



## 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, 11 November 2013
- Time:** 5.00 pm
- Venue:** The King John Room (GO59) - Ground Floor, West Offices

### AGENDA

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

At this point, Members are asked to declare:

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

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

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

To approve and sign the Minutes of the last meeting of the Committee held on 9 September 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 8 November 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. Results of the Workplace Wellbeing Survey 2013** (Pages 9 - 16)

This report provides Members with the headline results of the Council's latest 2013 workplace wellbeing staff survey. It also describes how the results have been used to date, what happens next and provides a summary of what was done as a result of the 2011 staff survey.

A detailed verbal presentation of trends behind the headline results will be given by a representative of Health 'e' Solutions who carried out the survey.

**5. Update on Implementation of Recommendations from Previously Completed Scrutiny Reviews: Staff Sickness Absence Management Review and Community Engagement Review** (Pages 17 - 30)

This report provides Members with an update on the implementation of the recommendations arising from the previously completed Staff Sickness Absence Management and Community Engagement scrutiny reviews which fall within the remit of this overview and scrutiny committee.

**6. Raising Awareness of Ward Councillors and the Democratic Process - New Scrutiny Topic Scoping Report** (Pages 31 - 36)

This report provides information on the Equality Framework for Local Government and the related results from the recent Big York Survey and proposes an associated scrutiny topic for review by this Committee.

**7. Workplan 2013/14** (Pages 37 - 38)

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

**8. Any Other Business**

Any other business which the Chair decides is urgent.

Democracy Officer:

Name: Jill Pickering

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- 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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### **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	9 September 2013
Present	Councillors Galvin (Chair), Fraser, Horton, Jeffries, King, McIlveen, Runciman (Vice-Chair), Steward and Riches (Sub for Cllr Potter)
Apologies	Councillor Potter

## **PART A - MATTERS DEALT WITH UNDER DELEGATED POWERS**

### **14. 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.

Councillor Jeffries declared a personal, non prejudicial interest in relation to agenda item 4 (Criteria for Achieving Excellence for the Equality Framework for Local Government) as a member of the York Independent Living Network.

### **15. MINUTES**

Resolved: That the minutes of the last meeting of the Committee held on 15 July 2013 be approved, and signed by the Chair as a correct record subject to:

Minute 8 – Minutes (amendment to Minute 4 of the 24 June 2013 meeting) – The Council’s Journey to Excellence in Equalities – Amend the penultimate paragraph to read:

“Additionally Members were particularly concerned that disabled people continued to be termed “people with disabilities” despite the agreed advice to adopt consistency in terminology in line with the “social model of disability”. Officers agreed to refer this issue to the Officer Leadership Group for attention.”

**16. PUBLIC PARTICIPATION**

It was reported that there had been one registration to speak at the meeting under the Council's Public Participation Scheme.

Gwen Swinburn spoke in relation to the briefing paper submitted by the Head of Performance and Innovation to the Committee's March meeting on the status of the Council's Innovation Strategy for the city. She questioned when this report would be included in the Committee's work plan.

Reference was also made to three possible scrutiny topics she had previously put forward for consideration, particularly that relating to public engagement.

Officers referred to existing scrutiny work already undertaken in the area of community engagement. Although Members had confirmed their satisfaction with progress in this area consideration would be given the implementation of the recommendations arising from the Community Engagement Review at the Committee's next meeting. If Members were not satisfied with progress in relation to any of the recommendations they could, at that time, request that further review work should be undertaken.

**17. CRITERIA FOR ACHIEVING EXCELLENCE FOR THE EQUALITY FRAMEWORK FOR LOCAL GOVERNMENT**

Consideration was given to a report which highlighted the criteria for achieving Excellence for the Equality Framework for Local Government (EFLG), provided as Appendix 1 to the report. An update on progress in implementing the Excellence Equalities Improvement Action Plan against each of the performance areas was also reported at Appendix 2 of the report.

Following a request at the Committee's last meeting representatives from Barnsley Metropolitan Borough Council, an authority who had already achieved the excellent level in their EFLG, had been invited to attend the meeting to share their experiences.

Julian Horsler, Barnsley's Equality and Diversity Manager, reported details of the journey undertaken by his authority to achieve the excellent level. He highlighted the need to work with



senior managers and for a cultural shift thorough out the organisation. Clear goals and objectives were suggested as a priority which should include partnership working. Barnsley had identified a list of 10 core objectives together with improvements which would benefit both staff and residents. Progress on each had then to be demonstrated. He confirmed there was no simple solution and required a lot of hard work.

Tim Cheetham, a Councillor from Barnsley confirmed the importance of the journey towards the achievement of excellence but also the need for continuous improvement. This had been undertaken by incremental steps and working with the community.

Following Members questions about various aspects of the work the Barnsley representatives confirmed that:

- All information was provided in easy read format and work had been undertaken to make the authorities website more accessible
- Community engagement had been important to cascade information to those not online
- Equality Forums now assisted in the preparation of tender specifications
- The ten actions had been chosen where it was felt a difference could and which were achievable
- The end result should be measurable
- The Authority should lead by example
- The barriers faced by the disabled had been a focus.

Members referred to the inaccessibility of the information provided in the report graphs and to existing issues with the acoustics in West Office meeting rooms.

Officers confirmed that work was ongoing to overcome the general sound problems in meeting rooms and that any future testing would involve Members.

In respect of the equality profile information from Members this was required, as part of the evidence base and to ascertain whether Members represented the diverse community they served.

The Chair and Members thanked Mr Horsler and Cllr Cheetham for their attendance at the meeting and provision of helpful guidance and information in relation to the EFLG.

