



Notice of a public meeting of

Corporate and Scrutiny Management Policy and Scrutiny Committee

- To:** Councillors Levene (Chair), Galvin (Vice-Chair), Crisp, D'Agorne, Fenton, Gates, Lisle, Reid and Williams
- Date:** Monday, 5 September 2016
- Time:** 5.30 pm
- Venue:** The King John Room (GO59) - 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 1 - 12)

To approve and sign the minutes of the Corporate and Scrutiny Management Policy and Scrutiny Committee meeting and the minutes of the Calling-In meeting held on 25 July 2016.

3. **Public Participation**

At this point in the meeting members of the public who have registered to speak can do so. The deadline for registering is

5.00pm on Friday 2 September 2016. 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, via the contact details at the foot of the agenda.

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4. Executive Leader and Deputy Leader Update on Priorities for the Year (Pages 13 - 68)

This report introduces updated information provided by the Executive Leader and Deputy Leader on the delivery of priorities in the Council Plan.

5. Schedule of Petitions (Pages 69 - 80)

This report provides the committee with details of new petitions received to date, together with those considered by the Executive or relevant Executive Member/Officer since the last report to the committee. Members are asked to consider the petitions received and actions reported, and agree an appropriate course of action in each case.

6. 2016/17 Finance and Performance Monitor 1 (Pages 81 - 86)

This report provides an early analysis for the services falling under the responsibility of the Corporate and Scrutiny Management Policy and Scrutiny Committee, which include all corporate, strategic and business services.

7. One Planet York Scoping Report (Pages 87 - 92)

This report informs the committee of how York might best balance economic, social and environmental factors to realise its goal of being a more sustainable and resilient “One Planet” city. The committee is asked to consider whether there will be added value in undertaking a scrutiny review to support the work of One Planet York.

8. Peer Challenge Review Scoping Report (Pages 93 - 104)

As requested by the committee at its meeting in June 2016, this report presents information around the implementation of the recommendations arising from the recent the LGA Peer Challenge (March 2016), together with details of the 2013 Peer Challenge and a further 2014 review into Member behaviour following a motion to Full Council. The committee is asked to consider whether it wishes to proceed with a scrutiny review in this area and in relation to which specific aspects of this report.

9. Work Plan 2016-17 (Pages 105 - 106)

Members are asked to give consideration to the committee’s work plan for 2016-17.

10. Any Other Business

Any other business which the Chair decides is urgent.

Democracy Officer:

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

- Registering to speak
- Business of the meeting
- Any special arrangements
- Copies of reports and
- For receiving reports in other formats

Contact details are set out above.

This information can be provided in your own language.

我們也用您們的語言提供這個信息 (Cantonese)

এই তথ্য আপনার নিজের ভাষায় দেয়া যেতে পারে। (Bengali)

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

Bu bilgiyi kendi dilinizde almanız mümkündür. (Turkish)

یہ معلومات آپ کی اپنی زبان (بولی) میں بھی مہیا کی جاسکتی ہیں۔ (Urdu)

 (01904) 551550

City Of York Council

Committee Minutes

| | |
|---------------|---|
| Meeting | Corporate and Scrutiny Management Policy and Scrutiny Committee |
| Date | 25 July 2016 |
| Present | Councillors Levene (Chair), Galvin (Vice-Chair), Crisp, Fenton, Gates, Lisle, Williams, Cuthbertson (Substitute for Councillor Reid) and Kramm (Substitute for Councillor D'Agorne) |
| In attendance | Councillor Steward |
| Apologies | Councillors D'Agorne and Reid |

10. Declarations of Interest

Members were asked to declare any personal interests not included on the Register of Interests, any prejudicial interests or any disclosable pecuniary interests which they might have in respect of business on the agenda. None were declared.

11. Minutes

Resolved: That the minutes of the meeting held on 13 June 2016 be approved as a correct record and then signed by the Chair.

12. Public Participation

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

13. Attendance of the Executive Member for Finance and Performance

The Executive Member for Finance and Performance had been invited to attend the meeting to outline his priorities and challenges for 2016-17. Councillor Steward went through the key issues which had been outlined in his written report.

Discussion took place on the following issues:

- Challenges in the portfolio including reduced grants and increased costs (particularly in relation to adult social care)
- The devolution of business rates
- The processes that were in place to ensure that budgets were controlled, including regular monitoring reports and meetings between Executive Members and Directors.
- The 4-year budget plan. Responding to questions, the Executive Member stated that no direct representations had been made to central government seeking improved funding.
- Referring to paragraph 16 of the 2015/16 draft outturn report (agenda item 6), the Executive Member was asked why website feedback had ceased to be collected in Q1 after the launch of the new CYC website. The Executive Member stated that he would look into this matter, as it was important that feedback continued to be received from service users.
- One Planet York, including issues such as energy efficiency within West Offices. The Executive Member stated that he would give consideration as to whether it would be appropriate to put in place a One Planet York Action Plan specific to his portfolio area.
- The Talkabout Panel. Members requested further information regarding the questions that were put to the Panel and whether these were changed.
- Human resources and whether the Council had the necessary staffing and expertise to deliver the planned projects. The Executive Member stated that action was being taken to reduce the number of consultants employed by the Council and to instead have this expertise on the Council's payroll.
- York Financial Assistance Scheme – the Executive Member stated that more needed to be done to promote the scheme. He confirmed that the budget had been reduced but stated that this was to reflect uptake of the funding.
- The work that was taking place to change the way in which residents did business with the Council, including increasing opportunities for online transactions. The Executive Member stated that he was pleased that the E-Democracy Task Group would be working with officers to promote the take-up of online services.

- The Executive Member was asked about the resource implications when schools were converting to academies. He stated that significant work was involved, for example in legal and property services. Although this was an additional workload, the authority was equipped to deal with the issues raised.

Resolved: That the report of the Executive Member for Finance and Performance be noted.

Reason: To ensure that the committee is kept updated on the priorities and challenges which fall within the committee's remit.

14. Schedule of Petitions

Members considered a report which provided the Committee with details of new petitions received to date, together with those considered by the Executive or relevant Executive Member/officer since the last report to the Committee.

Members considered the following petitions received and actions reported:

- Petition 48 – Mill Lane, Heworth
- Petition 50 – Proposed Cuts to Bus Services
- Petition 51 – Bishopthorpe Road near Campleshon Road Junction
- Petition 53 – Buffer Zones for gas drilling sites

Members supported the proposed actions in respect of the petitions.

Members expressed concern that there had been no update to the committee on Petitions 46 and 46a – Ban Lettings Board although an update had been requested at the meeting in May 2016.¹

Resolved: That the petitions received and actions reported, as set out in paragraph 5 of the report and at Annex A, be noted.

Reason: To ensure the committee carries out its responsibilities in relation to petitions.

Action Required

1. Obtain information to update Committee

JP

15. 2015-16 Draft Outturn Report

Members considered a report which provided a year-end analysis for the services falling under the responsibility of the Corporate and Scrutiny Management Policy and Scrutiny Committee, which includes all corporate, strategic and business services.

Resolved: That the report be noted.

Reason: To update the committee on the 2015/16 outturn.

16. Overview Report on Electoral Organisation

Members considered a report which presented an overview of the electoral organisation in York and issues needed to be considered by the elections team. The report had been requested by the committee at their meeting in January 2016. Information had also been circulated on count times and numbers of counters used in other areas.

Members noted that electoral arrangements were the responsibility of the Returning Officer and were carried out in accordance with guidance from the Electoral Commission and the relevant electoral legislation.

Members acknowledged that overall the electoral arrangements in York were working effectively but they expressed concern at the time taken for the count to be completed. They suggested that this had reputational implications as well as impacting on the wellbeing of those involved in the count. Officers explained that the priority was accuracy rather than speed and they detailed some of the reasons why the counts in York took longer than in some other authorities including, the lack of a larger building in which the count could take place which meant that fewer counters could be accommodated. Although consideration had been given to holding the count in more than one venue, there would be risks involved in such an arrangement because of the need to ensure that appropriate expertise was available at the count.

Members also discussed whether more could be done to ensure that everyone who was eligible to vote was able to do so. They noted the difficulties that had arisen because of the new registration system.

Members considered whether it would be appropriate to carry out a scrutiny review into some of the issues that had been raised. After discussion and a vote it was

- Resolved:
- (i) That the report be noted.
 - (ii) That an Elections Scrutiny Review be carried out to consider:
 - Ways of maximising the number of people eligible to vote.
 - Improving performance at the count whilst maintaining high standards of accuracy.
 - (iii) That the members of the Task Group be:
 - Councillor Fenton
 - Councillor Kramm
 - Councillor Lisle
 - Labour Group representative (to be confirmed)
 - (iv) That the first meeting of the Task Group be held prior to the committee's meeting in September 2016.

Reason: To comply with scrutiny protocols and procedures.

17. Procurement Update Report

Members considered a report which set out a range of performance information for procurement. The report also included comparative information from other councils, as requested by the committee at their meeting in January 2016.

Officers drew attention to the data from the regional Strategic Procurement Group. Members suggested that APSE may also be able to provide national benchmarking data.

Officers were asked about the feedback from suppliers regarding the Yortender system. Members were informed that there had been a mixed response from businesses and it was acknowledged that some smaller businesses did find the system difficult. Officers outlined the benefits of the system and gave details of the training and events that had been held for businesses to encourage them to tender.

Officers were asked how the Council demonstrated that it achieved good value for money when carrying out projects, as there was sometimes a perception that the costs it incurred were higher than in the private sector. Officers stated that authorities were required to demonstrate that they were achieving best value and hence arrangements were in place such as the obtaining of three quotes. There were, however, some costs which the Council incurred which may not apply in the private sector, e.g. in respect of the living wage and checks to ensure that the suppliers used were financially viable.

Members commented on the work that had taken place and the improvements that had been made in respect of procurement. They agreed that there was no longer a need for the committee to receive regular reports on procurement and that it would be sufficient for the information contained in paragraph 4 of the report to be incorporated into the regular monitoring reports that were presented to the committee.¹

Resolved: That the report be noted.

Reason: To update the Committee on current procurement activity.

Action Required

1. Arrange for data to be included in future monitoring reports DM

18. Future Ways of Working in Scrutiny

Members considered a report on future ways of working in scrutiny. The report had originally been presented to the committee in March 2016 but had been updated in response to the recent announcement of forthcoming changes to directorates. The report presented options for the revision of scrutiny committee remits, taking account of national best

practice. Members were asked to agree which option they wished to propose to Council.

Members considered the following options as detailed in paragraphs 38 to 84 of the report:

- Option (i) No change to current arrangement other than to remit i.e. Corporate and Scrutiny Management Policy and Scrutiny Committee plus four standing Policy and Scrutiny Committees
- Option (ii) No change to current arrangement other than bringing remits in line with Executive Member portfolios
- Option (iii) No change to current arrangement other than bringing remits in line with directorates
- Option (iv) New – One parent committee and three standing committees:
 - Corporate and Scrutiny Management Committee
 - Policy Scrutiny Committee
 - Select Scrutiny Committee
 - Statutory Scrutiny Committee
- Option (v) New – Scrutiny Management Committee plus three standing Policy and Scrutiny Committees in line with Corporate Priorities
 - A Prosperous City for All
 - A Focus on Frontline Services
 - A Council that Listens to Residents
- Option (vi) New – Scrutiny Management Committee only with ad hoc Task and Finish Working Groups set up to carry out Policy and Development and Scrutiny Reviews as and when required.

