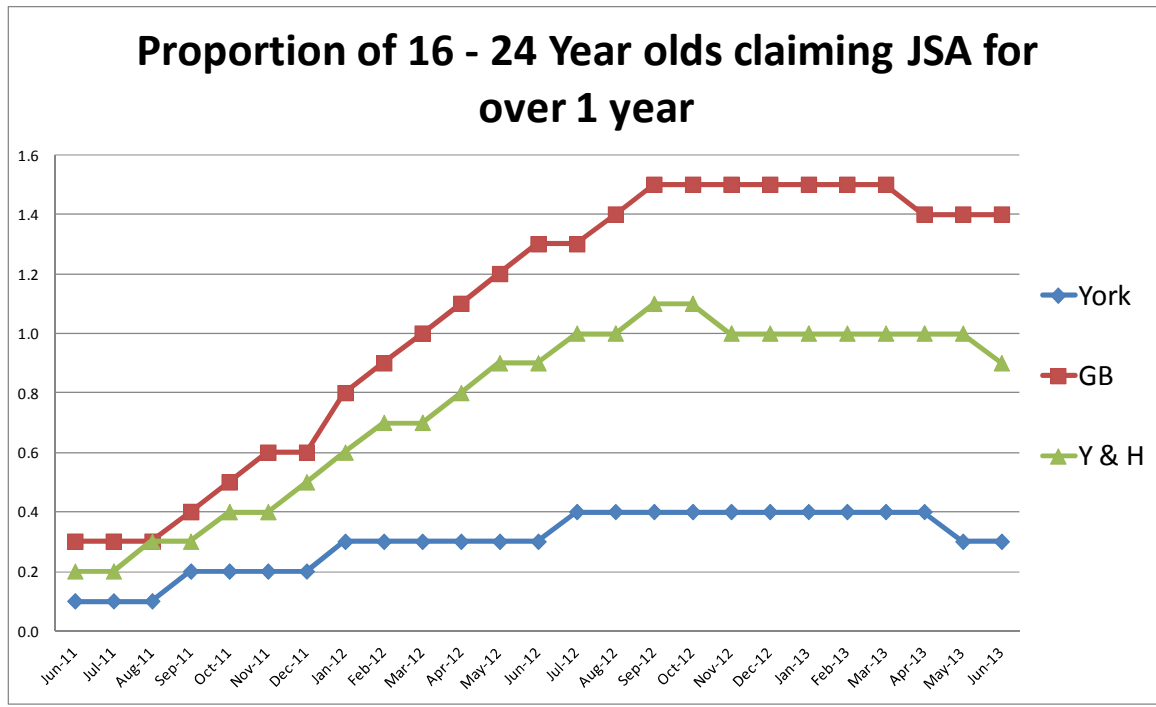
11. The city’s economy remains increasingly competitive. The recent publication of the Municipal Journal and Local Futures’ Inward Investment Guide to England placed the city as one of the top five places for businesses to invest. Private sector employment proportions in York were at the lowest on record in 2010 at 66.8%, the latest data indicates this figure now stands at 73.2%. The last two years have seen a 5.1 percentage point increase in private sector employment, compared to regional and national figures of 1.1 and 1.6 respectively

### **Employment**

12. York’s economy continues to perform well with an overall employment rate of 75.9% (Source: LG Inform) which places York in the top quartile regionally and second quartile nationally. Latest figures show that this has decreased to 75.1% (Source: Annual Population Survey, April 2012 to March 2013). However, that data covers Q4, where an increase in unemployment is seen due to both seasonal factors and an increase in the

economically inactive, where the number of people not wanting a job has increased. York's employment rate ranked 8th out of 64 UK cities in Quarter 4.

13. Long term youth unemployment (16-24 year-olds) has seen a reduction in Quarter 1 to 0.3%, well below national and regional figures (currently 0.9% and 1.4%).



14. Footfall performance in York weakened through quarter 1 with parking transactions and revenue also down. This trend is mirrored in data from the Visitor Information Centre, the major York tourist attractions and Coach Parking. Footfall to July 2013, stands at -4.9% in the year to date. This is below the UK Towns and Cities figure of -0.4% and the gap widened further during June and July.
15. There is ongoing work with the City Team York to identify a programme of activity that will lead to a boost in footfall. The Economic Development Team is working to bring further business into the city centre and enhance retail competitiveness. Primark recently announced they want to take up a prime city centre location.
16. Although average earnings are increasing, the pay gap between the lowest paid and the average is increasing. The council is addressing this issue by adopting a living wage for its employees, encouraging other businesses in the city to follow suit and prioritising work on poverty. Targets have now been set to reduce the pay gap through the anti-poverty programme.

17. The latest data for the proportion of full-time workers (quarter 4) has seen a slight increase to 67.7% since quarter 3 2012. This figure is higher than one year ago when the proportion was 67.5%. Quarter 1 2012 saw the lowest percentage of employees in full-time employment on record at 65.4%. Pre-recession the level was around 72%. The proportion of part-time employees within York's workforce has increased throughout the ongoing difficult economic conditions and under-employment, those seeking to work more hours, is having an affect on available household income.
18. Cabinet have agreed to invest £200k of Economic Infrastructure Funding (EIF) for economic inclusion. This includes a full package of measures to connect people to jobs and opportunities, which should go some way to addressing the poverty agenda. A series of job fairs and work experience programmes will be put in place to ensure greater opportunities for York residents. May 2013 saw the third York Jobs Fair, where a multi-agency partnership and employers engaged with approximately 1000 job seekers.

### **OCE Poverty Work Programme**

19. Poverty remains an important issue in York. In July, Cabinet agreed a poverty strategy which aims to move towards a poverty free York. This followed a working group with partners across the city including the JRF, the York Press, Citizen's Advice Bureau, South Yorkshire Credit Union and the faith sector.
20. The Office for the Chief Executive will be co-ordinating a work programme on poverty including short term initiatives such as increasing the take up of free school meals and improving money advice provision in the city as well as longer term work examining giving and childcare in the city.

### **Core competences**

21. West Offices won all the top awards at the Royal Institute of Chartered Surveyors Pro Yorkshire awards on 26 April. The renovation of the Grade II\* listed building, led by York-based S Harrison Developments, won awards in Design and Innovation, Commercial and Conservation as well as the overall prize for Building of the Year.
22. The development of the future of the Guildhall is underway. Project teams will be brought together in the autumn to initiate the work.
23. Supported by City Deals funding from Leeds City Region, the apprenticeship brokerage service will offer a local, impartial, one to one service to small and medium-sized businesses. It will advise on the business benefits of apprenticeships, the funding and grants available and



how businesses can recruit young local talent, supported by a quality training provider.