Following further lengthy discussion it was

- Resolved:
- i) That the progress report be received and noted.
  - ii) That hard copies of the equality profiling information be provided to all Members for their completion. <sup>1</sup>.

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

Action Required

1. Provide Members with hard copies of equality profile information.

SB

**18. 2013/14 FINANCE AND PERFORMANCE MONITOR 1**

Members considered a report which provided the latest performance for 2013/14 and forecast the outturn position for the services falling under the responsibility of the Corporate and Scrutiny Management Committee.

Officers confirmed that, as this was the first performance report to this Committee covering the key areas of Customer and Business Support Services, and the Office of the Chief Executive, if there should be any other areas where Members required information these could be incorporated into future reports.

Members expressed concern in relation to reduced footfall in the city during quarter 1, which Officers acknowledged there was ongoing work being undertaken to improve. A request was made for update information in future reports on the Guildhall project and the apprenticeship brokerage service.

Resolved: That the performance report be received and noted.

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

**19. EVALUATION OF THE "SERVICE TO CITY" DEVELOPMENT PROGRAMME 2012/13**

Consideration was given to a report which provided an evaluation of the 'Service to City' development programme, following a request for this information by Members at the last meeting. A programme which had been launched in July 2012 to develop leadership capabilities of Heads of Service.

The aims and content of the programme were reported together with the results of feedback and future plans for the next phase of the programme.

Officers provided further information on the Innovate to Master class Programme and future mentoring proposals.

In answer to Members questions regarding course take up, Officers confirmed that attendance on the course had not been mandatory but for the personal development of staff. It was also confirmed that the course would be replicated for new service heads as they joined the authority.

Resolved: That the feedback received in the programme evaluation and plans for Phase Two of the Service to City programme be received and noted.

Reason: To ensure Members are kept informed of progress in the Council's leadership programme.

**20. WORKPLAN 2013/14**

Consideration was given to the Committee's work plan for the 2013/14 municipal year.

Officers confirmed that the corporate themed topic on Mental Health would be added to the Committee's work programme in due course.

Resolved: That the Committee's work plan for 2013/14 be received and noted.

Reason: To update Members and provide an overview of the Committee's work for the 2013/14 municipal year.

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

### **21. DRAFT ANNUAL OVERVIEW & SCRUTINY REPORT FOR 2012/13**

Consideration was given to the Annual Scrutiny Report which summarised the work of the five Overview and Scrutiny Committees for the 2012/13 municipal year. Members were asked for their comments or amendments prior to presentation to Council in October.

Recommended: That Council be asked to endorse the Annual Scrutiny Report, covering the period June 2012 and May 2013.

Reason: To comply with Constitutional requirements.

Councillor J Galvin, Chair

[The meeting started at 5.10 pm and finished at 6.45 pm].



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**Corporate and Scrutiny Management  
Committee**

11 November 2013

Report of the Assistant Director, Customer &amp; Employees

**Results of the Workplace Wellbeing Survey 2013****Summary**

1. A monitoring report of the Workforce Strategy was presented to Corporate and Scrutiny Management Committee in July 2013. At that meeting, there was a request for a report on the results of council's latest wellbeing staff survey.
2. This report and a further more detailed verbal presentation of trends behind the headlines will provide Members with the organisation level results of the 2013 workplace wellbeing staff survey. It also describes how the survey results have been used to date and what happens next, together with a summary of what was done as a result of the 2011 staff survey.

**Background**

3. The council undertakes a staff survey every two years as part of the commitment to examine staff opinions and encourage involvement as outlined in the Workforce Strategy 2012-15. The analysis of the survey results will also provide evidence against the assessment criteria as part of the Equality Framework for Local Government.
4. This year's staff survey was facilitated by Health 'e' Solutions, who also ran the 2011 survey. This has allowed for the data between the two surveys to be compared and identify how staff opinions may have changed. It also allows for evaluation of the interventions put in place following the last survey. Benchmarking of City of York Council's (CYC's) performance against other councils and the wider public sector has also been possible.

5. The staff survey included:
  - a) A fully HSE compliant risk assessment with 35 stress indicator questions;
  - b) 47 additional questions to test progress against the outcomes outlined in the Workforce Strategy;
  - c) An opportunity for staff to make general comments and/or put forward ideas for making the council a better place to work;
  - d) Anonymous equality profiling information.

### **Headline results of the 2013 survey**

6. The council undertook their bi-annual staff survey from June to July 2013. All council staff were invited to take part, with the option of either completing an online or paper questionnaire. Participation in the 2013 survey has increased by 5% since the 2011 survey, with 42% of staff completing the questionnaire. This compares favourably against the public sector average response rate of 35%.
7. On the whole, the results of the staff survey are positive and do not imply that there are significant areas of concern or that the council has any general stress related problems at an organisational level. Comparing the 2013 with the 2011 stress indicator results at an organisational level show:
  - a) A positive improvement in response to the questions asked about control of work, management peer support and relationships.
  - b) The perception of staff on how the council is managing change highlighted no concerns, with the overall score remaining the same as the previous survey.
  - c) The responses to the questions asked about work demands and staff understanding how their role fits in with the overall direction of the council have deteriorated. This is unsurprising, given restructures, the reductions in staff and increases in workloads.
  - d) The survey assessment for relationships was generally good and consistent across the council. However further analysis reveals there is a perception of strained relationships in

some areas - which will be prioritised for review, within those service areas.