Discussion took place regarding the advantages and disadvantages of the options. Most Members supported either Option (iii) or Option (iv). Members did, however, agree that, as the future ways of working in scrutiny would have implications for all non-executive Members, it was important to ensure that

their views were sought before a recommendation was made to Full Council.

- Resolved: (i) That the report be noted.
- (ii) That consultation take place with the political groups regarding future ways of working in scrutiny, with particular focus on Options (iii) and (iv) in the report, which were the committee's preferred options.

Reason: To fulfil the scrutiny management role of this committee in line with the current scrutiny arrangements.

19. Work Plan 2016-17

Members gave consideration to the committee's work plan for 2016-17.

Resolved: That the work plan be approved.

Reason: To ensure that the committee has a planned programme of work in place.

Councillor D Levene, Chair
[The meeting started at 6.25 pm and finished at 8.35 pm].

| | |
|---------------|--|
| Meeting | Corporate and Scrutiny Management Policy and Scrutiny Committee (Calling In) |
| Date | 25 July 2016 |
| Present | Councillors Levene (Chair), Galvin (Vice-Chair), Crisp, Fenton, Gates, Lisle, Cuthbertson (Substitute for Councillor Reid), Kramm (Substitute for Councillor D'Agorne) and Flinders (Substitute for Councillor Williams) |
| In attendance | Councillor Gillies |
| Apologies | Councillors D'Agorne, Reid and Williams |

1. **Declarations of Interest**

Members were asked to declare any personal interests not included on the Register of Interests, any prejudicial interests or any disclosable pecuniary interests which they might have in respect of business on the agenda. No additional interests were declared.

2. **Public Participation**

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

3. **Minutes**

Resolved: That the minutes of the meeting held on 9 May 2016 be approved as a correct record and then signed by the Chair.

4. **Called-in Item: Better Bus Area Fund - Clarence Street Bus Improvement Scheme**

Members received a report which asked them to consider a decision made by the Executive Member for Transport and Planning on 9 June 2016 in respect of the Better Bus Area Fund – Clarence Street Bus Improvement Scheme.

Details of the Executive Member's decision were attached at Annex A to the report and the original report to the Executive Member Decision Session on 9 June 2016, attached at Annex B.

In accordance with the arrangements for post decision scrutiny call-in, three Members (Councillors Flinders, Looker and D Myers) had called in the decision for the following reasons:

- “(i) The proposed scheme has involved no consultation with Guildhall's ward councillors;
- (ii) The scheme commits significant public funds for very little change to the status quo, representing poor value for money;
- (iii) The revised scheme draws on two separate funding streams designed specifically to improve bus services; this scheme's measures will make no improvements to bus services in the short to medium term, if at all; and
- (iv) The scheme provides no knock on benefits for motorists or cyclists following the removal of the extended two lane approach to the junction, the removal of the separate signalling for left turns into Lord Mayor's Walk and the removal of the cycle lane and cyclist waiting area at the top of Clarence Street.”

Councillor Looker spoke on behalf of the Call-in Members. She stated that the issues at this bottleneck junction had been ongoing for a long time and hence she was hopeful that a scheme would go forward. She detailed the concerns of the call in Members regarding the proposals, as outlined in the reasons they had submitted.

Members questioned Councillor Looker in respect of issues raised in the reasons for the call in, including clarifying the situation regarding consultation that had taken place with Ward Members and residents on the new scheme and on the previous proposals.

The Executive Member for Planning and Transport spoke in response to the points made for the call-in of the decision. He stated that he had understood that consultation had taken place on the original scheme. He gave details of the proposed scheme and explained why it had been necessary to modify the

original proposals because of issues in respect of the underground cabling that had been identified and which would have been costly to address as well as causing significant disruption. The Executive Member stated that the proposed scheme was the best option with the funding that was available and that the bus companies were satisfied with the scheme.

The Executive Member was questioned about aspects of the scheme, including the signal phasing and the extent to which bus services would be improved. Members also queried whether the scheme provided value for money or whether the funding would be better spent elsewhere. The Executive Member stated that he did believe that the scheme provided value for money and that the benefits of the revised scheme were in line with those of the original scheme. The funding had to be used to improve bus services.

Officers stated that it was disappointing that it had not been possible to progress the original scheme because of the issues that had been identified, including the problems regarding the utilities. They also clarified the position in respect of the funding for the scheme and how this could be used. Details were given of the consultation that had taken place, including those through the Quality Bus Partnership. At the request of Members, officers also clarified the differences between the original scheme and the amended scheme including the loss of the proposed central cycle lane.

Members considered the following options:

- Option 1: To decide that there are no grounds to make specific recommendations to the Executive in respect of the report
- Option 2: To make specific recommendations to the Executive on the report, in light of the reasons given for the post decision call-in.

Following further questions and debate the options were considered and put to the vote and it was:

Resolved: That Option 1 be approved and the decision of the Executive Member for Transport and Planning be confirmed.

Reason: To enable the called-in matter to be dealt with efficiently and in accordance with the requirements of the Council's Constitution.

Cllr D Levene, Chair

[The meeting started at 5.30 pm and finished at 6.20 pm].



Corporate & Scrutiny Management Policy & Scrutiny Committee**5 September 2016**

Report of the Assistant Director Governance & ICT

Executive Leader / Deputy Leader Update of Priorities for the Year – Cover Report**Summary**

1. This report introduces updated information provided by the Executive Leader and Deputy Leader on the delivery of priorities in the Council Plan.

Background

2. In June 2016 the Leader and Deputy Leader attended a meeting of the Corporate & Scrutiny Management Policy & Scrutiny Committee to outline their priorities and challenges for 2016-17.
3. The Leader and Deputy Leader detailed progress on the 12-Point Policy Plan and during wider discussions Members, among other things, sought clarification on the timescale for the review of senior management.
4. In view of the fact that the Executive was to make a number of decisions arising from the 12-Point Policy Plan in June and July, Members suggested it would be appropriate for the Leader and Deputy Leader to give a further report to the Committee after that time.

Consultation

5. There was no consultation involved in the production of this cover report.

Analysis

6. There is no analysis in this report.

Council Plan

7. The 12-Point Policy Plan relates to all elements of the Council's Plan 2015-19.

Risks and Implications

8. There are no risks or implications relating to the recommendation in this report.

Conclusions

9. There are no conclusions in this report.

Recommendations

10. Members are asked to consider and comment on the information in the annexes to this report and the updated information provided by the Leader and Deputy Leader at the meeting.

Reason: To keep Members updated on the delivery of priorities in the Council Plan.

Contact Details

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Tel: 01904 551004

Report Approved Date 25/08/2016

Wards Affected:

All

For further information please contact the author of the report

Annexes

Annex 1 – Senior Management Organisation Review

Annex 2 – Senior Management Functional Responsibilities.

Annex 3 – City Vision and Council Plan: Framework for Delivery

Annex 4 – Performance Management Framework

Annex 5 – Vision Statement

Annex 6 – Progress of 12-Point Policy Plan

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Executive

30 June 2016

Report of the Acting Chief Executive

**Organisation Review
Senior Management Arrangements within City of York Council**

Portfolios of the Executive Leader and Deputy Leader

Recommendations

1. Executive is requested to:
 - Approve structure proposals as set out at paragraph 21 and Annex A of this report.
 - Delegate consultation and implementation of the new structure to the Chief Executive and Corporate Management team.
 - Approve the use of the Local Government Association job evaluation scheme for senior managers and to use this to develop new job descriptions and person specifications.

Reason: To ensure that the organisation structure is aligned with council priorities.

Summary

2. This report presents proposals for the restructuring of senior management roles and responsibilities within City of York Council.
3. The objectives of the proposals are to ensure that the structure of senior management in the organisation will meet our future challenges, is sustainable through a period of significant ongoing change and to ensure we deliver outcomes for customers, residents and communities.

Background

4. At the meeting of Executive on 25th June 2015 approval was given to commence a review of the senior management arrangements in the council, including the Chief Executive, Director and Assistant Director

posts and for a minimum of £150k saving to be achieved from the review.

5. On 1st February 2016 a report was taken to Staffing Matters and Urgency Committee to provide an update on the senior management review. The report described that a new structure should support the delivery of our future operating model and would also need to take into consideration a number of emerging national policy changes, specifically funding arrangements of councils; housing; education and schools; and devolution.
6. The report went on to say we would need to take a phased approach over the next year to move to a new structure when the full implications of a future operating model became clearer and decisions have been made about how the council will respond to them.
7. The report also confirmed that the £150k savings which had been agreed in the 25th June 2015 Executive report had been identified by deleting a fixed term Assistant Director post and on an interim basis holding vacant other Assistant Director posts.
8. On the 29th March 2016 Staffing Matters and Urgency Committee agreed to recruit a permanent Chief Executive.

Creating the Right Structure

9. Organisation and management structure is important but equally important is ensuring we continue to have the right people with the knowledge, skills, abilities and behaviours that fit with the organisational needs. Designing the structure and the jobs correctly increases the chances of getting the right people in the jobs and that the different parts of the organisation to work together coherently.
10. A new structure will enable the delivery of our priorities which are set out in the Council Plan and should respond to the LGA peer challenge feedback and action plan. It will build on the design principles used in previous review processes which are: a focus on council priorities; consolidation and elimination of duplication; focus on front line service delivery and the needs of residents and communities.
11. The structure should also support the development of the council's evolving operating model and a greater focus on commissioning outcomes; more emphasis on engagement with communities and

empowering them to make their own decisions; and greater accountability, flexibility and pace.

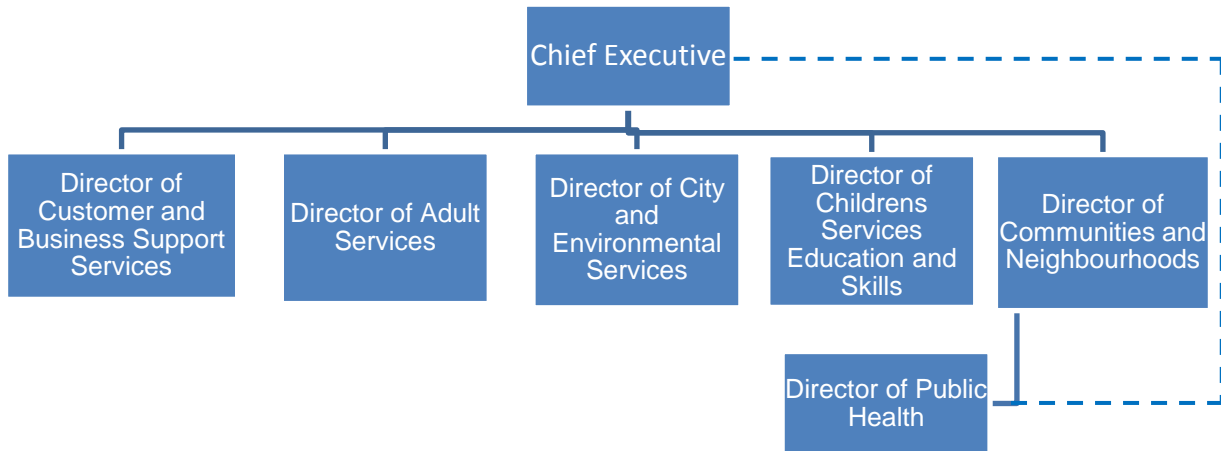
12. To meet our future challenges the council needs to change the way that services are organised and provided. We are already forging new relationships with partners; working in partnership with the third sector to deliver local services effectively; and adopting early intervention approaches to service delivery. We also need to quicken the pace of change and explore creating different service delivery models.
13. A new senior management structure needs to be sustainable through a period of significant ongoing change, and deliver outcomes for customers, residents and communities.
14. Any new structure should be seen as the first phase of a journey towards our eventual future organisational size and shape as decisions are made about how we will respond to national policy changes and ongoing financial constraints.
15. We also need to make better use of staff skills and competencies beyond the potential constraints of a job description and to be able to deploy staff quickly where we need to support the delivery of strategic priorities. Therefore alongside the review of structure there needs to be a review of existing senior manager job descriptions.