24. York residents should find it easier to access advice and information about money, debts, benefits, employment and housing in the future thanks to new funding announced to deliver a One Stop Advice Shop. The Citizen's Advice Bureau will lead the venture with funding of nearly £250,000 from the joint Cabinet Office and Big Lottery Advice Service Transition Fund and an additional £80,000 from the council's Economic Infrastructure Fund.

### **Consultation**

25. There has been consultation with Trade Union groups on the ongoing implications of the council's financial situation and performance improvement issues.

### **Corporate Priorities**

26. The information and issues included in this report demonstrate progress on achieving the priorities set out in the Council Plan.

### **Implications**

27. The financial implications are covered within the body of the report. There are no significant human resources, equalities, legal, crime and disorder, information technology, property or other implications arising from this report.

### **Risk Management**

28. The risk management processes embedded across the council continue to contribute to managing the risk issues associated with major projects and key areas of service delivery.

### **Recommendations**


29. As this report is for information only there are no specific recommendations.

*Reason: To update the Committee on the latest finance and performance position for 2013/14.*

<b>Authors:</b>	<b>Chief Officer Responsible for the report:</b>		
Dave Atkinson Corporate Performance & Business Intelligence Lead Ext 3481	Kersten England Chief Executive		
Toby Brotherton Business Intelligence Officer Ext 2202	Ian Floyd Director for Customer & Business Support Services		
	<b>Report Approved</b>	√	<b>Date</b> 30 August 2013
Debbie Mitchell Corporate Finance Manager Ext 4161			
Andrew Crookham Principal Accountant Ext 2912			
<b>Wards Affected: All</b>			
<b><i>For further information please contact the authors of the report</i></b>			

Background Papers – None

Annexes - None

	
<b>Corporate Scrutiny and Management Committee</b>	9 <sup>th</sup> September 2013
Report of the Assistant Director, Customers & Employees	

## **EVALUATION OF THE “SERVICE TO CITY” DEVELOPMENT PROGRAMME 2012-13**

### **Purpose of the report**

1. To provide Members with an evaluation of the ‘Service to City’ development programme as requested at the meeting of this committee held on 15 July 2013.

### **Background**

2. Over the past 4 years, the shape of the organisation, particularly at a senior management level, has changed significantly. Between 2008 and 2013, the number of Chief Officers (Assistant Directors and Directors) has reduced from 28 to 17, whilst the scope of the organisation’s work has broadened. The effect of this on Chief Officers has been to create wider portfolios and a need to focus to a much greater extent on strategic issues across service areas. The development needs of Chief Officers were considered throughout the phases of the Organisational Review.
3. It was recognised that there has also been an impact on Heads of Service, not only in terms of reduced numbers, but in the nature of the role. If, in the past, a Head of Service could have been expected to focus on their own service, whilst it was an Assistant Director’s responsibility to look at the wider operating context of that service (accepting this is an over-simplistic generalisation), this is certainly no longer the case. There is a need for Heads of Service to be focussed more broadly on the links between service areas and their collective potential to provide joined up services for and with the community. This was characterised as filling a void between Heads of Service and Assistant Directors, and changing from “head-down” management of a service to “head-up” leadership within the city. This group of middle- to

senior-managers has had little structured development in the last five years.

4. As an outcome of ongoing staff engagement exercises and workforce analysis, the council's Workforce Strategy identified leadership development as a priority to sit alongside a corporate and improved core training offer for all staff. This core offer has been launched this year through the council's Workforce Development Unit.
5. The "Service to City" Programme was launched in July 2012 and is designed to develop leadership capabilities of Heads of Service by harnessing and strengthening the diverse range of skills, knowledge and experience already within the council at a senior management level, and critical to effective delivery by the organisation. The programme also provides a wide range of perspectives from external partners and individuals to provoke thought and discussion at a strategic level within the group.
6. The aims of the programme were to:
  - Develop the strong group of leaders at Head of Service level, operating as a collective unit, cognisant of and responsive to the required contribution to organisational and city priorities;
  - Initiate wider cross-service working to maximise the effectiveness and agility of organisational initiatives;
  - Equip people to lead change and innovation;
  - Build capacity for change and innovation within and between services;
  - Position Heads of Service to provide leadership at senior manager level and close the gap between them and Chief Officers
  - Support individual Heads of Service to provide more visible leadership;
  - Ensure self awareness and a focus on personal development;
  - Shift our thinking towards having a shared organisational and city-vision as the key driver for defining service priorities;
  - Strengthen a support network of peers;
  - Develop a shared ambition to collectively drive the organisation (rather than individual services) forward;
  - Provide an external perspective on issues critical for the city and identify opportunities for partnership working.
7. The programme was delivered for the council's Heads of Service, each leading and managing a specific service of the council, with Assistant Directors and Directors also able to take part.

## Programme Content

8. The programme ran for 12 months, and was based on a modular formula where managers attended modules every two months.
  - Foundation Module: Leadership for future local government
  - Module 1: The Leadership Challenge in York
  - Module 2: Working in a political environment
  - Module 3: Building Stronger Communities
  - Module 4: Equality in the 21st Century - unlocking the potential of people & places
  - Module 5: Communicating a Vision: developing a narrative and managing the message
  - Module 6: Managing Performance
9. These modules took the form of a 2-3 hour session, with guest speakers drawn mainly from the senior levels of partner organisations within the city, such as the military, Aviva, University of York and Science City York. Speaker's contributions were balanced with workshop-style activities and attendees were given suggested reading before and after the session.
10. The programme also offered participants;
  - *Action Learning Sets* - three action learning sets were established within the council and were independently facilitated for four sessions. Each of the groups have decided to continue meeting and are self-facilitating.
  - *Mentoring* – 13 mentees have been paired with an external mentor from across the city and beyond.
  - *Specially convened sessions* - a session was held around building personal resilience, in response to an identified need.
  - *1:1s with the Chief Executive* - a commitment was made for every Head of Service to have a 1:1 with the Chief Executive, and these will continue throughout this year.
  - *Lunchtime Drop In Sessions* - a series of sessions were held with the Chief Executive and the Heads of Service to informally discuss any issues the cohort had or any ideas for the organisation.

- *Publications and Information* – throughout the programme participants have continually shared useful information with each other via a dedicated email distribution list.
  - *Women in Leadership* – two sessions were held for women Heads of Service covering a range of topics including career coaching.
11. The programme was delivered entirely internally, using free venues as far as possible, and speakers drawn from across our professional networks. The cost for the whole programme was less than £15,000 (against a total training budget of over £716k). As a comparison, similar programmes provided externally generally carry fees of approximately £1-2k per head.
  12. The average attendance on the six modules was 54. 17 people took part in the action learning sets, 13 were paired with external mentors and an average of 20 women senior managers participated in the Women in Leadership sessions.