### **Progress made to date and further actions planned**

8. The following actions have taken place since this year's staff survey closed in the summer:
  - a) Results have been presented to council management team (CMT); the workforce strategy steering group and human resources management team; with the same presentation to be given to the joint trade union consultation forums in November including the Joint Health & Safety Committee (JHSC);
  - b) Results from the staff survey were used as evidence for the external peer review in Summer 2013 and the results used to inform "Delivering for the People of York" Cabinet report;
  - c) Directorates have been given access to their staff survey results with workshops planned to take place in November to identify actions needed;
  - d) Survey results have been interrogated and equality profiled against each protected characteristic as defined within the Equality Act 2010 with work to be undertaken to address any issues highlighted;
  - e) A full communication plan agreed and in place with both summary results and full report to be made available for all staff with the offer of ongoing involvement in focus groups on specific topics.
  - f) Corporate actions and directorate plans will be presented to CMT in December 2013 with progress against these plans to be reported in June 2014 (with updates also to JHSC). Members will receive this update in the Workforce Strategy monitoring reports.

### **Action taken as a result of the 2011 survey**

9. The results of 2011 staff survey were shared with senior management teams and reports provided to Heads of Service. CMT and the JHSC oversaw the development of improvement action plans for each Directorate. A summary of the results of the staff survey were also made available to all staff in autumn 2011. Taking

account of the results, action plans and the council's Workforce Strategy, a number of developments and activities took place:

**a) Policy Review**

**i. Bullying, Harassment and Discrimination**

A number of staff made references to bullying behaviour in the 2011 staff survey. It was recommended the council's existing policy and procedures covering bullying, harassment or dignity at work should be reviewed to identify if improvements are needed. A fundamental review of the then current bullying and harassment policy and procedure followed. The policy was revised and renamed Dignity at Work, launched and publicised alongside manager briefings and training sessions. The First Contact Network was also renewed and relaunched. This network consists of a group of trained staff from across the council, who offer confidential support and information to colleagues who feel they are being bullied or harassed.

**ii. Whistleblowing**

Survey results highlighted concerns that the previous whistleblowing policy was difficult to understand or follow. This policy was reviewed and simplified and protects staff from victimisation when raising issues.

**iii. Flexible working**

Staff reported they felt their working times were not flexible enough. In light of this, opportunities for staff to work flexibly were increased by introducing two further initiatives. Term time working and the opportunity to work compressed hours were introduced earlier in 2013. The time that staff can start and finish work were also expanded from 8am to 6pm to 7am to 7pm, as part of the council's flexitime scheme.

**b) Learning, skills and behaviour development**

**i. Behavioural competencies**

To help identify and address learning and development needs, staff from across the council worked together in a series of workshops to create a new individual performance framework. Launched in summer 2013, this framework sets



out a single set of behavioural skills, attitudes and values that apply to all council staff at every level, helping everyone to work together more effectively.

ii. Core learning

In response to the 2011 results, the council's corporate learning and development programme has since been refreshed and reorganised. Learning and development opportunities on health and safety; IT skills (from beginners to advanced level); personal and professional development; building knowledge and practical application of key policies and procedures; mentoring and e-learning resources are available for all staff. The Service to City programme was launched in 2012, to develop the leadership skills of the council's senior managers. A report on the evaluation of the Service to City programme was brought to the last meeting of this Committee.

iii. Volunteering

The 2011 survey indicated that a quarter of our staff were already involved in some form of volunteering. To encourage and support more people to get involved, the council developed an employer supported volunteering strategy. As part of the council's approach to learning and skills development, staff can now request (from their manager) up to a maximum of one day per annum to take part in volunteering activities. Staff are expected to match this day with one day from their own annual leave entitlement.

c) **Health and wellbeing**

The last survey included a number of questions relating to individual lifestyle choices and what type of information and advice staff would value, regarding their health and wellbeing. Analysis of the results instigated the following actions:

- i. A series of health initiatives were run, promoting national and local wellbeing initiatives (for example non smoking day, mental health, cancer awareness);
- ii. A new website developed and launched that encourages staff to maintain a healthy, well balanced lifestyle ([www.yorwellbeing.com](http://www.yorwellbeing.com));

- iii. Workshops to help managers recognise the signs and symptoms of stress;
  - iv. Workshops to help managers and staff build knowledge and awareness of mental health issues in the workplace.
- d) **Reward and recognition**

Just over half (53%) of our staff reported they felt their contributions were valued. In conjunction with Customer Strategy work, the council introduced employee of the month awards and has held two annual 'eXtra factor' awards to promote reward and recognition. The award categories have since been reviewed and expanded to cover volunteering; innovation and equality champions in 2013.

e) **Communications**

Under half (44%) of staff indicated they were satisfied with the council's internal communications. In response, the ways in which the council gets information and news to people has been extended giving staff more opportunities of keeping up to date through a variety of channels including face to face briefings, electronic staff magazines, staff engagement sessions with CMT and via personal email accounts and mobile phones.

## **Council Plan**

10. The workplace wellbeing survey assists in delivering against to the council's Workforce Strategy, underpinning the delivery of all Council Plan priorities and in particular the Core Capabilities in delivering:
  - a confident, collaborative organisation
  - completely in touch with our communities
  - relentlessly focused on our priorities.

## **Implications**

11.
  - **Financial** – none within this report, all costs are managed within existing budgets.
  - **Human Resources (HR)** – as described in the report.
  - **Equalities** – as described in the report.

- There are no specific **Legal, Crime and Disorder, IT or property implications**

### **Risk Management**

12. Failure to undertake a staff survey and analyse/respond to the results could result in the council not achieving:
- compliance with the HSE management standards;
  - Excellent status of the Equalities Framework for Local Government;
  - the outcomes as set out in the Workforce Strategy.