Options and Analysis

16. Since the agreement was reached to review the senior management structure there has been detailed research undertaken on the various models used for local authority senior management team structures and responsibilities. Information has been drawn from unitary, metropolitan and borough councils. The Employment Director from the Local Government Yorkshire and Humber (LGYH) also fed information into this review.
17. What can be determined from the structures that are being used is that there is a trend towards widening spans of control and reducing hierarchies. Some councils have merged Children's Services and Adult Social Care, while others have de-merged them. Both areas are very complex, have huge demands, are subject to national policy change, and are constantly in the public eye.
18. There is also increased emphasis on strategic management from a smaller corporate team, increased emphasis on partnership working

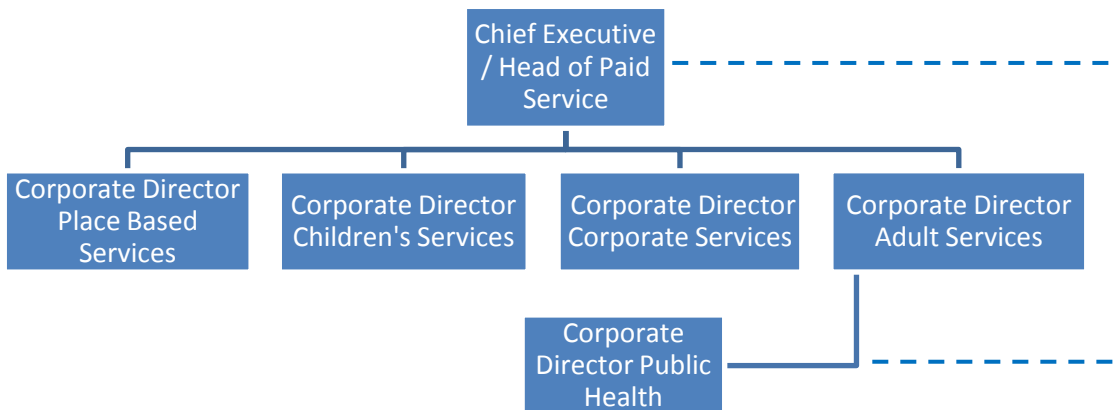
and shared commissioning of services and on moving resources to front line delivery.

19. On the 1st April 2016 the CYC Directorate structure is as follows;



20. Below this Director structure there are 12 FTE x Assistant Directors, two of these posts are currently vacant. One fixed term Assistant Director post was deleted on 31st March 2016.

21. Whilst this structure is currently supporting the delivery of our priorities from the review of structures it is felt that a further reduction could be made to the number of Directors and a move to the structure below;



22. The proposal would reduce the Corporate Management Team by one Director but retains the current number of Assistant Directors at 12 FTE to retain capacity to deliver the Council Plan and our priorities.

23. The proposed structure will also resolve a number of interim changes which have been made to Chief Officer roles as the council has gone through a period of significant change since the last full review in 2012.

24. The proposed structure will require some reorganisation of both Director and Assistant Director roles and the functions which report to them. Although this has the potential to create some disruption it won't require any Assistant Director redundancies and therefore this change can be managed relatively quickly.
25. The proposed detail of the allocation of functions under each Director can be found at Annex A.
26. Within the structure the statutory responsibilities of Chief Officers would be discharged as follows;
 - Chief Executive – Head of Paid Service
 - Corporate Director of Corporate Services – Section 151 Officer
 - Corporate Director of Childrens Service – Childrens (DCS)
 - Corporate Director of Adult Services – Adults (DAS)
 - Director of Public Health – Public Health
 - Assistant Director in Corporate Services – Monitoring Officer
27. Through the staff consultation that has already taken place with the affected staff group, it is envisaged that this reduction of a Director post can be achieved by voluntary redundancy.
28. There is also an option to make some further savings through an Assistant Director flexible retirement.
29. Any redundancy or flexible retirement proposal would be considered separately by Staffing Matters and Urgency Committee.
30. These changes would mean that since 2010 there has been a 35% reduction in Chief Officer posts from 28 to 18 and approximate savings of £1m per year. During this same period additional chief officer posts were transferred to the council as part of the move of Public Health duties to the council.
31. It had previously been agreed that these structural changes needed to achieve £150k savings from 2015/16. These savings will be met by the deletion of one fixed term Assistant Director post which ended 31st March 2016 and the deletion of a Director post. The savings achieved from these two posts, including employer on costs, is £230k.

Creating a new corporate senior management team

32. Following the implementation of a structure we propose that we move from the current Chief Officer job evaluation scheme and use the Local Government Association job evaluation scheme for senior managers. This job evaluation scheme provides a number of benefits;
- Its a scheme which has been developed specifically for senior managers in Local Authorities and reflects more accurately the roles and responsibilities of senior Local Authority officers
 - It can be maintained locally by the HR team to reduce cost of job evaluation and role benchmarking
 - It provides a robust analysis of high quality regional and national comparative pay data, using job evaluation data
33. Each new role in the structure will have developed a job description and person specification which will clearly define the main responsibilities, the corporate responsibilities and the skills and competencies necessary for the role. The Employment Director from Local Government Yorkshire and Humber (LGYH) can provide independent support for this process.
34. The LGYH bring a regional and national perspective on these issues and an independence and impartiality on the review process and any recommendations would be brought back to members. There would be a cost for this external support from LGYH, which will be met from the overall savings achieved from this review.

The Process from Here

35. The process from here is as follows;
- A decision from Executive to progress with the implementation of a new structure as set out at Annex A
 - Formal consultation with directly and indirectly affected staff and Trade Unions
 - Scope the potential impact of the proposals and plan and communicate the arrangements to assimilate from current structure to the new structure
 - Consider the impact on individuals and potential for redundancy, redeployment, outplacement support etc
 - Confirm an implementation date for the new top structure and then for any consequent organisational change to be managed effectively.

Timescales

36. It is suggested that the Organisation Review is undertaken in phases as set out below with indicative timescales as follows;

- Phase one – **June & July 2016**: consult on proposals and make the appointments to the Director positions;
- Phase two – **July & August 2016**: establish management structures below each Director with revised areas of functional responsibility.
- Phase three – **September & October 2016**: develop and implement the new job descriptions.

Council Plan

37. This review is recommended to refocus the organisational structure on the council plan and council priorities.

Implications

38. **Financial** – It was agreed that the organisational review process achieves an overall saving in Chief Officer salary costs of at least £150k from 2016/17. Whilst the achievement of these savings has been identified in this report, there will be exit costs associated with implementing the proposed structure which may mean that the full savings will not be delivered in this financial year. They will however, be achieved in 2017/18. Further financial implications will be considered as part of any redundancy reports to Staffing and Urgency, alongside the regular revenue monitoring report that will be presented to the Executive.

39. **Human Resources (HR)** – The proposals in this paper will have an impact on staff, particularly for Directors and Assistant Directors. The trade unions and those directly affected will be fully consulted on the proposals and the process to be followed. Every effort will be made to balance the need to follow due process whilst minimising the impact of achieving these changes on those affected. Full support will be offered to staff throughout the process. A detailed implementation plan, which will be in line with the councils change management policy, will be developed and shared with staff and the trade unions.

40. **Equalities** – This review will comply with all Equalities and Employment legislation. The new job descriptions will include a core competence in relation to equalities.
41. **Legal** - Legal Services will be engaged in the review process described above to ensure it is constitutionally appropriate. Should changes be approved to Directors' portfolios, some changes would be required within the constitution to reflect the new responsibilities.
42. **Crime and Disorder** - None
43. **Information Technology (IT)** - None
44. **Property** – None
45. **Other** – None
46. **Risk Management** – As with any significant organisational review there is a risk that the energies and focus of services and staff are distracted and that uncertainty can undermine morale. For that reason effective management of the change process is essential with priority given to communication throughout the organisation and support and guidance provided to the staff affected by the change process.

Contact Details

Author: Mark Bennett
Head of Human Resources &
Organisational Development

Chief Officer Responsible for the report:
Steve Stewart
Acting Chief Executive

Report **Date** 17th June 2016
Approved

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

For further information please contact the author of the report

Background papers

Executive – 15th December 2009 More For York – Organisational Review

Cabinet – 6th December 2011 – Organisation Review 2011

Executive – 25th June 2015 – Organisational Review

Staffing Matters and Urgency Committee – 1st February - Senior Management Arrangements within the City of York Council

Annexes

Annex A – Proposed allocation of functional responsibilities

List of abbreviations used in the report:

CCG – Clinical Commissioning Group

CYT – City of York Trading Company

DAS - Director of Childrens Service

DCS - Director of Adult Services

FTE – Full Time Equivalent

GLL – Greenwich Leisure Ltd

LGA – Local Government Association

LGYH - Local Government Yorkshire and Humber

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Proposed allocation of functional responsibilities

| Corporate Director - Corporate Services | | |
|--|--|---|
| Assistant Director | Assistant Director | Reporting to Director |
| Democratic Services / Civic | Communications | Procurement |
| Legal Services | Shared Intelligence | Finance |
| Transparency & Feedback / information governance | ICT Operations and Business Development | Human Resources, Payroll, Workforce Development |
| Electoral Services | Super connected city | Health & Safety |
| Business Support and Admin | Customer Services | |
| Property commissioning and design | Council Tax, Business Rates and Benefits | |
| Facilities Management | Registrars | |
| Magistrates, probation and coroners | | |
| Client Management | | |
| | | CYT |
| | | Veritau |

| Corporate Director - Place Services | | | |
|--|--|-------------------------------------|------------------------------|
| Assistant Director | Assistant Director | Assistant Director | Reporting to Director |
| Public realm / parks & open spaces | Sustainable Development | Economic regeneration | Economy and Place Strategy |
| Highways | Planning and environment | Estate Commercialisation | Programme management |
| Transport | Building control and property information | Infrastructure Programme Management | |
| Waste | Environmental Health and Trading Standards | Assets and property management | |
| Fleet | Licensing | | |
| Parking | Bereavement Services | | |
| Client Management | | | |
| YorWaste | | | Make it York |

| Corporate Director - Adult Services | | | |
|--|---------------------------------------|---------------------------------|------------------------------------|
| Assistant Director | Assistant Director | Assistant Director | Reporting to Director |
| Head of care homes | Commissioning provision | Housing services | People and neighbourhoods strategy |
| Adult services assessment | Commissioning and contract management | Housing maintenance and repairs | |
| Hospital service and mental health | Joint commissioning | Housing operations | |
| Adult safeguarding | | Emergency Planning | |
| | | Community Safety | |
| Client management | | | |
| | BeIndependent | Safer York Partnership | |

| Corporate Director - Public Health |
|---|
| Assistant Director |
| PH specialist advice to NHS commissioners (CCG) |
| Wellbeing services – health and lifestyle |
| Professional and clinical leadership |
| Joint Strategic Needs Assessment |
| Health and Wellbeing Strategy |
| Lifestyle and support |
| Substance misuse |
| Health protection |

| Corporate Director - Children's Services | | |
|---|--|----------------------------|
| Assistant Director | Assistant Director | Assistant Director |
| Social Care and Child protection | School improvement Services | Communities and Equalities |
| Safeguarding | School support services (admissions, place planning and transport) | York Learning |
| Specialist Services | School Governance | Ward Committees |
| Special Educational Needs | School Assets | Youth Services |
| Looked after Children | City Skills | |
| Educational psychology | Early years | |
| Youth Offending | Childcare strategy | |
| Troubled families | Children's Centres | |
| | School traveller and ethnic minority | |
| | Connexions | |
| | Healthy Child Service | |
| Client Management | | |
| | School Improvement | GLL |
| | | Explore |
| | | Museums Trust |



14 July 2016

Executive

Report of the Assistant Director, Customers & Employees

Portfolio of the Executive Leader, Deputy Leader, and Executive Member for Finance & Performance

The City Vision and Council Plan – A Framework for Delivery

Summary

1. The Finance & Performance Monitor taken by the Executive at its June meeting reported performance against Council Plan priorities in 2015/16. In order to reinforce the centrality of the Council Plan in determining priority activities and their resourcing both for services and individual members of staff, it is proposed to refresh the Council's Performance Framework, so that there is a clear line of sight between the high level vision for the city and the work carried out by every Council employee (see Annex A for a pictorial representation).