## Feedback

13. The programme concluded in July 2013, and an on-line survey was used to ask managers for feedback. 51 managers responded to the survey, which is a 50% response rate based on the entire group or a 94% response rate based on the average number that attended the six modules.
14. Participants were asked to what extent the programme had supported them with respect to the stated aims:
  - 90% agreed that the programme had supported them to develop as a strong group of leaders.
  - 75% either strongly agreed or agreed that Service to City helped them to initiate wider cross-service working.
  - 86% either strongly agreed or agreed that the programme had enabled them to strengthen their support network of peers.
  - Almost 90% strongly agreed or agreed that the Service to City programme supported them to develop a shared organisational and city vision.
15. This positive feedback is represented in the following comments:

*“...the programme has provided the opportunity to bring the group together to hear the 'same' messages, some exposure to cross-Directorate working and a focus to Council Plan priorities and good*

*practice. The most useful element for me personally has been the opportunity to get to know people from across the Council and 'to do business' in a smarter way either in or out of the sessions."*

*"I have particularly valued the opportunity to develop my peer network and time to focus on my personal development. I have enjoyed listening and learning about other perspectives, have benefitted from being a member of an action learning set and having a mentor. And I have enjoyed being given permission to take time out and focus on my career, its not often you can do that. I have enjoyed hearing from colleagues, made new friends, and it has challenged some of my thinking."*

*"The Service to City network enabled me to organise a spin off session attended by representatives of the group in order to take stock around Equalities work. I was able to network with peers and meet other managers who can contribute to the work I am doing. Attendance at sessions also enabled me to get a greater understanding of where the organisation was going and how the shape of the organisation would change to meet current challenges we face."*

16. Two aspects of feedback provided ideas for future development of the programme:

- 42% believed that the programme did not support participants to build capacity for change and innovation within and between services.
- 25% disagreed with the statement that the From Service to City programme allowed participants greater strategic input.

17. Respondents were asked for any further comments about the programme. The majority of the comments were extremely positive, including:

*"... just well done really. Has been some great sessions. Would like to see it continue."*

*"Quality internal speakers have created the most interesting and informative sessions in my view."*

*"I have really enjoyed and benefited from the Action Learning Sets."*

*"It's always good to hear from inspirational speakers ... their inputs were also relevant to what we do in different ways."*

## Future Plans

18. The feedback above suggests that the programme has been well received and is considered to have been valuable by the delegates themselves.
19. Within the feedback, there are very useful suggestions of areas which either were not fully explored within the programme (innovation is noted in the summary above) or that people would like to discuss further in the future.

*“I have enjoyed the programme and the range of speakers but I think we need speakers who either can speak at a strategic leadership level or specific to some of the issues and challenges we are facing. Hearing about some of the Council projects would also be helpful.”*

*“The best companies have lots of knowledge of customer handling, managing staff, incentivising staff etc and this would have made a useful contribution to the discussions. It felt sometimes that too much of the debate was among allies and didn't bring in other perspectives.”*

20. This feedback has directly helped to shape the development of a new phase of the programme. We are launching in October with a short Master Class programme, developed in partnership with Local Government Yorkshire and Humber (LGYH) (see Annex A). The programme has attracted funding from the LGA, so we are able to offer it to managers at a low cost, and they will have the opportunity to attend the programme with managers from the other councils within the LGYH region.
21. The modular sessions will be replaced with quarterly extended Corporate Leadership Group meetings (a meeting of Directors/Assistant Directors), including Heads of Service. These will be themed to address key issues or subjects of particular relevance to the city. Partners will be invited where appropriate. Following feedback received from the Service to City evaluation, the theme of the first session will focus on innovation.
22. To supplement the programme, we will be offering an extended Mentoring scheme in conjunction with Yorkshire Accord, where managers will have a broader choice of a mentor including from the private sector. It is anticipated that this will also open access to mentors to the level of staff below Heads of Service.



23. 1:1 sessions with the Chief Executive will continue, along with the Lunchtime Drop In Sessions.
24. Heads of Service have also been invited to attend Council Management Team meetings as observers, to get a more complete view of the governance processes within the council.

### Implications

**Financial** – there are none for this report, all costs are managed within existing budgets.

**Human Resources** – as described in the report.

**Equalities** – as described in the report

There are no specific legal, crime and disorder, IT or property implications.

### Recommendations

25. Members are asked to:

- a. note the feedback received in the programme evaluation
- b. note the plans for Phase Two of the programme.

*Reason: To ensure Members are kept informed of progress in the council's leadership development.*

### Contact Details

**Authors:**

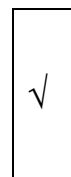
Tracy Walters  
Head of Strategic  
Human Resources and  
Organisational  
Development  
Tel No: 07538 744150

**Chief Officer Responsible for the report:**

Pauline Stuchfield  
Assistant Director, Customers & Employees  
  
Ian Floyd  
Director of Customer & Business Support  
Services

Will Boardman  
Office of the Chief  
Executive  
Tel: 553412

**Report Approved**



**Date 30 August 2013**

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# Collaborate to Innovate

A series of inspirational  
leadership master classes  
for public sector leaders  
in Yorkshire and Humber



# Yorkshire and Humber Master class Series At a Glance

Local Government Yorkshire and Humber, in partnership with North West Employers, presents the first series of 'Collaborate to Innovate' master classes. We have brought together five influential and inspiring speakers to deliver an exciting menu of master classes focusing on creating brilliant public sector leaders to face the future together.

The master classes, which are being subsidised by LGYH and LGA, have been designed to be thought provoking as well as energising leaders to take action after attending, to help themselves and their organisations to be the best that they can be.



Collaborate  
to  
Innovate

## Surviving and Thriving - Organisational and Team Resilience

Gladeana McMahon, Award winning Coach

15 October 2013

at York

Time: 10-13.30

## Wicked Problems, Clumsy Solutions and the Role of Leaders

Keith Grint, Professor of Public Leadership at Warwick University

12 November 2013

at Leeds

Time: 10-13.30

## Delivering Differently for the needs of Communities

Neil McInroy, Chief Executive, CLES

3 December 2013

at York

Time: 10-13.30

## Engage for Success: The Leadership Power of Successful Employee Engagement

David MacLeod, Author of BIS Report 'Engaging for Success'

15 January 2014

at Leeds

Time: 10-13.30

## Commerciality - the Reality!

Neil Pickering, Homes and Communities Agency

12 February 2014

at Sheffield

Time: 10-13.30

# Surviving and Thriving - Organisational and Team Resilience



Gladeana  
McMahon  
15 October 2013  
York  
Time: 10-13.30

Public sector workplaces are currently characterised by worry and uncertainty which affects performance, productivity and relationships. It almost goes without saying that resilient organisations and people stand the best chance of surviving – even thriving- in these tough times. This Master class will provide the space, opportunity and challenge to explore and better understand the factors associated with building and sustaining personal, team and organisational resilience. Learn how to develop that intangible, yet extremely powerful ability, to keep going through tough situations and see the positives.