### **Recommendations**

13. Members are asked to note:
- a) the progress and achievements since the 2011 survey;
  - b) the headline results of the 2013 staff survey;
  - c) work undertaken to date and the next priorities.

Reason: To keep members informed of how the results of the staff survey are used to drive improvement in workforce related matters.

### **Contact Details**

**Author:** **Chief Officer Responsible for the report:**

Tracy Wright

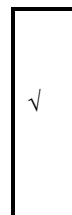
Pauline Stuchfield

Diversity & Staff  
Engagement Advisor

Assistant Director, Customer & People

Human Resources and  
Organisational  
Development

**Report  
Approved**



**Date** 1<sup>st</sup> Nov 2013

01904 554399

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

**Background Papers:**

Workforce Strategy 2012-15:

**<http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=6682&Ver=4>**

Previous agenda papers to this Committee

**Annexes**

None



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**Corporate and Scrutiny Management Committee**      **11 November 2013**  
Report of the Assistant Director, Governance & ICT

**Update on Implementation of Recommendations from Previously Completed Scrutiny Reviews**

**Summary**

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

**Background**

2. Staff Sickness Absence Management Scrutiny Review  
At a Scrutiny Event for Members in July 2011, the Committee agreed to carry out a scrutiny review on staff sickness, specifically to identify ways of reducing sickness absence levels across the organisation. The Committee agreed to set up a Task Group to gather information on the potential areas of focus for the review for the full committee's consideration.
3. In January 2012, this Committee received a scoping report for the review detailing the Task Group's initial findings and as a result, agreed the following objectives for the review:

Objectives:

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

4. Work on the review concluded in March 2013 and the Task Group agreed that:
  - a) The current policy document covering everything for all was not suitable and that a short, clear and succinct policy for employees, together with a separate guide for managers would be more appropriate
  - b) The organisation would benefit from all new starters receiving information on the council's sickness absence procedure and all managers receiving the relevant training.
  - c) Overall, the Task Group concluded that improvements in training and induction, an updating of the policy and a rise in staff morale (there needs to be mutual respect and support to enable all staff to perform to the best of their ability), would over time assist in changing the culture of the organisation. They recognised that this would be difficult and take time, and that there was no 'quick fix'. They therefore agreed it would be necessary to revisit the question of how best to create a change in culture once the revised policy and change to working practices had been embedded throughout the organisation.
  - d) The current processes lacked positive reward and recognition for good attendance.
  - e) The authority did not make adequate use of online training for staff.
5. In May 2013 the review recommendations were approved by Cabinet, and this report presents the first update on their implementation – see Annex A.
6. Customer Engagement Scrutiny Review  
In September 2012, having considered a scrutiny topic submitted by Cllr Barnes on 'Engaging the Disaffected', the Committee agreed to undertake a scrutiny review to look at the issues affecting levels of community engagement across the city, in the following three areas:
  - i. Community Engagement
  - ii. CYC Customer Services
  - iii. Financial Inclusion
7. A Task Group was set up to scope and carry out the work on the review on behalf of the full committee, and following some initial investigation, the following review remit was agreed:

To identify ways of empowering people and improving community engagement

Objectives:

- a. To improve communications between CYC and Parish Councils
  - b. To improve communications in non-Parish Council areas.
8. The final report and the review recommendations were presented to Cabinet in June 2013, and the first update on the implementation of those recommendations is shown at Annex B.

### **Consultation**

9. The Assistant Director of Customer & Business Support Services has provided the update information contained within Annex A, and the Head of Communities and Equalities has provided the update information contained within Annex B. Both will be in attendance at this meeting to answer any questions arising.

### **Options**

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

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

11. In regard to the Staff Sickness Absence Management Review, the Council Plan recognises that staff are the most important resource of the Council and without whom it could not deliver its services and priorities. Ensuring staff receive the proper levels of support in times of illness etc is one way in which staff can be made to feel valued and engaged.
12. The Community Engagement Review supported the council's aim to build strong communities and be a city full of active and self-reliant communities, where everyone has an effective voice in local issues and where there is a strong sense of belonging.

### Implications

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

### Risk Management

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

### Recommendations

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

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

### Contact Details

**Author:**

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**Chief Officer Responsible for the report:**

Andrew Docherty  
Assistant Director, Governance & ICT  
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**Report Approved**



**Date**

1 November 2013

**Wards Affected:**

**All**



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

**Background Papers:** None

**Annexes:**

**Annex A** – Update on Staff Sickness Absence Management Review

**Annex B** – Update on Community Engagement Review



### Implementation Update of Approved Recommendations From Sickness Absence Management Scrutiny Review

Recommendation	HR Response in May 2013	Implementation Status as of November 2013
i) The Council's policy be rewritten as two separate documents – one to be a short, clear and succinct policy for employees, and one to be a separate guide for managers	A revised draft Attendance Management policy and procedure has been written - currently in consultation with unions (including school unions) on these documents. Deadline for feedback is 27 <sup>th</sup> March 2013. A draft manager's guidance is being finalised and will be distributed for feedback with virtual user group and unions beginning of April. The completed policy and procedure aim to be launched end April.	Consultation completed, revised policy and procedure launched 15 <sup>th</sup> October 2013, effective from 21 <sup>st</sup> October 2013.  Separate managers toolkit prepared and placed on COLIN wef 21 <sup>st</sup> October 2013.
ii) Both documents be written in a clear, assertive and more formal language	The policy and procedure has been made shorter. The process for notifying of absence and the procedure for dealing with absence is easier to read and more formal in language.	Completed, copy attached for information.
iii) Both new documents to incorporate the amendments identified in Annexes A & B of final report	The amendments identified in annex A & B have been incorporated into either the policy, procedure or manager's guidance the only exception is the following: <i>Referral to Occupational Health must be done after 1 month</i> . There maybe occasions where it is inappropriate to refer an employee to	As per response in May 2013