Recommendations

2. Executive to approve:
 - i) the City Vision 2030 and
 - ii) City of York Council Performance Framework 2016-19.

Reason: To clearly communicate direction of travel of the council alongside the council plan.

Reason: To provide a performance framework for assuring action planning and decision making.

Background

Council Plan

3. In the process of developing the Council Plan, to reflect the joint administration's 12 Point Plan, and the Council's other statutory and partnership priorities, there was an *implicit* vision of the kind of city the Council was working to support, articulated in the three core priorities – a prosperous city for all, a focus on front-line services, and a council that listens to residents.

A Vision for the City

4. Experience over the last year, including in the development of the new Economic Strategy for the city agreed by the Executive in May, has suggested that it would be helpful to make that vision more *explicit* so that members, staff, residents, partners and stakeholders are clear about where we want to be and can see how the Council Plan contributes to the achievement of the vision. This perception was reinforced by the findings of the Peer Review. A draft vision developed by Executive Members and officers is attached at Annex B.
5. The key elements of the Vision describes how the city will be in terms of the place, its people and the council, with sustainable growth providing the means to ensure all residents can fulfil their potential. This is summarised as:

“The Council will secure the future of York as a prosperous, progressive, and sustainable city, giving the highest priority to the wellbeing of its residents, whilst protecting the fabric and culture of this world-famous historic city”.

Performance Framework (including Service Planning)

6. The council last updated its Performance and Service Planning framework in 2014 due to the centralisation of data practices. The launch of the 'Key Performance Data (KPI) Machine' in the spring of 2015 to be the central repository of performance data, has created increased scope, availability and timeliness of performance information, and this has given the organisation further opportunities for the performance framework to be updated and refined. A draft update of the council's proposed Performance Framework to cover the period 2016-19 is therefore attached at Annex C for consideration.

7. The key elements of the Performance Framework are:
 - A line of sight from the council's Vision through to directorate service planning and frontline service delivery.
 - Looks to ensure the council and its partner's network of plans are coordinated through an integrated performance framework.
 - Outlines regular monitoring activity with responsibility held at an appropriate level.
 - Places the Council Plan and Executive Member portfolios at the centre of planning and monitoring activity.

8. The Performance Framework includes guidance related to council and service planning, which is being refreshed in light of the proposed new council framework. Service planning within the City of York council is at Assistant Director level and that given the timing of this report, and the planned senior management restructure, work will commence with Assistant Directors to start drafting service plans for planned new portfolios ready for approval in May 2017; in the mean time all other elements of the performance framework will operate as described with quarterly reporting to management teams and Executive.

Embedding The Approach

9. In order to embed the new vision, when agreed, we will put in place a number of actions, including:
 - We will develop new values and behavioural standards which will be the basis of our Performance Development Review (PDR) process, and how in future we recruit our staff.
 - We will engage with partners through formal and informal channels so that they are clear on the direction of travel and gain their support and commitment to playing their part in the achievement of the vision.
 - We will ensure Internal and external communications will have the vision at its heart and we develop a communications plan to highlight aspects of the vision to our staff, particularly those affected by implementation of the new operating model, and stakeholders on a regular, ongoing basis.
 - We will report on our progress towards Council Plan objectives (as the "delivery plan" for the vision) and the associated

performance measures through quarterly monitoring internally, and through the York Open Data platform.

Implications:

10. The implications are as follows:
 - a. **Financial:** There are no direct financial implications to this report, but a strong performance framework will increase the robustness of decision-making.
 - b. **Human Resources (HR):** There are no HR implications to this report.
 - c. **Equalities:** There are no equalities implications to this report.
 - d. **Legal:** There are no legal implications to this report.
 - e. **Crime and Disorder:** There are no crime and disorder implications to this report.
 - f. **Information Technology (ICT):** There are no information technology implications to this report.
 - g. **Property:** There are no property implications to this report.
 - h. **Other:** No known implications.

Risk Management

11. The risk of not refreshing our performance framework within a long term vision will mean an unfocussed approach to delivering the Council Plan without a line of sight and without clear direction, prioritisation and methodology for improvement.

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Chief Officer Responsible for the report:

Ian Floyd
Director of Customer, Business and Support
Services
Tel No. 01904 552909

Report Approved



Date 30th June 2016

Specialist Implications Officer(s) None

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

All



Background Papers:

Council Plan – Executive July 2015

Peer Review 2016 – Executive July 2016.

Annexes

Annex A Line of Sight

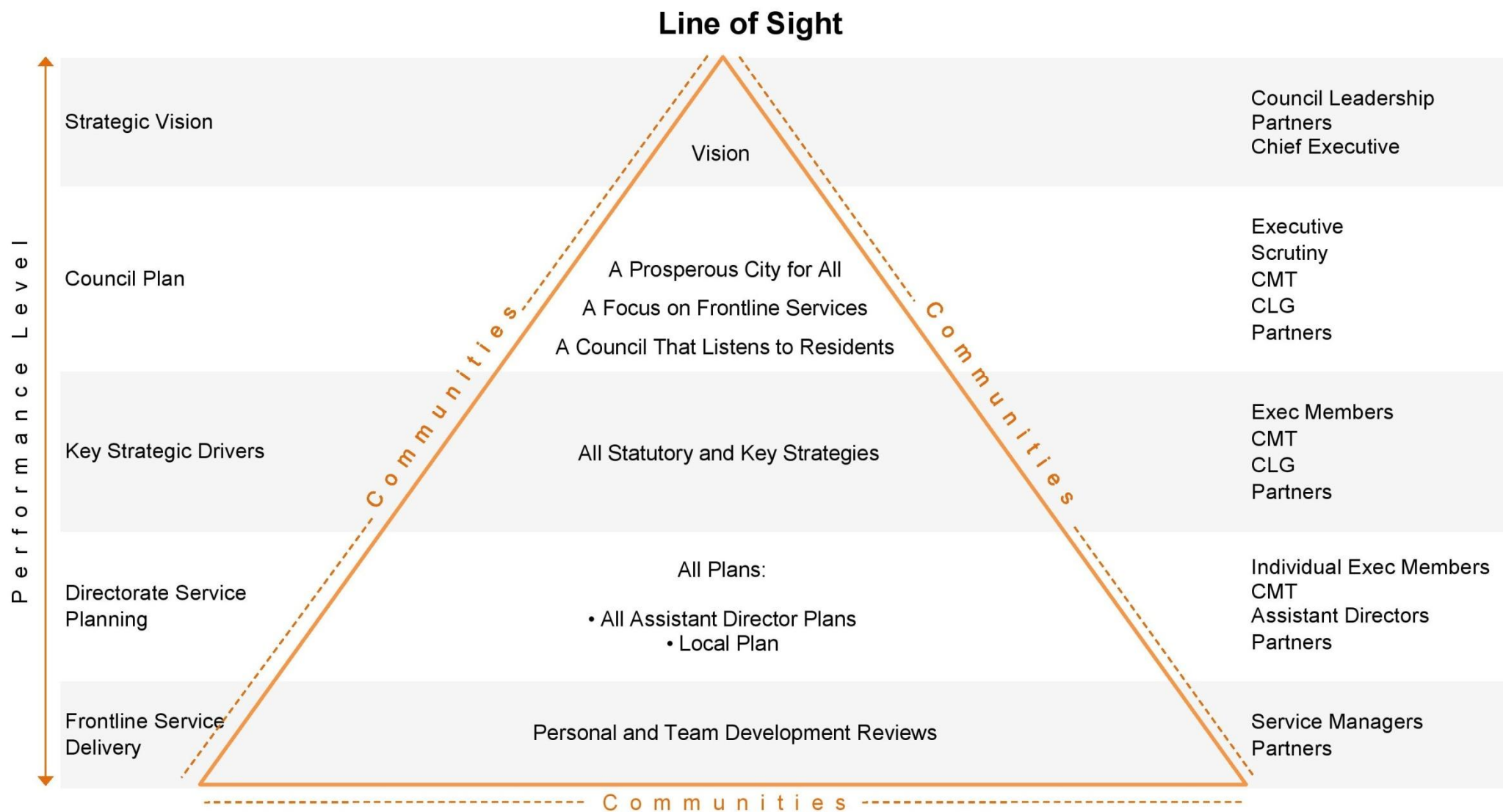
Annex B York 2030 - still making history

Annex C Performance Management Framework 2016 - 2019

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Performance Management Framework 2016 - 2019





Foreword

Performance Management Framework

Performance Management is taking action in response to actual performance to make outcomes better than they would otherwise be.

Integrated performance management arrangements provide the platform on which “one council” working can be built. It helps us identify the ‘added value’ of working to deliver the Council’s key priorities and engage with residents. It enables us to make effective, well-informed and timely decisions which focus on the outcomes expressed in the Council Plan. This guidance aims to:

- provide clarity about how the performance management system works
- raise the awareness and understanding of performance management
- explain how the various components of performance all fit together
- outline who is responsible for what
- help us to improve our corporate working to ensure we achieve our vision and deliver high quality outcomes for the city with the people of York.

Steve Stewart
Chief Executive



Introduction

Performance Management Framework

Purpose of the Framework

Performance Management is essential to the success of City of York council and is a vital element of forward planning, risk management and continuous improvement. This framework aims to assist Executive and Policy & Scrutiny Members (councillors), members of the Corporate Management Team, , Partners (including Partnership Board chairs/members) and supporting officers to understand performance management and the various components that contribute to effective performance.

Why is Performance Management Important?

Improving the outcomes for York's citizens and businesses is at the top of the Council's agenda and the demand for improvement and the pace of improvement have increased dramatically in the last few years. York is faced with a range of challenges and opportunities, including significantly reduced level of resources from Government to deliver key services married with increasingly higher expectations from customers, and yet this very scenario also provides an opportunity to fundamentally re-think our role, the services we must deliver against those we would like to deliver and importantly how and where they are delivered. The Council will need effective performance management and measurement to ensure success in meeting these challenges, to provide evidence of achievements and to identify 'what works'.



Introduction

Performance Management Framework

What Do We Mean By Performance Management?

Performance Management is one element of the Council's overall management arrangements, which are all focused on ensuring that the Council achieves its ambitions. Other management features includes member development, consultation and communication, research and needs assessment and resource management. Performance management through a planning framework ensures that individuals, teams and the overall organisation know what they should be doing, how they should be doing it and take responsibility for what they achieve.