- What is resilience and why is it an important factor in today's uncertain economic climate?
- How does resilience enhance confidence, creativity and increase individual stamina?
- What benefits do organisations gain from having a resilient workforce?

With employee engagement a key factor in driving success and with reducing stress related absence, with clinical conditions such as depression and anxiety on the increase, understanding how you as a leader can help individuals and organisations ensure they meet the challenges of the 21st century whilst ensuring your own and their well-being must be a priority.

Please [CLICK HERE](#) to book your place

This Master class with Gladeana McMahon will give you the opportunity to think about your own and your organisation's resilience and what you can do immediately to start to strengthen it. The session will be packed with practical tools and techniques that you can use for yourself and your wider organisation to enable you to develop the resilience that so many of us are craving.

## Meet Gladeana

A former university lecturer, Gladeana is a professional speaker on topics including Cognitive Behavioural Coaching, Resilience at Work, Confidence and Stress Management. She is known as one of the UK's Top Psychological advisers for Reality Television shows and was the driving force behind the production of the "Ethical Guidelines for Reality TV" produced by the British Association for Counselling and Psychotherapy.

Gladeana is considered one of the leading personal development and transformational coaches in the UK who combines academic rigour with down to earth communication skills. She has 34 years experience as a therapist, 20 years experience as a coach, and has worked for a range of counselling organisations as therapist and at Director and Senior Management level.

Gladeana wrote her first book in 1994, a manual called 'Setting Up Your Own Private Practice in Counselling and Psychotherapy' which was ground-breaking at the time. For many years it remained the only UK publication of its type and format dealing with private practice.

Her newest book: No More Stress!: Be Your Own Stress Management Coach is based on well researched psychological principles to provide a way that individuals can not only deal with Stress but, by using the strategies outlined in the book, actually prevent becoming stressed in the first place.

Gladeana has always been passionate about helping others and therapy and coaching gave her the vehicles to not only do this but to gain a deep sense of satisfaction and privilege of being part of an individual's growth and life journey.



# Wicked Problems, Clumsy solutions and the Role of Leaders



Prof Keith Grint  
12 November  
2013  
Leeds  
Time: 10-13.30

## Meet Keith

Keith Grint is Professor of Public Leadership at Warwick University. He has held Chairs at Cranfield University and Lancaster University and was Director of the Lancaster Leadership Centre. He spent twelve years at Oxford University and was Director of Research at the Saïd Business School and Fellow in Organisational Behaviour, Templeton College. He remains an Associate Fellow of the Saïd Business School and of Green Templeton College, Oxford. He is Academician of the British Academy of Social Sciences. He is also a Visiting Research Professor at Lancaster University, a Fellow of the Windsor Leadership Trust, a Fellow of Roffey Park, a Visiting Scholar at Sydney University, a Fellow of the Leadership Trust and a Visiting Professor at University College Suffolk.

Keith spent 10 years in industry before switching to an academic career and has been variously employed as an agricultural labourer, a factory worker, an industrial cleaner, a removals worker, a freezer operative, a swimming pool attendant, a postman, a clerical worker, and a part-time karate teacher.

He is a founding co-editor of the journal *Leadership* and founding co-organiser of the International Conference in Researching Leadership. His books include *The Sociology of Work* 3rd edition (2005); *Management: A Sociological Introduction* (1995); *Leadership* (ed.) (1997); *Fuzzy Management* (1997); *The Machine at Work: Technology, Work and Society*, (with Steve Woolgar) (1997); *The Arts of Leadership* (2000); *Organizational Leadership* (with John Bratton and Debra Nelson); *Leadership: Limits and Possibilities* (2005); *Leadership, Management & Command: Rethinking D-Day* (2008); *Sage Handbook of Leadership* (edited with Alan Bryman, David Collinson, Brad Jackson and Mary Uhl-Bien) (2010); *The Public Leadership Challenge* (edited with Stephen Brookes) (2010); and *Leadership: A Very Short Introduction* (2010). *Sage Major Works of Leadership* (four volumes) (ed. With David Collinson & Brad Jackson) (2011).

Keith will focus on three key and related questions in order to explore the role of the leader in successfully tackling the complex and hard challenges that are faced by the public sector and its leaders.

- Why when we know so much about, do we achieve so little with, traditional leadership and change models?
- How can we avoid a cycle of failure created through adopting default decision making styles?
- How can we understand and overcome the limitations that are imposed by organisational culture when making hard decisions?

Keith will explore the relationship between **Tame**, **Wicked** or Critical problems and their associated decision-making styles **management**, **leadership** and **command**.

There will also be an opportunity to put your questions to Keith on all areas of public sector leadership and the challenges ahead.

Please [CLICK HERE](#) to book your place

# Delivering Differently for the needs of Communities



Neil McInroy  
3 December 2013  
York  
Time: 10-13.30

Many local authorities themselves are examining different service delivery models and a small number of authorities are significantly changing their methods of work and organisation to mutual and co-operative approaches to redesign their services. This master class will address the uncertainties surrounding co-operatives and mutuals and explore the implications, benefits and pitfalls.

What could be described as the perfect storm is forcing public services to be more innovative in the ways in which they deliver services to respond to budget cuts and increased demand.

This informative and practical master class will give you the time and space to explore how your organisation could utilise a variety of different service delivery models to not only save money but reduce demand in the first place, including:

- Co-production
- Co-operatives and mutuals
- Strategic partnerships

Neil will help to explore:

- What are the different options open to local government and the wider public sector?
- Where have the different models been used well?
- How do you work with communities and voluntary agencies to deliver services differently?

2012 was the International Year of Co-operatives and The Cabinet Office promoted the use of employee owned mutual across the public sector. The Department for Communities and Local Government, through its localism reforms, provided both a stimulus and opportunities for co-operatives

Please [CLICK HERE](#) to book your place

## Meet Neil

Centre for Local Economic Strategies (CLES) is an independent think-doing organisation, with charitable status, which is involved in regeneration, local economic development and local governance. CLES brings together a network of subscribing organisations, which include: regeneration partnerships; local authorities; regional bodies; community groups, and voluntary organisations.