	occupational health after 1 month e.g. if the employee is in hospital or terminally ill. We have included guidance on when an OH referral may be delayed. The procedure states the following: <i>Where absence lasts for four weeks the employee will normally be referred to occupational health</i> .	
iv) Mandatory training on absence management to be introduced for managers e.g. through the introduction of an eLearning package & use of Team Talk.	The attendance management training is currently been scoped to be available alongside the roll out of the policy. Manager training will initially target areas of the council which have high sickness absence levels or long term cases that require progression through the procedure. This training will be managed and recorded via the Workforce Development Unit as part of the core training offer.	ACAS commissioned to provide half day training for managers. Pilot course ran on 30 <sup>th</sup> September with further dates scheduled for 5 <sup>th</sup> November, 21 <sup>st</sup> January and 12 <sup>th</sup> March, to be run as part of core training offer, managed through the Workforce Development Unit.
v) HR to consider the one off purchase of an online training package for managers in an effort to reduce Health Nurse training costs	The initial delivery model for training is expected to be face to face, this is due to the development time, and cost of developing an eLearning package. However the potential to move to an e-learning package will be explored.	Potential to move to e-learning options from April 2014 under consolidation of training budgets. WDU to consider.
vi) Mandatory induction for new staff should be introduced.	The corporate induction training is currently under review. Plans are to conduct bi-annual induction events for all new employees. Managed and recorded via the Workforce development unit.	As per response in May 2013.

	<p>The induction checklist now includes a summary of Attendance Management information to be covered in an employee's first week of employment these include: reporting absence, certification, trigger points, return to work interviews &amp; Occupational Health service.</p>	
<p>vii) Manager's to be held accountable for staff in their team failing to attend Occupational Health appointments without an appropriate reason, and the number of missed appointments should be reported to Corporate Joint Consultative Committee.</p>	<p>OH notifies managers of OH appointments made for their employees and informs them if they do not attend. Detailed in the manager's guidance are their responsibilities to ensure their employees attend OH scheduled appointments. The policy also states that sick pay is conditional upon the employee attending an Occupational Health appointment where required. Therefore occupational sick pay can be stopped where an OH appointment is missed and the employee is notified of this deduction in pay. HR business partners will start to provide data to DMT's on the volume of employees who fail to shows for OH appointment in their directorates and reasons provided. There is a proposal to recharge the cost of 'No Shows' to manager's own budgets.</p>	<p>Employees advised of requirement to attend occupational health appointments in writing. Managers made responsible for ensuring employees attend with no shows being recharged to directorate budgets.</p> <p>Quarterly meetings are been held to review the overall trend for DNA's for OH referrals and heal surveillance, the aim of this is to monitor the rate of DNA's and identify any hot spots where work with a specific dept/manager is required.</p>

<p>viii) Managers should report quarterly to DMT on absence figures.</p>	<p>iTrent sickness absence reports are currently under development; however the reports are dependant upon development work around management structures and sickness absence reasons.</p> <p>Sickness absence reports will be gradually rolled out across directorates in line with People Manager implementation, Midland HR is required to support this work. It is anticipated that no MI reports will go out to directorates until the structure work is completed, which is not likely to be until the end of June 2013.</p>	<p>The structure work on iTrent has been delayed due to a re-phasing of People Manager rollout work - all structure work will now be completed by 31<sup>st</sup> October 2013 to provide accurate management information reporting, taking into account recent Directorate restructures.</p> <p>The introduction of iTrent People Manager will enable managers to input sickness absence directly on to the iTrent system. This should ensure that all sickness is input in a timelier manner so will further improve the accuracy of iTrent sickness absence reports.</p>
<p>ix) HR should look at positive ways of promoting good attendance, e.g. recognition for those employees who have no or low rates of absence e.g. letter from Chief Executive, Xtra Factor Award.</p>	<p>Promotion of good attendance is most successful at a local manager level. Guidance will be included for managers to recognise good attendance in PDR's and 1:1 meetings, to make recognition more personal.</p> <p>A council wide recognition scheme would incur administration costs. Such schemes can also have equalities implications and negative effects on employees where absences are unavoidable e.g. to attend an operations or linked to a disability.</p> <p>The staff survey will ask a number of questions to highlight trends and reasons why staff may have poor attendance or are not engaged e.g. pressure of work, stress,</p>	

	<p>bullying. Addressing these issues in subsequent action plans will assist in improving attendance.</p> <p>The following question will also be included in the next survey to help further inform the work to promote good attendance - <i>'I feel good attendance should be recognised'</i></p> <p>In addition HR will continue to a promote ways to maximise attendance e.g. flexible working opportunities.</p>	
<p>x) Two HR officers should be designated as 'GO TO' officers (see 4<sup>th</sup> bullet point in paragraph 49 of final report).</p>	<p>The First Contact Network is a staff volunteer group available to offer support to employees who are being bullying or harassed at the work. Within HR the Employee Relations (ER) team is the key contact for employees who have queries in relation to the Attendance Management Procedure or who need general guidance on other policy related issues.</p> <p>However, there is currently no provision in place for staff to access completely impartial advice as per the recommendation. This will be reviewed following the completion of the HR restructure.</p>	
<p>xi) CYC's Counselling Services should be re-publicised.</p>	<p>The counselling services will be re-published during the launch of the policy, during Attendance management training and on colin, buzz etc. There have been some</p>	<p>The demand for the counselling service continues to increase and has been promoted through events like the health and wellbeing week recently held in West Offices. The triage</p>