If the Council is going to deliver the outcomes that people of York want, it has to be sure there is a performance management framework that:

- Is based on key priorities and objectives and helps to measure the right things at the right time
- Is used to continually improve how we work together and the way services delivered are performance managed
- Is based on quality and accuracy of current and forecasted information which produces meaningful measures of how partners and services are performing
- Enables learning from others, learning from our own experiences and mistakes and listens to partners needs
- Meets the needs of all the people involved in delivering outcomes in the city, inside and outside the Council.

Effective Performance Management will help to:

- Prioritise what gets done and ensure there are sufficient resources to do it
- Ensure the Council provides value for money
- Identify and rectify poor performance at an early stage and learn from past performance
- Increase user and public satisfaction.



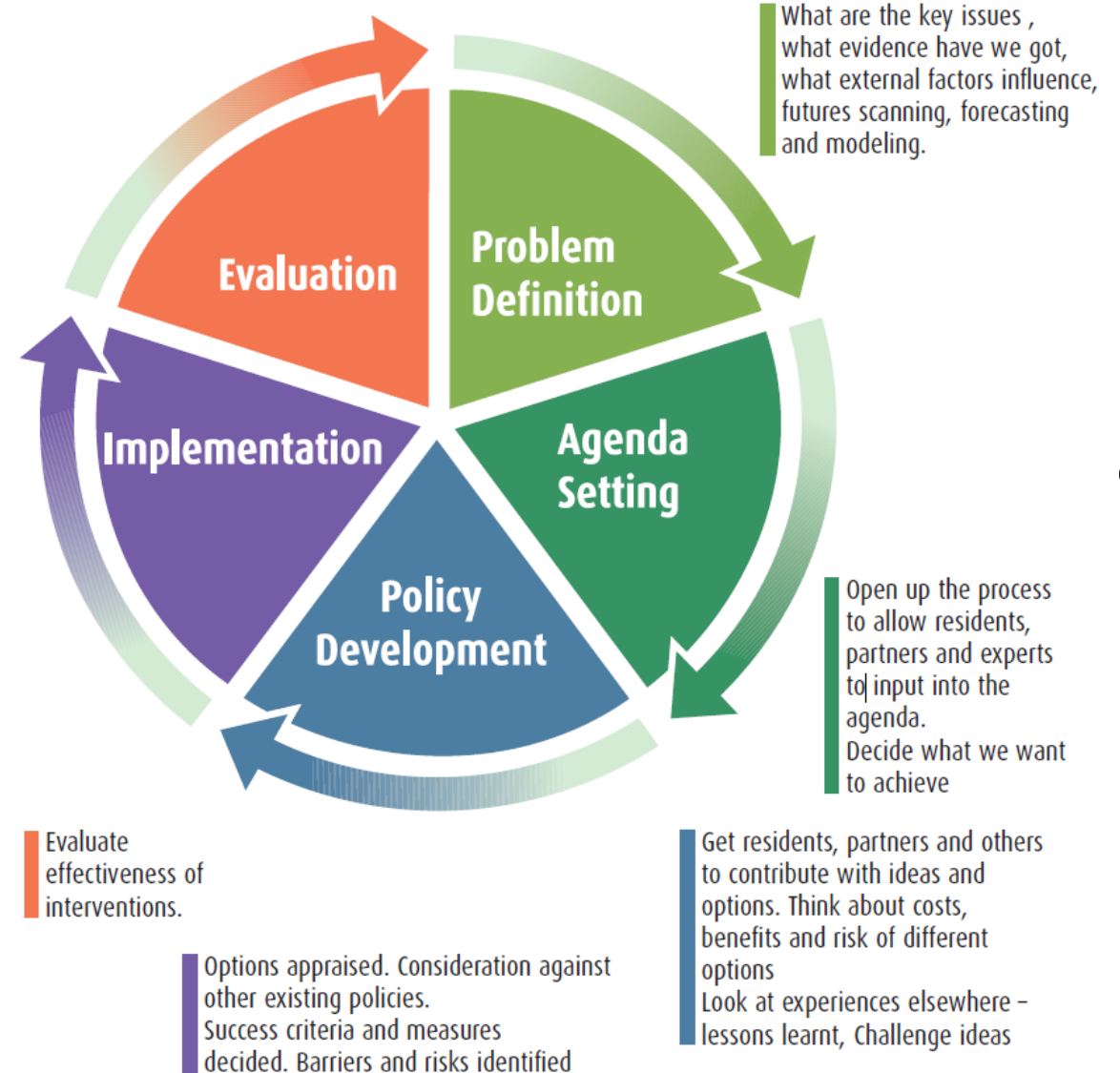
The Framework

Performance Management Framework

The objective of the Performance Management and Improvement Framework is to build from the ground up, a proactive and collaborative performance management culture at all levels of the council. This will support improvement, delivery and effective decision making.

The focus is on a performance approach that is inherent in everything we do.

The Framework is predicated on the Plan, Do, Study, Act cycle.





The Framework

Performance Management Framework

A Network of Plans and Line of Sight

The Council's performance management framework is informed by a network of plans that work together to create a 'line of sight' to deliver key outcomes for York. Evidence linked to existing and forecasted data will inform the Council's policy framework which in turn will inform our planning process.

Against the backdrop of a long-term Vision for the City, there are a number of key drivers and influences that help to shape the medium term strategic delivery plan for the Council – the City of York Council Plan. These include those priorities and ambitions that guide all local authorities nationally, as whilst there is no national performance management framework there remains a significant duty placed on local councils to provide central government with 'data' via the single data list and also through a range of continuing inspectoral frameworks. On average the Council will work to ensure over 700 pieces of data are monitored and returned to central government on a regular basis.

The City of York Council's Corporate Plan for 2015 – 2019 contains three key themes which are:

- A Prosperous City for All
- A Focus on Frontline Services
- A Council that Listens to Residents

Each of the themes outlined span across the portfolios held by each of the elected Executive Members and routine performance monitoring of portfolios will help drive the delivery of activity, in order to realise ambitions in each thematic area.



The Framework

Performance Management Framework

Service Improvement Plans

Service Improvement Plans are a vital part of the Council's performance management framework linking thematic priorities. Having a clear framework enables each service area to identify how their actions contribute to the Council's development and improved outcomes for the City. Forecasting and benchmarking are core parts of well produced Service Improvement Plans, which are an essential tool through which we ensure that rational, evidence-based decisions can be taken concerning levels and types of activity.

Service Improvement Plans should contain only:

- Actions that contribute to achievement of the Council's Priorities
- Actions that are driven by the need to improve efficiency and effectiveness
- Actions that relate to frontline service or delivery of statutory requirements, whether or not directly related to the Council's priorities.

All our performance measurement processes should be linked to the Council's 'line of sight' and show whether, and how, its priorities are being met. Actions detailed in all plans should feed into this and every individual in the organisation should have a clear line of sight between their individual objectives, and the Council Plan.

The Annual Performance Management cycle is designed to provide a process for deciding what to aim for and how to do it in the future, rather than just being a good measurement system for what we are doing now. There is no point in having a system that demonstrates excellent performance if ultimately the Council does not address its strategic priorities.



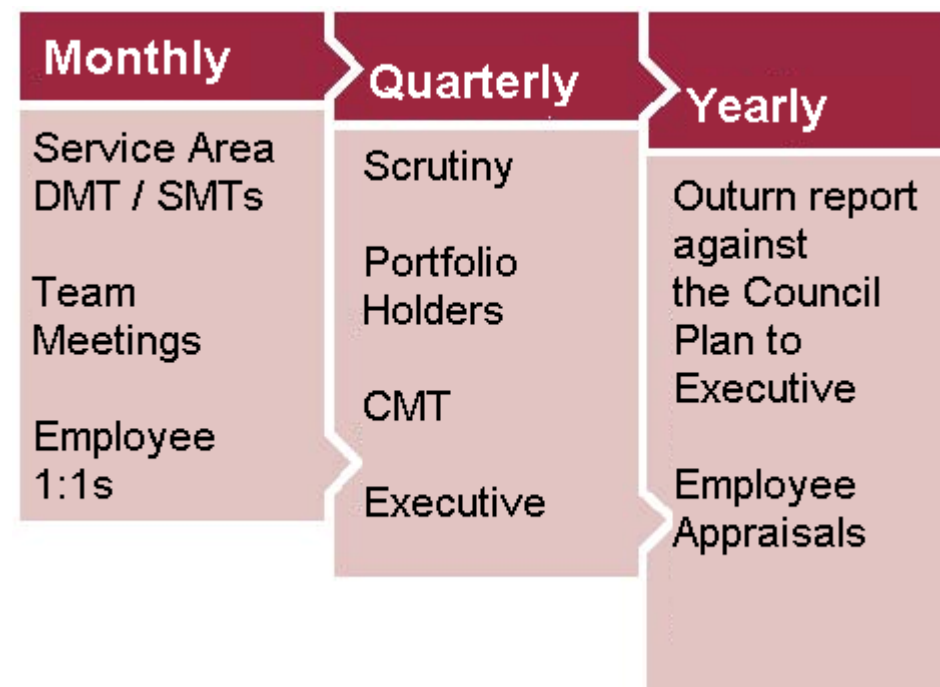
The Framework

Performance Management Framework

Corporate performance reporting takes place across all service areas, to councillors, senior management and the public. The performance reporting cycle monitors performance and progress against the delivery of the Corporate Plan and Service Business Plans. Reporting provides challenge, reviews exceptions quarterly, addresses under-performance and identifies corrective actions.

Monthly DMTs (chaired by Directors and attended by Heads of Service) review performance and contribute to quarterly monitoring to CMT which will include exception reports where performance is a concern. Performance Clinics can be called where performance is a concern and remedial plans submitted to both executive members and CMT.

In line with the council's People Plan, personal objectives are reviewed in 1:1 meetings and an end of year written Performance Development Review or appraisal.





The Framework

Performance Management Framework

Performance Reporting

There are different demands in relation to performance reporting as there are multiple stakeholders accountable for managing local authority activity and the frequency of reporting will be subject to a number of issues including availability of data and when groups meet. The key accountability structure governing performance for York City Council is detailed in the following pages. As well as regular performance reporting across a number of areas of activity, the Council has in place an exception reporting process to strengthen performance management arrangements in the Council.

The Executive will receive a quarterly progress report that outlines:

- Strategic actions completed and progress
- Progress against end of year outcome indicators
- Resource implications and current position
- Risks and how they are being managed

This incorporates an assessment of progress against the Council Plan, key achievements or issues and includes any remedial plans completed and performance clinics held.

The end of year performance report covers the same areas as the progress report but include an assessment as to whether it is reasonable to assume that the strategic actions have had an impact on the appropriate outcome and performance indicators (sometimes called plausibility).



The Framework

Performance Management Framework

Performance Clinics and Remedial Plans

It is important to regularly review and evaluate performance against targets and, including benchmarking and forecasting to ensure performance both current and future is analysed to secure a continuous improvement trajectory. Where it is identified that performance is of concern there is an opportunity to explore the performance issues in detail and identify appropriate remedial actions if required (in some cases it may be that the performance indicator is misleading). The aim of the Performance Clinic is to:

- Enhance the role that partners can play in driving improvement and the management of key performance indicators – this is applicable where business processes cut across public services in York
- Reinforce the responsibilities of partners in achieving continuous improvement
- Assess and remedy poor performance resulting in Action Plan revisions, requests for more frequent updates, shifts in resources or additional approaches adopted.
- Provide a vehicle for driving improvement to meet strategic priorities
- Provides the Corporate Management Team and the Executive with the opportunity to recognise good performance and creates ownership and accountability for performance management and service improvement.