Established in 1986, CLES undertakes a range of activities, including: policy research; production of publications; training; an information and briefing service, and events.

Neil is Chief Executive of CLES and has been involved in public sector policy and delivery for over 20 years. Whilst having experience in developing partnerships and innovative policy responses to global, regional and local economic, social and environmental challenges, Neil's particular skills are in local economic and social research, analysis and development; policy practice, research methodologies; facilitation, and strategy building. Neil regularly conducts work across the UK, and is also developing a growing first-hand experience and knowledge of creative economic and social policy in locations around the world. Neil became Chief Executive of CLES in 2003.

# Engage for Success: The Leadership Power of Meaningful Employee Engagement



David MacLeod  
15 January 2013  
Leeds  
Time: 10-13.30

The 2009 MacLeod review on employee engagement '**Engaging for Success**' argues that if employee engagement and the principles that lie behind it were more widely understood, **good practice** was more widely shared, and the potential that resides in the country's workforce was more fully unleashed then we could see a step change in **workplace performance** and in **employee wellbeing**, for the considerable benefit of the UK.

In this **engaging** and **thought provoking** master class David will share with you insights, tips and **best practice** that have emerged both from the initial review and the subsequent task force on **employee engagement** that was established by the coalition government.

David will focus on the role of the leader in **creating a culture** where employee engagement is the norm and something that is seen as an everyday part of management, team work and working in an organisation. He will give delegates the opportunity to reflect on how employee engagement works in their own organisations and explore what they can commit to go back and do differently to step up their engagement.

David will also present the case for why employee engagement shouldn't be side lined in a down turn but indeed stepped up.

Please [CLICK HERE](#) to book your place

He will argue how it's not always about grand events but about the small things that great leaders do every day which helps employees to **feel valued** and want to give their all to an organisation even in turbulent times.

He will **focus** on the four central enablers to employee engagement:

- **Leadership** - provides a strong strategic narrative which has widespread ownership and commitment from managers and employees at all levels
- **Engaging managers** - that facilitate and empower rather than control or restrict their staff
- **Voice** - an effective and empowered employee voice
- **Integrity** - behaviour throughout the organisation is consistent with stated values, leading to trust and a sense of integrity

## Meet David

David MacLeod was commissioned by the Department for Business (BIS) to take an in-depth look at employee engagement and to report on its potential benefits for organisations and employees. This led to the report *Engaging for Success: enhancing performance through employee engagement*.

MacLeod's current portfolio includes the role of non-executive director of the Ministry of Justice, and Department for International Development. He is a visiting professor of the Cass Business School.

His early career was spent in the chemical industry. Between 2004-07 he was senior adviser on change and performance at the Cabinet Office. He holds fellowships of the Sunningdale Institute, the Royal Society of Arts and the Institute of Marketing, and is coach to a limited number of chief executives, permanent secretaries and their boards.

He is also an associate of the Institute for Government. Earlier in his career he was Head of Marketing for the Dulux brand before going on to be Managing Director of a European Business and then CEO of Uniqema, a Global ICI business. He also spent a year and a half working in the Cabinet Office.



## Commerciality - the Reality!



Neil Pickering  
12 February 2014  
Sheffield  
Time: 10-13.30

The session will conclude with some thoughts on what skills and knowledge may be helpful in driving this agenda forward and a checklist on what you may use in considering commerciality and its reality for your organisation.

### **'Business led' or 'led by business'**

New times demand new solutions. Across the public sector we currently have to confront the reality that less resource means that we have to think differently about how services are delivered, how assets are utilised, and how scarce resources deliver the best possible return on investment.

The new horizon of Local Enterprise Partnerships, bringing together public and private partners to deliver 'growth', and the new language of opportunity, not need, require us to think and behave differently, is commerciality becoming our reality?

The session will focus on the following key issues;

- What does it mean to be commercial?
- Why is it important for the public sector?
- How is it being done in practice, and what lessons can be learnt from this?

The master class will be interactive and be underpinned by the extensive experience and direct examples from the field, drawing on Neil's roles in both the public and private sectors.

### **Meet Neil**

Neil has been with the Homes and Communities Agency since May 2010 and is currently the Head of Area for Liverpool City Region, Cheshire and Warrington.

His career has spanned both the public and private sectors, including almost 15 years prior to joining the Agency as a consultant specialising in development management and funding. He has a particular interest in delivery structures that combine public and private sector investment and his regeneration experience is not limited to housing.

In addition to being responsible for HCA programmes and projects within his area, he oversees a National Sales Team (which deals with the sale of HCA surplus land across England) and he currently leads the team that is managing the disposal of former NWDA assets that transferred to the Agency in autumn 2011. He is also a member of the North West Urban Investment Fund Board (JESSICA) and a director of the Norwepp Partnership (a property joint venture involving HCA and Aviva).

Please [CLICK HERE](#) to book your place

## Who should attend?

This series is aimed at:  
Public Sector Chief Executives  
Senior Public Sector Leaders  
Directors  
Heads of Service  
Senior Managers

Plus (at a small additional charge)  
Partners of Local Authorities including Fire and Rescue  
Services, Police Services, Health and other public and  
third sector organisations are very  
welcome to attend.

### Bookings:

To book a place on any of our  
master classes please click on  
the links at the bottom of each  
page or [CLICK HERE](#) for the full  
series

E: [events@nwemployers.org.uk](mailto:events@nwemployers.org.uk)  
T: 0161 214 7106

### Cost:

These master classes are being  
subsidised by LGYH and the LGA  
therefore the price is:

£60 to member organisations of  
Local Government Yorkshire and  
Humber  
£95 to non member organisations  
+ VAT



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**Corporate & Scrutiny Management Committee****9 September 2013**

Report of the Assistant Director of Governance &amp; ITT

**Annual Scrutiny Report 2012-13****Summary**

1. This annual scrutiny report summarises the work of the five Overview & Scrutiny Committees for the municipal year June 2012 – May 2013.

**Background**

2. This committee is charged with monitoring overall performance in relation to scrutiny review work and providing an annual report to Full Council. The last annual report was presented to this Committee in June 2012 for the period June 2011 – May 2012.