	<p>recent changes to the counselling services available for staff. Due to a significant increase in demand for counselling services year on year and the fixed price nature of the previous NHS contract, when the negotiations to extend the NHS contract took place the current level of service across the OH contract could not be maintained for the previous price. Employees will continue to self refer for counselling services; OH will then triage the referral. Where counselling is not the best source of assistance the employee will be signposted to either a specialist charity organisations or mainstream NHS services.</p>	<p>service put in place by the OH provider to ensure that counselling is the best route of support continues. However as we are moving to a new OH contract, the specification requires a more flexible approach to counselling with requirement for the providers to offer a variety of delivery methods i.e. telephone; and web based counselling as well as the more traditional face to face service</p>
<p>xii) CSMC should re-visit the question of how best to create a change in culture once the revised policy and change to working practices had been embedded throughout the organisation.</p>		

**Update on Implementation of Approved Recommendations  
Arising From Engaging Communities Scrutiny Review**

Approved Scrutiny Recommendation	Update on Implementation
i. Resident Association meeting dates to be included in the Council's Corporate Calendar, in the same way that Parish Council meeting dates are.	The dates for the Resident Forum meetings are currently uploaded via ModernGov. We are working with Resident Association to encourage them to contact the Council direct to update Agenda and Minutes of meetings.
ii. Corporate Calendar to include both formal and informal Resident Forum meeting dates	Community and Equalities team uploaded as meetings are confirmed.
iii. Introduce Resident Association and Parish Council Forum pages on the CYC website, for the Council to use to disseminate information quickly and regularly e.g. to highlight consultations etc	<p>There is a Residents Association page on the CYC website with links to each of the 19 Residents Associations.  <a href="http://www.york.gov.uk/info/200535/residents_associations/362/residents_associations">http://www.york.gov.uk/info/200535/residents_associations/362/residents_associations</a></p> <p>There is also a page for Parish Councils, again providing information about each Parish Council and a link to their website.  <a href="http://democracy.york.gov.uk/mgListCommittees.aspx?PC=1&amp;bcr=1">http://democracy.york.gov.uk/mgListCommittees.aspx?PC=1&amp;bcr=1</a></p>
iv. Adjoining Parish Councils to be informed of significant planning applications which are likely to affect their parish	The Council Planning Department current practise this wherever possible but are now building this step into their regular processes.
v. Training on the importance of the relationship with Parish Councils and Residents Associations should be included in the induction programme for new Councillors.	We have approached the Federation to ask if they would work with us to help develop a training workshop that can be added to the annual training programme and induction programme. We will be taking the same approach with the Parish Council Liaison Group to co produce a training workshop. We have also produced a number of fact sheets as a resource for councillors including one on parish councils and one on residents associations and York

	Residents Federation and have run a drop in session with members to introduce and promote these.
vi. Ward Councillors to receive the minutes from Parish Council and Resident Association meetings, and it should be considered good practice to attend PC & RA meetings	An article was placed in the Members newsletter, informing councillors of the links to the pages on the council website, so that they can access the meeting minutes of both the Parish Councils and Resident Associations. A high percentage of councillors attend their relevant Parish Council and Residents Association meetings.
vii. In regard to council consultation, more time should be given to enable Parish Councils and Residents Associations to participate, as consultation needs to go to a meeting for discussion, not just to individuals.	A working group has looked specifically at this topic and developed new resources to support staff through the consultation and engagement process. A training workshop was delivered to staff on the 27 <sup>th</sup> September – the first of a programme of workshops, to promote good practice, promoted through corporate training offer. The resources will be launched as part of the upgraded to the council's intranet system. The Federation recently met with Kersten and offered to play a role in future council consultation – how this will operate will be worked up with the Federation.
viii. The council to ensure that feedback is given to PCs and RAs on their consultation responses	This is improving following the work of the working group and further improvements should be seen through the resources available via the new intranet. Further workshops and training will be developed with the Federation and Parish Councils.
ix. Council to notify PCs & RAs of significant changes to services e.g. Christmas recycling arrangements, green bin charges etc	Waste services inform RAs and PCs directly of any planned changes to services, usually by e-mail. Using a list of established contacts, all contacts are sent information directly informing them of the changes and providing any necessary literature that their organisation can display. This method is also used by Waste Services to deal with 'one off' issues that arise, resulting in potential service disruption, such as severe weather or floods.
x. All Council service providers to use Parish Council/ Resident Association notice boards and	The Communities & Equalities Team provides information about available notice boards and a list of contact key holders.