Performance Clinics are primarily arranged by the lead business stakeholder and Strategic Intelligence Hub Manager, but can also be requested by managers, Heads of Service, Assistant Directors or CMT. Clinics are usually requested following the submission and analysis of the quarterly performance reports, but can be arranged at any time, should there be concern that performance is 'off track'.



The Framework

Performance Management Framework

It is essential that performance clinics are representative of people who have ownership and overall responsibility for specific performance measures. Therefore Clinics should be attended by the following persons:

- The Chair or their nominated representative
- Head of Service and relevant operational staff
- Relevant Lead from the Strategic Intelligence Hub
- Members of the Board who have a perspective or responsibility for achieving the Performance or Outcome Indicator
- External experts/advisors as required.

At each Clinic, the relevant Head of Service, with support from the Strategic Intelligence Hub lead is expected to present details of their progress towards key objectives and key performance indicators to the Chair of the Board and partners. This should include historical, current and forecasted data. They will also be expected to present details of the actions they propose to make to address areas for improvement. The Clinic is a two way communication process which enables managers to report progress against targets and present details of the actions they propose to take to address any areas for improvements as well as providing an opportunity for managers to discuss issues or problems relating to performance.

Questions that the Clinic may ask include:

- Have targets been met, will this continue and the reasons behind this?
- If performance is poor, what can be done to turn this work around, is it a capacity or capability issue?
- Is there an opportunity to prioritise recovery or shift resources?

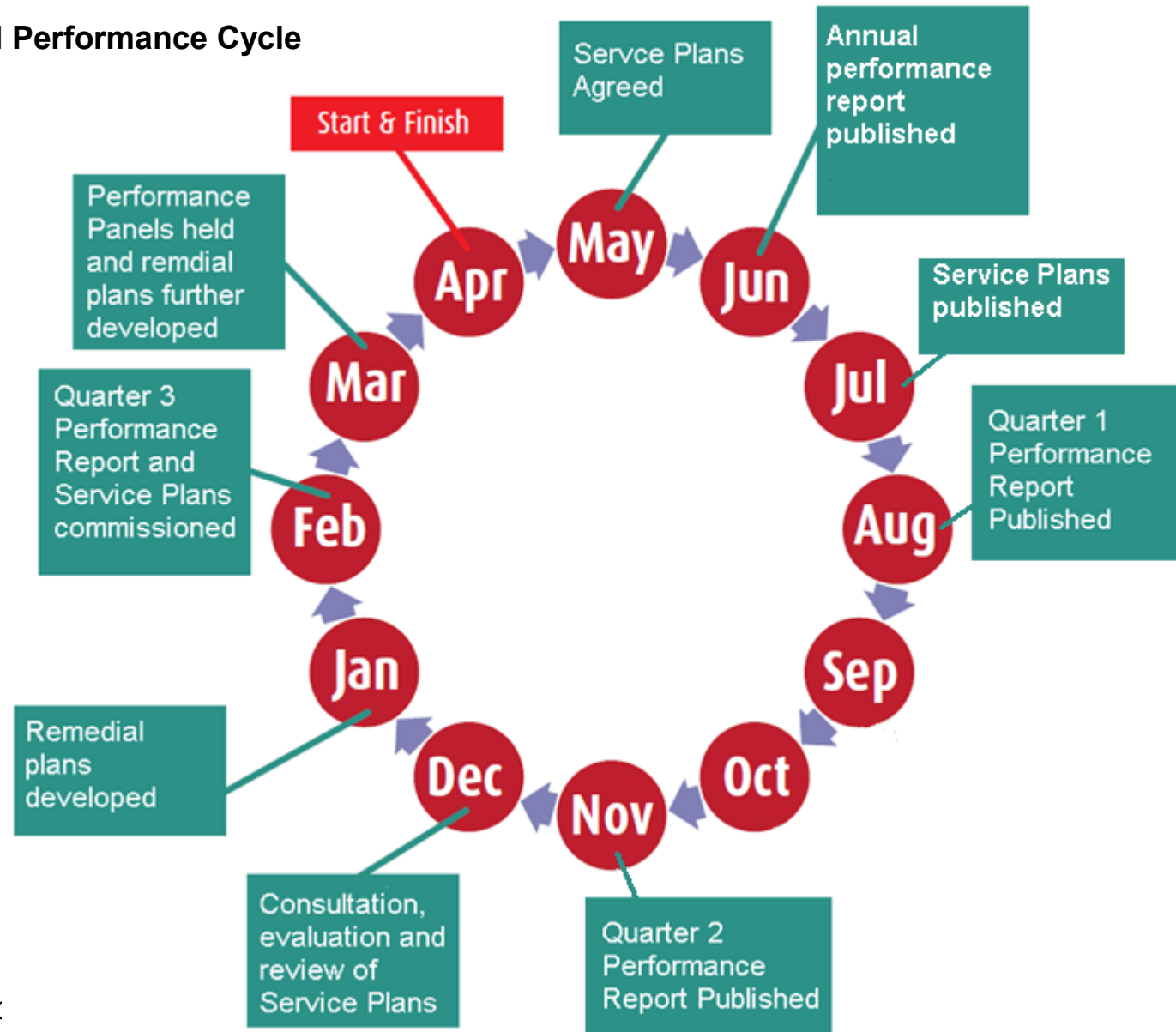
Where performance is on a downward trajectory, the Clinic will then enforce further action and agree a recovery/remedial plan which should clearly outline what action will be taken to address the problem, how it will be monitored and the likely outcomes, including required changes to the annual delivery plan.



The Framework

Performance Management Framework

City of York Council's Annual Performance Cycle





Making Performance Management Work

Performance Management Framework

Roles and Responsibilities

Effective performance management requires clearly defined and structured accountability. For York these are:

- **Executive Members** have overall responsibility for the approval of and accountability for the Council Plan and associated policy framework.
- **Corporate Management Team** are in effect ‘the custodians’ of the Council Plan with responsibility for delivery of the council plan and associated policies. They are also responsible for having an overview of performance ensuring that the right priorities are being attached to the actions contained within the relevant service business and improvement plans.
- **Partnership Boards** are responsible for both advising board members on priorities and ‘commissioning’ partnership action. They have a responsibility to monitor performance, and generating action to ensure that delivery is on course. They can also call performance clinics as and when required. Ultimately they need to report problems of performance to the Chief Executive Officer Group for consideration and action.
- **The Strategic Intelligence Hub** is responsible for ensuring that timely and accurate performance information is available, that problems of performance are flagged and that appropriate delivery plans and performance clinics are generated and tracked. The Hub is responsible for developing the council’s performance information system, the ‘KPI Machine’, to enable on demand access to key data at all times.
- **The Role of Internal Audit** provides guidance and information on risk management, in addition to dealing with the provision of audit services. If data quality issues are identified through the course of an audit, whether linked to a performance indicator data or not, this will be raised in the audit report. Internal audit also provide an independent review of the corporate approach to performance management and data quality.



Making Performance Management Work

Performance Management Framework

Reporting Performance

The Corporate Management Team, partnership board Chairs and business managers all play a crucial role in reviewing objectives and monitoring performance results. The following structures all have a key role to play:

| Structure | Performance Reported | Frequency |
|--|---|---|
| Executive | Executive Member Portfolios/Indicators | Quarterly, with on demand access to performance information available via CYC KPI Machine. Annual Council Plan progress report. |
| Corporate Management Team | As above, plus any statutory indicators affecting the Council's standing and reputation | Quarterly, with on demand access to performance information available via CYC KPI Machine. Annual Council Plan progress report |
| Partnership Boards and scrutiny committees | As above for each Board and any remedial plans plus annual Delivery Plans | Quarterly, with adhoc exception reporting as required |
| DMTs | Service Plan Actions | Monthly, with on demand access to performance information available via CYC KPI Machine |
| Performance Clinics | As required | As required |



Making Performance Management Work

Performance Management Framework

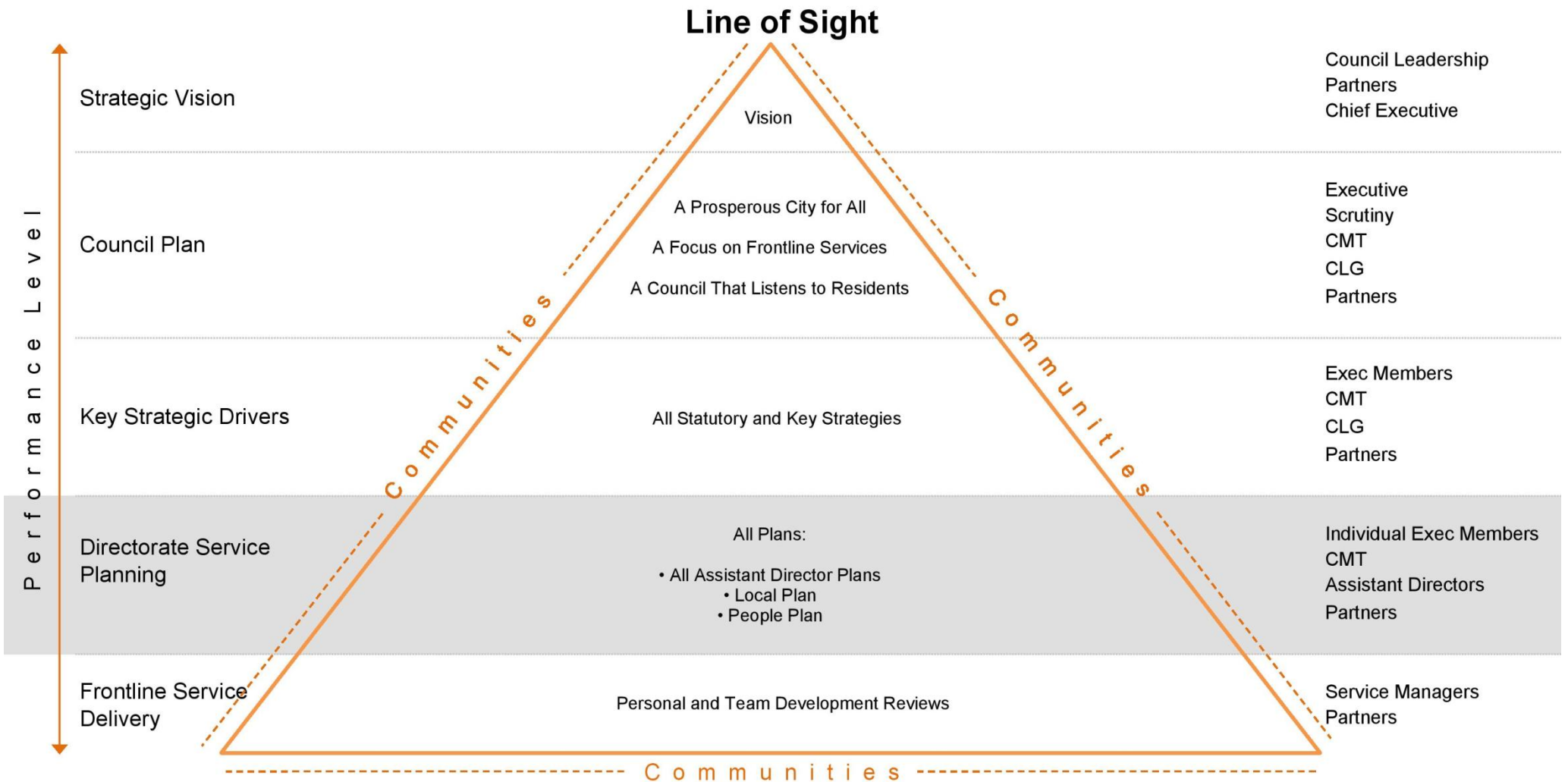
Data Quality Standards

As a minimum, services both within and external to the council will need to demonstrate the following principles with respect to data quality:

| | Performance Reported |
|--------------|--|
| Accuracy | Data should be sufficiently accurate for its intended purposes, representing clearly and in sufficient detail the interaction provided at the point of activity. Data should be captured once only, although it may have multiple uses. Accuracy is most likely to be secured if data is captured as close to the point of activity as possible. The need for accuracy must be balanced with the importance of the uses for the data, and the costs and effort of collection, although data limitations should always be clear to its users. |
| Validity | Data should be recorded and used in compliance with relevant requirements, including the correct application of any rules or definitions. This will ensure consistency between periods and with similar organisations. Where proxy data is used to compensate for an absence of actual data, organisations must consider how well this data is able to satisfy the intended purpose. |
| Reliability | Data should reflect stable and consistent data collection processes across collection points and over time, whether using manual or computer-based systems, or a combination. Managers and stakeholders should be confident that progress toward performance targets reflects real changes rather than variations in data collection approaches or methods. |
| Timeliness | Data should be captured as quickly as possible after the event or activity and must be available for the intended use within a reasonable time period. Data must be available quickly and frequently enough to support information needs and to influence the appropriate level of service or management decisions. |
| Relevance | Data captured should be relevant to the purposes for which it is used. This entails periodic review of requirements to reflect changing needs. |
| Completeness | Data requirements should be clearly specified based on the information needs of the Council and data collection processes matched to these requirements. Monitoring missing, incomplete, or invalid records can provide an indication of data quality and can also point to problems in the recording of certain data items. |