**Consultation**

3. Consultation was not required for the production of this annual report. However, consultation is an important element of Overview & Scrutiny and is regularly carried out in support of all scrutiny reviews.
4. The final reports produced for each of the reviews completed during the period June 2012 – May 2013 detail all of the work undertaken, including any consultation carried out. Those final reports and all supporting information can be viewed in full at:

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

**Options**

5. Having considered the Annual Report, Members may choose to:
  - agree any amendments required to the report
  - approve the report for presentation to the meeting of Full Council in October 2013

### **Scrutiny Reviews in 2012-13**

6. The following scrutiny reviews were carried out by the Overview & Scrutiny Committees in the last municipal year:
7. Youth Unemployment Scrutiny Review  
Between June 2012 and March 2013 a Task Group of the Economic and City Development Overview and Scrutiny Committee (ECDOSC) carried out a review around youth unemployment with particular focus on vacancies within the care sector and business administration. The Task Group concentrated their focus around unemployed 18 to 24 year olds and made recommendations to reduce the number of young people out of work. As a result of the review, two targets were included within the new City Skills and Employment Strategy, to reduce youth unemployment by 40% to pre-recession levels by 2016 and to reduce unemployment (JSA claimant benefits) to pre-recession levels. In addition, the Learning City York Partnership has developed a programme that better supports unemployed 18-24 year olds into unfilled apprenticeship vacancies.
8. Out of Hours Childcare Review  
A review into the lack of childcare or independent care for women working in York was carried out by an ECDOSC Task Group between September 2012 and January 2013. It highlighted the shortage of available childcare in the evenings and that the changes in tax credit which reduced the amount that could be paid for childcare. The review recognised that opportunities for parents to work or have access to training in the evenings could help improve York's evening economy. As a result of the review there was an audit of childcare providers to gather information on out of hour's availability, and a page was created on the YorOK website to provide parents with advice on finding informal childcare/babysitting. In addition, support options around out of hours childcare for parents and carers are now being offered through the Family Information Service's Awareness Strategy.
9. E-Planning Facilities Review  
Following changes in legislation requiring all local planning authorities to introduce an electronic method for the submission of planning applications, an ECDOSC Task Group undertook a review in response to a number of concerns raised by Parish Councils and Planning Panels. The review was carried out by between June 2012 and November 2012 and resulted in Parish Councils and Planning Panels receiving comprehensive training on E-planning facilities and access to the appropriate resources. In addition, the Council has since provided

a point of contact for issues arising from the electronic system, and introduced a Good Practice Guide.

10. External Funding Review

In January 2013 an ECDOSC Task Group commenced a review into ways of unlocking potential external funding for economic development and regeneration projects. Its key objectives were to assess Leeds City Region's investment priorities, what resources were available to City of York Council and to present a strong case to attract funding for York's top investment priorities. The review was carried over into this municipal year and the final report which includes a number of strategic recommendations around the development of a CYC investment plan with measurable targets is due to go to Cabinet in October 2013.

11. Libraries Scrutiny Review

A Task Group of the Learning and Culture Overview & Scrutiny Committee was set up in September 2012 to examine the use of libraries as community hubs, with the aim of increasing their use by council partners and local communities without impacting on the library service. The review was concluded in May 2013 and as a result the Council adopted an agreed definition for a community hub i.e.: *'A Community Hub puts the local library at the heart of the community providing a flexible and welcoming space where local residents can come together for a wide range of community activities'*. Each local library has since been asked to identify ways to encourage more use of their facilities, increase the number of volunteer staff and improve their marketing to encourage the greater use of their facilities.

12. York Museums Trust Scrutiny Review

In March 2012 a Learning and Culture Overview & Scrutiny Committee Task Group was set up to determine whether York Museums Trust (YMT) had achieved appropriate collections management standards in line with their Collections Loan Agreement and Collections Management Protocol agreed in 2002. The review looked in detail at how YMT were storing, documenting and developing the council's collections. The Task Group concluded that the disposal of unsuitable or damaged items would free up valuable space required to prevent delays in documenting and developing the collections. As a result of the review YMT have reviewed and updated their Acquisition and Disposal Policy.

13. Staff Sickness Absence Management Review

In March 2013 a Corporate & Scrutiny Management Committee Task Group concluded a review which began in September 2011 to identify ways of reducing sickness absence levels. The review led to revisions to the Council's Absence Management Policy & Procedures to ensure they were in line with best national practice, taking into account the Council's new HR system (iTrent). The Council's policy has been rewritten as two separate documents – one a short, clear and succinct policy for employees and the other a more formal guide for managers. Both documents have been written in a clear, assertive and more formal language to provide clarity for all. In addition, mandatory absence management training for managers and induction training for new staff have both been introduced.

14. Improving Community Engagement Review

Between September 2012 and April 2013, a Task Group of the Corporate & Scrutiny Management Committee examined levels of community engagement across the city. The Task Group recognised that across all wards, Parish Councils, Residents' Associations and other bodies which brought together groups of residents, had much to offer in regard to community liaison and that they were a source of local information that could be better utilised. As a result of the review Parish Council and Residents' Association forum pages have been introduced on the CYC website to enable the council to disseminate information quickly and regularly. The council will also be including training on the importance of the relationship with Parish Councils and Residents' Associations in future induction programmes for new ward councillors. In addition, in line with Parish Council meeting dates, Residents' Association meeting dates have been included in the Council's Corporate Calendar in an effort to encourage more residents to attend and to provide advance notice to Ward Councillors. Finally the Council has set up a consultation and engagement group to improve practice throughout the Council and to provide structured guidance throughout the consultation process to maximise the quality of results.

15. Domestic Waste Recycling Scrutiny Review

In July 2012, the Community Safety Overview & Scrutiny Committee set up a Task Group to identify ways of increasing domestic waste recycling. The Task Group carried out an analysis of the recycling rates for the 20 top performing Local Authorities in order to identify best practice. The Task Group were particularly interested in the results from socio-demographic profiling undertaken as part of a study in Southampton, and noted that Southampton City Council had used

those findings to help focus their behaviour change campaigns and achieve better value for money. The Task Group considered that where those same profile groups existed in York, similar achievements could be made. The Task Group agreed to focus their work in support of the council's 'Recycle More' initiative, which was one of the themes in the Zero Waste York Challenge work plans for 2012/2013 and 2013/2014. The review is ongoing pending completion of the work on that initiative.

16. Improving Community Resilience Scrutiny Review

In September 2012 the Community Safety Overview and Scrutiny Committee began a review on adaptation to climate change. Their concerns centred on the increase in localised surface water flooding (not river flooding) and what plans the Council had in place to respond. As part of the review, the Committee received a detailed presentation on the approach taken by East Riding of Yorkshire Council – where a number of Town and Parish Councils had successfully implemented their own community resilience plan. The Committee agreed it could be adapted and combined with current York practices e.g. Snow Wardens, Flood Wardens etc, for introduction across York, and as a result recommended the introduction of community emergency plans. Officers are currently working towards providing support to local community groups to enable them to produce their own community resilience plan.