<p>newsletters more to communicate council information relevant to the area</p>	
<p>xi. Council documents should be checked for jargon i.e. continued use of Plain English</p>	<p>From a Democratic Services perspective, wherever possible reports are checked for plain English and the use of abbreviations prior to publication. Logistically on occasion this is not possible when reports are received late by Democratic Services and the statutory deadline for publication has to be met. The Council's communications team issue guidance to all staff on the use of Plain English and the standards that should be observed on social media. Further advice will be issued to all staff.</p>
<p>xii. Report authors to include appendix of abbreviations in reports where appropriate - to aid ease of reading. The list can be tailored to each committee and duplicated for all reports relevant to that committee, with revisions/additions where needed</p>	<p>Current practice is to state in full the name of an organisation/initiative etc for its reference in a report, with the abbreviation in brackets alongside. Throughout the report thereafter it is acceptable to use the abbreviation. Annexing a separate list of abbreviations may not be the most environmentally friendly solution. Neither would it be a user friendly solution, as the reader would have to flick back and forth to search for each abbreviation used. The appropriate use of a separate annex would be where a report contains a significant number of technical abbreviations.</p> <p>In addition, the Heads of Civic &amp; Democratic Services and Strategy, Partnerships &amp; Communication are planning to work together to deliver a revised report template, style guide and associated training to improve the way reports are presented to the public in general, which will include addressing this issue.</p>
<p>xiii. Improve joint working at Ward Team Meetings by the adoption of the Statement of Intent shown at para 41 of the final report.</p>	<p>The Communities and Equalities Team are liaising with Councillors to add to discussions at Ward Team Meetings.</p>
<p>xiv. Communities &amp; Equalities Team to identify areas of the city where no Parish Council or</p>	<p>Each Resident Associations page on the Council website now provides a map showing the area covered by the Association.</p>

<p>Resident Association currently exists and identify a private resident association or some other type of community group to disseminate council information through.</p>	<p>Parish Council areas can be identified using the YorkMap on the council website.</p> <p>Work is continuing to identify community groups in areas not covered by either a Parish Council or Residents Association</p>
<p><u>Scrutiny Comments on Update Received?</u></p>	



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**Corporate and Scrutiny Management Committee**  
Report of the AD Governance & ITT

11 November 2013

**Raising Awareness of Ward Councillors & the Democratic Process –  
New Scrutiny Topic Scoping Report**

**Summary**

1. This report provides information on the Equality Framework for Local Government (EFLG) and the related results from the recent Big York Survey and proposes an associated scrutiny topic for review by this Committee.

**Introduction**

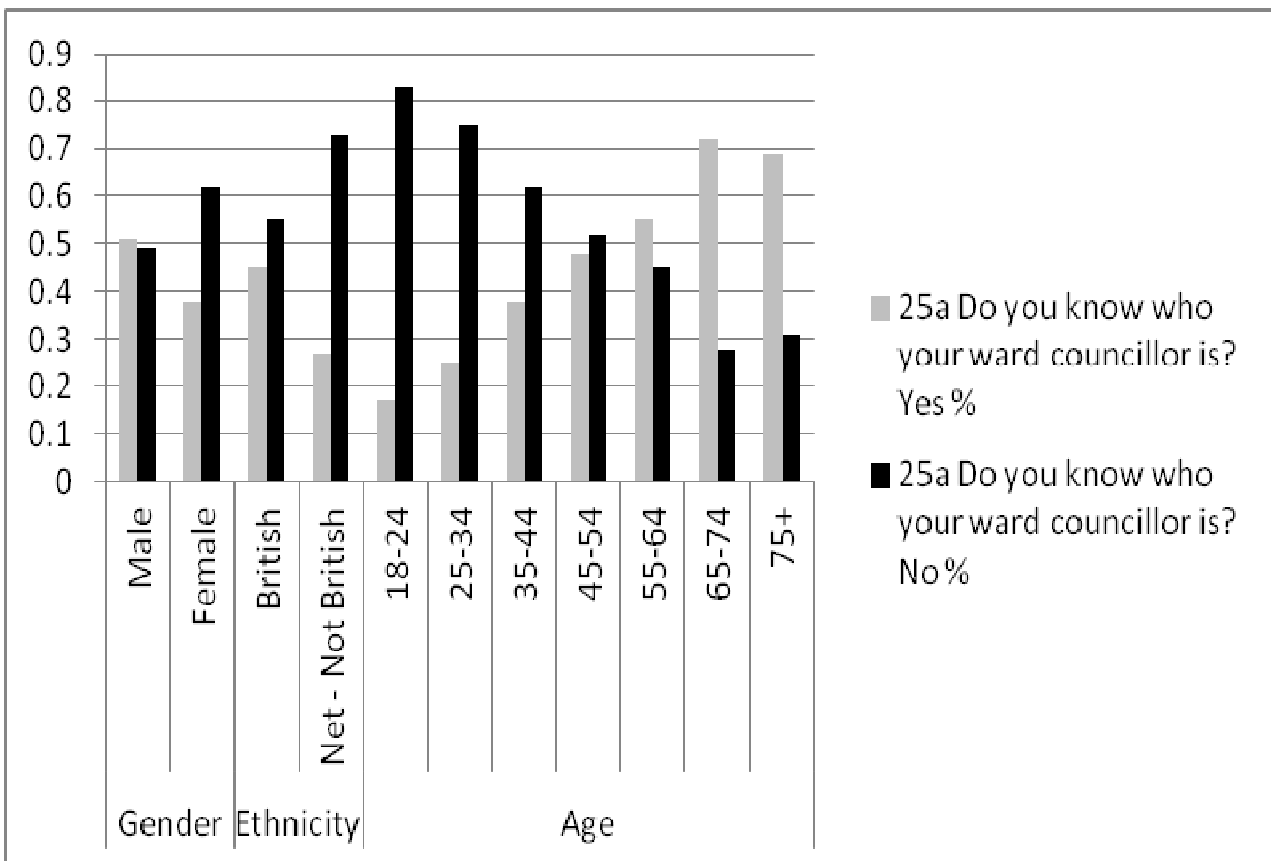
2. Equality Framework for Local Government  
City of York Council is currently at the 'Achieving Level' of the EFLG and is hoping to achieve 'Excellence Level' in May 2014.
3. At its last meeting this Committee received a detailed update on progress in implementing the Excellence Equalities Improvement Action Plan against each of the following five EFLG 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
4. In regard to 'Leadership, Organisational and Partnership Commitment', a key component of the Equality Framework for Local Government inspection, is to evidence that all parts of the community are able to influence decisions; in terms of resource allocation, compliance with public duties, democratic engagement, scrutiny, service planning and procurement. Assessors also examine whether York Councillors are drawn from a wide and representative range of backgrounds.
5. Specific to this performance area, a number of improvement actions were identified within the improvement action plan, and the majority have

since been completed. However one action remains outstanding as the Council is unaware of the equalities profile of its members.