Service Improvement Plan Guidance

2016 - 2019





Service Improvement Plan Guidance

2016 - 2019

Overview

High level Service Improvement Plans are built around the Assistant Director portfolios and are the only plans required by Corporate Management Team. Plans should be influenced by the key strategic drivers, the Council Plan and the Strategic Vision that precede them and they should directly relate to the delivery of frontline services as well as feed in to team and personal development plans.

Plans should focus on delivering medium to long term priorities and cover a minimum one year period.

Financial challenges for the foreseeable future mean plans need to focus on activity that ensures the delivery of frontline services and statutory obligations, plus council plan priorities and supporting Major Projects.

Managers will 'buddy' through Service to City to scrutinise plans

Operational detail that supports the Business Plan should be held in operational plans and managed at Directorate Management Team level. Operational plans will be scrutinised on an exception basis or at Performance Clinics

Timeline

| February | March – April | | May – July | | December |
|-------------------------|--------------------------|-----------------------------------|---|-------------------------------|---|
| Templates agreed by CMT | ADs complete draft plans | Directors review AD plans at DMTs | Directors review plans with Exec Member | Plans signed off and launched | Annual Service Planning review cycle begins |

Service Improvement Plan Guidance

2016 - 2019



Template Guidance

The Service Improvement Plan template has 3 sections: 1. About the Service, 2. Service Improvement Priorities and 3. Actions, Risks and Performance.

Section 1 – About the Service

| | |
|---|--|
| Section 1a – Description | Use this section to describe the vision and a summary of the overall service and it's objectives, identifying the key customers and other stakeholders of the service |
| Section 1b – Operating Context and Baseline Resources | Describe the environment in which your services operate, the key strategies and challenges. Use this section to outline the service resources such as workforce, budget and associated risks |

Section 2 – Service Improvement Priorities

Use this section to provide a headline overview and analysis of the key challenges and priorities for the service:

- How the service will look to the customer in the future
- What are the savings that you are required to make in the next year and longer and in which areas these fall. Detail to allow monitoring should be included in Section 3, Table 3.1
- Describe the high level activity required to meet the Priorities. Detail to allow monitoring should be included in Section 3, Table 3.1
- Describe any risks you foresee in the delivery. Detail to allow monitoring should be included in Section 3, Table 3.2

Section 3 – Actions, Risks and Performance

| | |
|-------------------------|--|
| Table 3.1 – Actions | <ul style="list-style-type: none"> ▪ Detail all high level actions for delivery by your service. State in the relevant column if the activity is a frontline service / business as usual (BAU) activity and if so, if it is statutory, ▪ If the activity isn't BAU state if it is a major project. Major projects are those managed through the organisation's Project Management toolkit ▪ All actions must have a measureable outcome with performance indicators to be regularly monitored |
| Table 3.2 – Risks | Key risks and associated actions plans should be detailed, with regular monitoring in place |
| Table 3.3 - Performance | Performance indicators to be included on your directorate Scorecard, monitored regularly through the KPI Machine and DMTs, should be included in this section. Please ensure indicators cover the four main categories: general service performance, customer experience, workforce and finance. |



Service Improvement Plan Template

| | |
|-----------------------------|--|
| Service: | |
| Directorate: | |
| Service Plan Holder: | |
| Director: | |
| Cabinet Member: | |
| Date Last Updated: | |



Service Improvement Plan Template

Section 1 – About the Service

1.a – Description

The description of the service should include the vision and a summary of the overall service objectives. Please also identify the key customers and other stakeholders of the service

- How many customers?
- What client groups?
- How are the teams grouped?
- Who are your main partners?



Service Improvement Plan Template

Section 1 – About the Service

1.b – Operating Context and Baseline Resources

Please describe the environment in which your services operate, the key strategies and challenges. Use this section to outline the service resources such as workforce, budget and associated risks.

- Demographics – what is happening with regards client groups?
- What are the overarching aims or strategies of the council and your main partners that impact on your service?
- What are the big ticket items that are driving the need to change? e.g. Care Act, BCF, Budget, Workforce etc.
- What areas of performance have been challenging? (e.g. Sickness, PDR, Complaints, Budget spend)
- What areas of risk and issues have been identified? Refer to applicable Risk Assessment Tools or top 10 risks (please note risks should be recorded in table 3.2 below)
- How many Staff?
- What is your budget?



Service Improvement Plan Template

Section 2 – Service Improvement Priorities

2 – Service Improvement Priorities

Provide a headline overview and analysis of key challenges and summarise the key priorities for the service

- Describe how the service will look to the customer in the future.
- What are the savings that you are required to make in the next year / and longer and which areas do these fall in (detail to allow monitoring should be put in table 3.1)
- Describe the high level activity required to meet the Priorities (detail will be recorded in table 3.1)
- Describe any risks you foresee in the delivery (identified risks should be recorded in table 3.2 below)



Service Improvement Plan Template

Section 3 – Actions, Risks and Performance

Table 3.1 – Actions

These should be monitored regularly with ADs and Quarterly via DMT

| Reference ID | Priority Theme | Action | Business As Usual (state if statutory) or Major Project | Accountable officer | Completed by date | Measurable Outcome Indicators & Frequency |
|--------------|----------------|--------|---|---------------------|-------------------|---|
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Service Improvement Plan Template

Section 3 – Actions, Risks and Performance

Table 3.2 – Risk Management

These should be monitored regularly with ADs and Quarterly via DMT

| Reference ID | Risk | Rating (RAG) | Escalation | Actions to Mitigate and Correct | Target Rating | Date Target Rating | Responsible Officer |
|--------------|------|--------------|------------|---------------------------------|---------------|--------------------|---------------------|
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Service Improvement Plan Template

Section 3 – Actions, Risks and Performance

Table 3.3 – Performance Indicators

These should form the basis for the indicators that appear on your directorate scorecard available on the KPI Machine and should be monitored regularly with ADs and Quarterly via DMT

| Reference ID | Indicator Description | 2013/14 Result | 2014/15 Result | 2015/16 Result | Polarity | Latest Direction of Travel | Responsible Officer | Include |
|--------------------|---|----------------|----------------|----------------|------------|----------------------------|---------------------|---------|
| Performance | | | | | | | | |
| CFD01 | Number of external calls received - OCE | | 13,805 | 1,918 (Q3) | Neutral | Neutral | | Y |
| CFD03a | % of external calls answered within 20 seconds - OCE | | 95.79% | 98.20% (Q3) | Up is Good | Neutral | | Y |
| Customer | | | | | | | | |
| TBC | TBC | - | - | - | - | - | | |
| Workforce | | | | | | | | |
| STF90 | PDR Completion (%) - OCE | | 71% | 82% | Up is Good | Good | | Y |
| STF01 | Staff Headcount - OCE - (Snapshot) | 41 | 54 | 57 | Neutral | Neutral | | |
| STF15 | Average sickness days lost per FTE - OCE - (YTD) | 4.2 | 6.4 | 6.5 | Up is Bad | Bad | | Y |
| STF32 | Voluntary Turnover (%) - OCE | | 2.00% | 14.70% | Up is Bad | Bad | | |
| Finance | | | | | | | | |
| BPI107 | OCE Forecast Budget Outturn (£000s Overspent / -Underspent) | -4 (2013/14) | 8 (2014/15) | 110 (Q3) | Up is Bad | Bad | | Y |

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York 2030 - still making history

It is 2030. York is widely recognised as one of the best places to live in the world: a distinct, exciting and beautiful northern City, rich in history but forward-looking and progressive. The city, acknowledged as an intellectual and environmental hub, enjoys a vibrant economy in which local people can access jobs, housing and opportunities. Residents enjoy a high quality of life, and there is a real pride in York. People are generous with their time in helping one another, particularly more vulnerable people in our local community. Residents live in safe neighbourhoods and benefit from first-class education, excellent frontline public services and community facilities.

Our People

People love being in York; they smile. The City appeals to all ages and backgrounds with all York's communities contributing to the vibrancy.

The council has forged a partnership with local communities, parish councils and voluntary organisations. Residents take ownership of local issues and feel empowered through thriving area-based Ward Committees.

York's people take collective responsibility for keeping children safe and protected from harm. Partners work together to identify risks and intervene early to prevent problems

getting worse. York is a place where children and childhood is highly valued. Our aim is for every child to achieve great things, be kept safe and to build resilience to enable them to make a successful transition to adulthood.

York's young people have access to the best education in the North, coordinated across our schools, colleges and universities. Partnership working means skills are linked to opportunities and everyone is supported to achieve their full potential whatever their background.

A well established citywide graduate and apprenticeship programme helps York keep students in the city, and has allowed small local businesses to gain valuable skills.

A continued effort to tackle poverty and social exclusion has achieved real results and helped ensure everyone feels part of York's ongoing success.

The Council provides information and coordination to allow people to live independently, supporting themselves and each other. An integrated Health and Social Care system means that for those who encounter challenges which stop them from living well without some assistance, additional support is available quickly and easily to prevent, reduce and delay need, whilst longer term support is available.

Mental health and wellbeing is given true parity of esteem to physical health

in all services and organisations across York.

Our Place

York has creatively used its heritage and unique assets to cement its reputation as a distinct, exciting and beautiful northern City.

The city has reclaimed its railway past with York Central delivering a new sustainable business and cultural community. Significant new quality office space has allowed businesses small and large to flourish and enabled a shift to higher paid jobs.

Through the council's effective partnership with the Business Improvement District and private sector, York has been protected and enhanced. High quality developments including York Central have been delivered and are occupied by high value employers. These projects have been developed with long term sustainability in mind, improving the attractiveness of the City while maintaining its unique identity and culture. Millions of visitors from around the world continue to flock to York.

Through the delivery of these key projects, we have grown our business rates base and this has allowed us to invest in key priorities including supporting economic growth, such as improvements to the Outer Ring Road and to deliver York's new Southern Gateway. With a station regeneration - the 'Kings Cross of the North' - and

recently completed High Speed links, businesses and residents can access other major cities in the country in less than 90 minutes.