17. End of Life Care Review

The Health Overview & Scrutiny Committee carried out a Task Group Review of the use & effectiveness of DNACPR forms (Do Not Attempt Cardiopulmonary Resuscitation), with the aim of ensuring that patients' wishes and instructions were being acted upon by health professionals and carers at the end of life. The review identified several areas where improvements were needed, particularly raising public awareness about the DNACPR form and end of life care choices generally, and ensuring that once DNACPR forms had been completed the right people knew they were in place and knew what to do with them. It recommended that key health partners ensured that appropriate co-ordination arrangements were in place to ensure patients could discuss their end of life care wishes and that their wishes were respected.

18. Review into Community Mental Health Services and Care of Young People

A Health Scrutiny Task Group was set up in November 2012 to identify levels of understanding and awareness of the importance of

recognising early symptoms of emotional and mental health problems in young people. The review looked at ways of improving multi-agency working to support the emotional and health needs of young people. The review encouraged The Task Group recognised and supported the potential benefits of the widespread adoption of the Mental Health Toolkit throughout York secondary schools in order to help schools respond to children and young people's emotional and mental health needs. The review is currently looking at encouraging secondary schools to introduce a Mentally Healthy School Charter. A final report is due to be submitted to the Health Overview & Scrutiny Committee in October 2013.

19. Personalisation Security Review

In July 2012 a Health Scrutiny Task Group commenced a review with the aim of enabling people with mental health issues to exercise as much choice and control over their lives as possible. In an effort to identify key priorities around personalisation and make improvements, the review brought together residents, and service and support providers, to identify the areas of strength and weakness in City of York Council's approach to personalisation. Work on the review has to date included two workshops facilitated by an independent consultant, and consultation events involving the Vice-Chair of the Independent Living Network, the Chief Executive of York MIND, representatives of York Council for Voluntary Service (CVS) and York Older People's Assembly. The review is planned to conclude in October 2012.

**Supporting the Council Plan 2011-15**

20. All of the reviews carried out during 2012-13 (identified above) took account of the Council's need to be inclusive and ensure equality in accessing the services being reviewed. Each of the reviews also supported a number of the council's other improvement priorities and direction statements:

21 The following reviews were directly linked to the 'Protect Vulnerable People' element of the Council Plan 2011-15:

- End of Life Care – 'The Use & Effectiveness of DNACPR Forms' Review
- Review into Community Mental Health Services and Care of Young People
- Personalisation Review



22. The following reviews were directly linked to the 'Build Strong Communities' element of the Council Plan 2011-15:
- E-Planning Facilities Review
  - Improving Community Resilience Review
  - Improving Community Engagement Review
  - Libraries Review
23. The following reviews were directly linked to the 'Create Jobs & Grow the Economy' element of the Council Plan 2011-15:
- Youth Unemployment Review
  - Out of Hours Childcare Review
  - External Funding Review
24. The Domestic Waste Recycling Review supported the 'Protect the Environment' element of the Council Plan 2011-15.
25. Finally, whilst the Staff Sickness Absence Review was not directly linked to one of the aims within the Council Plan, it recognised that the council's employees were the most important resource of the Council and without them it could not deliver its services and priorities. Therefore ensuring staff received the proper levels of support in times of illness etc was one way in which staff could be made to feel valued and engaged.

### **Finance & Performance Monitoring**

26. Throughout 2012-13 the Overview & Scrutiny Committees received regular quarterly monitoring reports relating to the council's performance and finance management, in service areas specific to their individual remits. In some cases this led to individual Committees requesting detailed reports on some of the exceptional issues identified and the initiatives being put in place to address them.
27. In addition, they also received other monitoring reports specific to their individual terms and references, as detailed below:
28. The Corporate & Scrutiny Management Committee received updates on:
- The work of the Financial Inclusions Board
  - The Annual Scrutiny Budget for 2012-13
  - The introduction of iTrent (Council's new HR system)

- Operation Reach - improving staff engagement and communication
29. The Corporate & Scrutiny Management Committee also received a number of presentations on Welfare reforms and their likely impact on York's vulnerable residents, and a number of introductory reports on various new corporate strategies:
- Innovation Strategy
  - Workforce Strategy
  - Procurement Strategy
  - Community Engagement Strategy
  - Customer Strategy
30. The Community & Safety Overview & Scrutiny Committee received updates on:
- Animal Health Proposals
  - Surface Water Management
  - Use of A-Boards
  - Options for Commercial Waste Recycling
31. The Community & Safety Overview & Scrutiny Committee is responsible for the discharge of the functions conferred on the Council by sections 19 & 20 of the Police & Justice Act 2006, in relation to the scrutiny of community safety issues, the Police and the work of the local Crime and Disorder Reduction Partnership. As such, it received bi-annual performance reports from Safer York Partnership (SYP), and met with representatives from Safer York Partnership and North Yorkshire Police to discuss crime and disorder issues. They also considered an SYP report on the Community Safety Plan & Joint Strategic Intelligence Assessment.
32. Finally, the Community & Safety Overview & Scrutiny Committee were consulted on a protocol for the working relationship between North Yorkshire Police and Crime Panel and the Crime and Disorder Overview and Scrutiny Committees in the region. They were also consulted on the Council's new Hate Crime Strategy.
32. The Economic & City Development Overview & Scrutiny Committee received updates on:
- Major developments within the city;
  - Major transport initiatives and issues arising from them;

- Local Enterprise Partnerships (LEPs);
33. The Economic & City Development Overview & Scrutiny Committee also received A Yorkcraft report on economic inclusion and supported employment for people with disabilities. And, a number of reports in support of a proposed Scrutiny topic on 'Reducing the Carbon Footprint in the Privately Rented Sector' which provided updates on a model for the delivery of Green Deal packages across the Leeds City Region. However, in light of information provided in January 2013, the committee decided not to progress with the review.
34. The Health Overview & Scrutiny Committee has a statutory role to review and scrutinise the impact of services and policies of key partners on the health of the city's population. As such it received updates on:
- The implementation of the NHS 111 service;
  - Access to Talking Therapies / Improving Access to Psychological Therapy from Leeds and Yorkshire Partnership NHS Foundation Trust
  - Complaints received by Yorkshire Ambulance Service
  - Yorkshire Ambulance Service Patient Transport Services
  - Local Health Watch York and Health Watch Procurement
  - The Local Account for Adult Social Care
  - Residential, Nursing and Homecare Services
  - North Yorkshire and York Clinical Services Review
  - The Vale of York Clinical Commissioning Group's inherited debt from NHS North Yorkshire and York.
  - Safeguarding Assurance
  - Proposed changes to Children's Cardiac Surgery and the formation of a Joint Health Overview and Scrutiny Committee to respond to National Consultation on Adult Cardiology Services
  - Changes to the Urgent Care Unit at York Hospital
35. The Committee were also consulted on a number of issues:
- Local Authority Health Scrutiny
  - Mandate to the NHS Commissioning Board
  - Proposed Closure of Mill Lodge
  - Proposals to redesign older people's mental health services
36. They also met with representatives of NHS North Yorkshire, York Teaching Hospital NHS Foundation Trust and York and Vale of York Clinical Commissioning Group, and received a verbal report from the

Chief Executive of York Teaching Hospital NHS Foundation Trust on the Francis Report.