6. At its previous meeting in September 2013 this Committee resolved that all councillors should be encouraged to complete their equality profiling information. All councillors have since been contacted and asked to either input their information directly onto the council's HR system or to complete a questionnaire by the end of November 2013.

7. Big York Survey

The recent results from the recent Big York Survey revealed that 57% of respondents do not know who their ward councillor is. This figure worsens when examining results for Communities of Identity. The graph below provides further analysis by Community of Identity covering gender, ethnicity and age.



8. The Survey results revealed that men are more likely to know who their ward councillor is (although it is less than 50%) compared to females. The over 55s are also more likely to know who their ward councillor is in particular those between 65 and 74 and 75 plus.

9. Those least likely to know their ward councillor are the under 45's in particular those aged between 18-24 and 25-34.

10. The results also showed a high percentage of non British respondents are unaware of who their ward councillors are.
11. Most recently the Communities and Equalities team have been working with Black and Minority Ethnic (BaME) communities in York, and it has become apparent that there is little awareness of the democratic process. This was particularly evident within the Turkish community and whilst evidence is lacking with regard to other communities, it is likely that this is also the case with other BaME communities. Due to the anonymous nature of voting it is not possible to determine what % of the BaME community votes.

### **Suggested Review Remit**

12. Taking into account the findings from the EFLG and the Big York Survey provided above, the Committee are asked to consider undertaking a scrutiny review to:
  - i. Examine how best to:
    - a) Increase awareness of ward councillors to females, young people, and BaME communities in their wards
    - b) raise awareness of the democratic process amongst York's Communities of Identity, in particular those who have protected characteristics under the Equality Act 2010
  - ii. In support of the outstanding improvement action in the Excellence Equalities Improvement Action Plan to:
    - a) Examine how representative councillors are of the community they serve and how councillor representation can become more diverse should this be required when election vacancies occur
    - b) Identify any equalities training required for members to help them better serve Communities of Identity within their wards

### **Suggestions for Undertaking Work on the Review**

13. The Committee may choose to set up a Task Group to carry out the review on their behalf or conduct the review as a whole committee.
14. A programme of conversations with appropriate groups could be drawn up using the Communities and Equalities team's existing contacts, to help identify ideas on how to improve awareness of the democratic

process. The findings could later be fed into actions for Democracy Week 2014.

15. In regard to consultation, utilising the Customer Centre, residents could be asked if they know who their local councillor is, and if not asking for ideas on how to raise awareness of ward councillors within their ward.
16. A questionnaire or focus group session could also be organised to ask for ideas/ actions to raise awareness of who ward councillors are.
17. In regards to gathering councillor profiling information, whilst this is already underway, Councillors undertaking this review could champion this and where councillors have not provided this information, make contact with them to encourage them to do so.
18. The review could also include examining best practice by other Local Authorities already achieving 'Excellence Level' of the EFLG.

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

19. The proposed review supports the Council's corporate priorities of building strong communities and protecting vulnerable people.

### **Implications**

20. Carrying out the proposed review will support the Council in achieving its legal and moral duties to promote equality of opportunity and better enable it to be sensitive to the diverse needs for local services within its communities. Under the Equality Act 2010 the council has responsibilities to promote equalities as a provider of services, as a democratic body which is representative of all interests in the community, as a major employer and as a community leader. Councillors in their leadership role therefore have responsibility in establishing a strong vision for equality and improving equality outcomes.

### **Recommendation**

21. Having considered the information within this report and previous reports to this Committee on the Council's ongoing work to achieve Excellence for the Equality Framework for Local Government, the Committee is recommended to:
  - i. Proceed with a review in line with the suggest review remit shown at paragraph 12 above

- ii. Set up a Task Group to carry out the review on behalf of the full Committee
- iii. Agree a timeframe for completion of the review (in time for the findings to feed into the Council's peer assessment under the Equalities Framework for Local Government in May 2014)

Reason: To support the Council in its efforts to achieve 'Excellence Level' in the Equality Framework for Local Government, and progress the work of this Committee in line with agreed scrutiny procedures and protocols.

**Contact Details**

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**Report Approved**  **Date** 29 October 2013

**Specialist Implications Officer(s)** N/A

**Wards Affected:**

**All**



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

**Background Papers: None**

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## 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</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>
<b>11 November 2013 @ 5pm</b>	<ol style="list-style-type: none"> <li><b>1. Report &amp; Presentation on Staff Survey Results</b></li> <li><b>2. Update on implementation of recommendations arising from Managing Staff Sickness Absence Review and Community Engagement Review</b></li> <li><b>3. Scoping Report for proposed scrutiny review on Equalities</b></li> <li><b>4. Workplan 2013/14</b></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. Procurement Strategy Update</li> <li>5. Draft Final Report for Loans &amp; Grants Scrutiny Review</li> <li>6. 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 Finance, Performance &amp; Customer 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 2013/14</li> </ol>

12 May 2014 @  
5pm

1. Workplan 2013/14