37. Finally, they received a number of reports and presentations i.e.:

- A report from NHS North Yorkshire and York on the merger of two York GP surgeries
- A monitoring report on the identification of issues around provision of medical services for travellers and the homeless
- A presentation on Health and Wellbeing Strategy
- A presentation from the new Director of Public Health on challenges and priorities
- A verbal report from Leeds and York Partnership NHS Foundation Trust on mental health services
- An introduction from the Managing Director of the new Commissioning Support Unit

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

- Bi-annual Partnership Delivery Plan reports from York Museums Trust (YMT)
- Bi-annual Service Level Agreement Performance reports from York Theatre Royal
- A presentation on recent developments and future plans for York's parks and an update on the Young Inspectors work on Parks
- An Ofsted feedback report on Safeguarding
- Presentation on careers advice;
- Update on forthcoming public consultation on libraries
- Bi-annual progress reports on Safeguarding and Looked After Children
- A YMT Briefing on their Collections Development Policy Principles

### **Acting as Critical Friend**

40. During the municipal year 2012-13 each of the Overview & Scrutiny Committees met with the relevant Cabinet Members to hear about their challenges and priorities for the year. They also met with some of the council's appropriate statutory partners to hear about their priorities and challenges.

### **Monitoring Previous Recommendations**

41. Finally, each of the committees received bi-annual updates on the implementation of the approved recommendations arising from their previously completed scrutiny reviews. Those deemed to be fully completed were signed off.

### **Calling - In**

42. Throughout the municipal year 2012-13 there were eight Cabinet/ Cabinet Member decisions called-in for consideration by CSMC. All were upheld. The items called-in were:
- Water End/Clifton Green Junction: Options for Reinstating a Separate Left Turn Traffic Lane on the Water End Approach
  - Changes to Eligibility Criteria for Adult Social Care
  - Winter Maintenance Arrangements for 2012/13
  - Future Credit Union Arrangements in York - Supporting the North Yorkshire and York Credit Union
  - Community Stadium Update
  - City Footstreets Review - Part Two
  - Tethered Horses - Proposed Policy Framework
  - Street Lighting Maintenance Procurement

### **Implications**

43. There are no known legal, HR and financial implications associated with the recommendation within this report.

### **Risk Management**

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

### **Recommendations**

45. Having considered the information within this report, Members are asked to approve and present to Council this Annual Scrutiny Report which covers the period between June 2012 and May 2013.

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

**Contact Details**

**Author:**

Melanie Carr  
Scrutiny Officer  
Scrutiny Services  
Tel No. 01904 552063

**Chief Officer Responsible for the report:**

Andrew Docherty  
Assistant Director Governance & ITT

**Report Approved** ✓ **Date** 21 August 2013

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

**Wards Affected:**

**All**

✓

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

**Background Papers:** None

**Annexes:** None

## Corporate & Scrutiny Management Committee Work Plan for 2013-14

Meeting Date	Work Programme
15 July 2013 @ 5pm	<ol style="list-style-type: none"> <li>1. Attendance of new Cabinet Member for Finance, Performance &amp; Customer Services – Discussion around Priorities &amp; Challenges</li> <li>2. Bi-annual Workforce Strategy 2012-15 Monitoring Report(PS)</li> <li>3. Briefing on Potential Themed Topic – Night Time Economy</li> <li>4. Workplan 2013/14</li> </ol>
9 September 2013 @ 5pm	<ol style="list-style-type: none"> <li>1. First Qtr Finance &amp; Performance Monitoring Report (DM)</li> <li>2. Evaluation of the Service to City Programme (PS)</li> <li>3. Further detailed briefing on Council's Journey to Excellence in Equalities (CC) (Possible Attendee from another Local Authority, demonstrating good progress towards 'Excellence')</li> <li>4. Procurement Strategy Update (<i>deferred from May 2013 - as there is currently no Head of Service this has been deferred to the November meeting when it will be possible to provide a more detailed update</i>) (TC)</li> <li>5. Draft Annual Overview &amp; Scrutiny Report for 2012/13</li> <li>6. Workplan 2013/14 (inc. verbal update on ongoing scrutiny reviews)</li> </ol>
11 November 2013 @ 5pm	<ol style="list-style-type: none"> <li>1. Report on Staff Survey Results (PS)</li> <li>2. Loans &amp; Grants Scrutiny Review Draft Final Report</li> <li>3. Update on implementation of recommendations arising from Managing Staff Sickness Absence Review and Community Engagement Review</li> <li>4. Procurement Strategy Update</li> <li>5. Workplan 2013-14</li> </ol>
13 January 2014@ 5pm	<ol style="list-style-type: none"> <li>1. Bi-annual Workforce Strategy 2012-15 Monitoring Report (PS)</li> <li>2. Second Qtr Finance &amp; Performance Monitoring Report</li> <li>3. Scrutiny Support Budget Monitoring Report (DS)</li> <li>4. Final Report for Scrutiny Review</li> <li>5. Workplan 2013/14 inc. verbal updates on any ongoing reviews</li> </ol>
10 March 2014 @ 5pm	<ol style="list-style-type: none"> <li>1. Presentation of O &amp; S Committee's final reports from Night-Time Economy Scrutiny Reviews</li> <li>2. Third Qtr Finance &amp; Performance Monitoring Report</li> <li>3. Workplan 2013/14 inc. verbal updates on any ongoing reviews</li> </ol>

7 April 2014 @ 5pm	<ol style="list-style-type: none"><li>1. Attendance of Cabinet Member for Corporate Services – End of Year Update</li><li>2. Draft Night–Time Economy Final Report incorporating findings from all the reviews</li><li>3. Draft Workplan for 2014/15 &amp; Discussion re Possible Scrutiny Topics for coming Municipal Year</li><li>4. Workplan 2012/13</li></ol>
12 May 2014 @ 5pm	<ol style="list-style-type: none"><li>1. Workplan 2013/14</li></ol>