Sustainability is at the heart of the city, and continuing investment in local transport means York now has the highest proportion of people using sustainable transport in the north with a resulting improvement in air quality and congestion.

The challenges of climate change and flooding are recognised. Local businesses and organisations have joined the council in signing up to the 'One Planet York' framework, promoting zero waste and zero carbon outcomes. Recycling has rocketed and with emissions falling, York is rightly recognised as the Greenest City in the North.

We have world-class cultural, retail and leisure opportunities, including the sports facilities at York's Community Stadium. District centres from Haxby to Bishopthorpe Road to Acomb Front Street thrive.

An evidence-based Local Plan has seen new housing built across the city, but the historic character of York and its Green Belt setting has been protected and enhanced with newly created strays and open spaces. Strong partnerships between developers and local communities have ensured that new housing is environmentally sustainable and blends successfully with existing

settlements, with the necessary supporting infrastructure. There is also a range of additional affordable options for those on lower incomes as part of consistent efforts to keep housing within reach for all.

Whilst there has been growth in the number and quality of jobs in the tourism and hospitality sector, the largest growth has been in high value jobs in the rail, insurance, agri-tech and bioeconomy research sectors, both through incoming businesses and growing local businesses. By making the right choices around creating the right conditions for high value jobs, York has turned around the trends of falling wages and encouraged young people to stay in the city.

Our Council

A great place deserves excellent public services, and in challenging circumstances, the Council has taken a strong lead to ensure these are secure for the long term.

The council continues to protect and enable frontline services. To achieve this, the council works in partnership, making appropriate use of the expertise and capacity of all sectors, including its resilient communities.

Residents have confidence that the council is listening to them. The council is seen as accessible and accountable while meaningful engagement means residents' priorities are the council's priorities. The council acts on these

priorities, be they fixing potholes or investing in new parks, balancing resources to provide quick solutions with longer term approaches to ensure the sustainability of the city. The council is recognised as an excellent employer which pays a Living Wage and leads by example in tackling climate change.

Open, transparent, and cross-party decision making has helped drive forward all reforms. Technology is used to improve engagement with residents and open up local democracy.

The council like the city is seen as an example for others to follow. In 2030 York continues to make history.....

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| 12 Point Policy Plan (May 2015) | What we have achieved over the last 12 months | Our next steps... |
|--|--|--|
| <p style="text-align: center;"><u>Local Plan</u></p> <p>We will prepare an evidence-based Local Plan which delivers much needed housing whilst focusing development on brownfield land and taking all practical steps to protect the Green Belt and the character of York.</p> | <p>Extensive work with officers has resulted in new proposals for public consultation which are evidence-based and deliver the housing York needs whilst protecting the character and setting of the city.</p> | <p>Proposals will go to Executive and the Local Plan Working Group in June and following this public consultation in July/August. The aim is for a May 2017 submission to the Planning Inspectorate.</p> |
| <p style="text-align: center;"><u>Waste Collections</u></p> <ul style="list-style-type: none"> - Reintroduce additional winter (garden) Green Bin collections and cancel Labour/Green budget plans to introduce further charges. - No cuts to the frequency of Grey Bin collections. | <p>Our Emergency Budget in July 2015 financed the (re)introduction of 2 Winter Green Bin collections and scrapped Labour's proposal for extra Green Bin charges.</p> <p>Cuts to the frequency of Grey Bin collections have been ruled out.</p> | <p>Continue two free winter Green Bin collections and policy of no charge for households' first green bin.</p> <p>Ongoing work with residents on ways to increase recycling and improve bin collections.</p> |
| <p style="text-align: center;"><u>More for Frontline and Customer Services</u></p> <p>We agree to focus resources into frontline services to ensure:</p> <ul style="list-style-type: none"> - An increase in funding for road repairs, streetlights, gulley cleaning and litter bins. - Yearsley Pool remains open. We will also review the customer contact centre to ensure faster and better response to queries and service requests. | <p>Our Emergency Budget put an extra £2million into frontline services and this was followed by our 2016/17 Budget which invested: £2.7million in road repairs and £416,000 in new streetlights plus investment in gulley cleaning and litter bins.</p> <p>Yearsley Pool future secured as part of the Community Stadium contract.</p> | <p>Focus on frontline services in the coming year will see 94 additional litter and dog bins across York, new LED streetlights and 53 streets added to the gulley cleaning round.</p> <p>Improve digital access to services through the development of new online reporting systems for residents.</p> |
| <p style="text-align: center;"><u>Financial Inclusion and support for vulnerable residents</u></p> <p>We will support the Living Wage, support voluntary organisations and develop</p> | <p>Introduced a new Living Wage rate (£8.25).</p> <p>Work to support vulnerable residents included increased investment in community-</p> | <p>Continue to pay staff the new Living Wage rate, support financial inclusion projects across York, and improve access to benefits advice to residents.</p> |

| | | |
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| <p>financial inclusion work with measurable outcomes.</p> | <p>based mental health services and changes to Council Tax Support which saw a 25% reduction in bills for poorer residents.</p> | <p>Use increased investment to enhance community-based mental health services including at Sycamore House.</p> |
| <p><u>Ward Committees</u></p> <p>Re-instate Ward Committees with a very significant increase in funding so that communities can make greater decisions about local services. Additional investment into community based decisions.</p> | <p>Re-established Ward Committees with nearly £1million of devolved funding, including transport and adult social care. Local schemes and priorities are now being funded in communities across York.</p> | <p>Long-term increase in the budget for Ward Committees and devolved decision-making especially in the area of Health & Wellbeing</p> <p>Share best practice with other councils and use feedback from residents to further improve and develop the Ward Committee system.</p> |
| <p><u>Vanity Projects</u></p> <p>End wasteful spending including bringing forward a new plan for the Guildhall which is based on a firm business case and reassess all vanity projects.</p> | <p>Reassessed funding on projects and renewed the focus on frontline services.</p> <p>New proposals for the Guildhall being developed following cross-party scrutiny work.</p> | <p>Continue to focus on frontline services and ensure all capital projects are robustly assessed.</p> <p>Bring forward detailed designs and a business case for the Guildhall project in the summer.</p> |
| <p><u>Children and Youth Services</u></p> <ul style="list-style-type: none"> - The services currently provided by the Castlegate Centre will continue to be provided at a suitable city centre location that is not West Offices. - Continue to support Children's Centres, youth services, and apprenticeships in partnership with local businesses. - Extra support to help pupils from disadvantaged backgrounds. | <p>£1.9m invested in children's social care in 2016/17</p> <p>Currently consulting on how best to continue to support Children's Centres with new Local Area Teams.</p> <p>Castlegate advice services secured with further proposals being developed.</p> <p>Emergency Budget saw extra funding (£25,000) to help pupils from disadvantaged background.</p> <p>Apprenticeship numbers have increased in 2015.</p> | <p>Following investment, continue to prioritise children's social care.</p> <p>Delivery of new area based teams and family centres.</p> <p>Develop extra assistance to help boost the attainment of pupils from disadvantaged backgrounds</p> <p>Continue to support council apprenticeships and aim to boost numbers further.</p> |

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| <p style="text-align: center;"><u>Transport</u></p> <p>Support rural bus services and in communities where they are needed.</p> <p>No further expenditure on blanket 20mph project.</p> | <p>We have consulted on changes to bus subsidies to ensure resources are best focused.</p> <p>No extension of 20mph project.</p> | <p>Following public consultation, we will ensure bus subsidies are in place for the communities where they are most needed, maximising use of the investment from the Emergency Budget.</p> <p>Spend £2.7million on road and footpath improvements and work with partners to access funding and deliver long-term infrastructure improvements.</p> |
| <p style="text-align: center;"><u>Economic Development</u></p> <p>Ensure that local businesses are adequately supported by helping them bid for council contracts and cutting red tape. Work to ensure that York gets a better deal from regional partners.</p> | <p>Proposals brought forward to make York a 'business friendly council' after extra funding in the Emergency Budget.</p> <p>Worked with regional partners to secure 'Enterprise Zone' status for York Central and supported the setting up of a BID (Business Improvement District).</p> | <p>Work with partners to promote and support the 8 priorities of York's Economic Strategy and continue progress on key projects such as York Central and the Southern Gateway.</p> <p>Work with the new York BID on initiatives to support businesses and promote York, including new 'Welcome Ambassadors' to support the early-evening economy.</p> |
| <p style="text-align: center;"><u>Value for Money and Fairness</u></p> <p>Improve council efficiency, streamline council management, and always look to take government grants on offer to freeze Council Tax.</p> | <p>Review of senior management underway delivering saving of £150,000 in 16/17. Office of the Chief Executive Directorate abolished to streamline the council.</p> <p>No grant on offer to freeze Council Tax but lower increase in 2016/17 than Leeds, North Yorks, East Yorks or Hull.</p> <p>Introduced cross-party pre-scrutiny to improve decision making system.</p> | <p>Finalise senior management review to deliver savings and improve efficiency.</p> <p>As part of ongoing work to make the council more open and encourage cross-party decision-making there will be a review of governance, transparency and public engagement.</p> <p>Bring forward our vision for 'York 2030' ensuring partners and our staff can unite behind the city's key priorities.</p> |

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| <p><u>Increase Recycling</u></p> <p>To reverse the decline in recycling rates we will:</p> <ul style="list-style-type: none"> - Work with residents and commit to an aim of increasing recycling to 50% through extra investment. - Develop a long-term plan to cut the council's carbon emissions and re-establish a Green Jobs Task Group. | <p>Increased investment to boost recycling has funded green bin winter collections, no more charges and a new recycling campaign.</p> <p>Green Jobs Task Group has been re-established.</p> | <p>As part of plans to make York the Greenest City in the North, work with residents to progress long-term aim to boost the amount the city's households recycle by 5,000 tonnes taking recycling rates to over 50%.</p> <p>Further develop the One Planet York partnership to help York become a more sustainable, resilient and collaborative 'One Planet' city.</p> |
| <p><u>Health and Social Care</u></p> <p>Carry out a bottom-up review of health and adult social care services to ensure a more joined-up approach, improve performance and ensure a more people focused service.</p> | <p>Work ongoing to deliver new elderly care beds and proposals brought forward for the Burnholme Health & Wellbeing Campus following a successfully public consultation.</p> | <p>Continue to progress plans to deliver a new Health & Wellbeing Campus at Burnholme, new care beds across the city, and further progress a bottom-up review of health and adult social care.</p> |



Corporate & Scrutiny Management Policy & Scrutiny Committee**5 September 2016**

Report of the Assistant Director Governance & ICT

Schedule of Petitions**Summary**

1. Members of this Committee are aware of their role in the initial consideration of petitions received by the Authority. The current petitions process was considered by the Audit and Governance Committee on 2 October 2014 and endorsed by Council on 9 October 2014. This process aimed to ensure scrutiny of the actions taken in relation to petitions received either by Members or Officers.

Background

2. Following agreement of the above petitions process, Members of the Corporate and Scrutiny Management Policy and Scrutiny Committee had been considering a full schedule of petitions received at each meeting, commenting on actions taken by the Executive Member or Officer, or awaiting decisions to be taken at future Executive Member Decision Sessions.
3. However, in order to simplify this process Members agreed, at their June 2015 meeting, that the petitions annex should in future be provided in a reduced format in order to make the information relevant and manageable. At that meeting it was agreed that future petitions reports should include an annex of current petitions and agreed actions, but only following consideration of the petitions by the Executive or relevant Executive Member or Officer.
4. This was agreed, in the knowledge that the full petitions schedule was publicly available on the Council's website and that it was updated and republished after each meeting of the Committee.
<http://democracy.york.gov.uk/ecCatDisplay.aspx?sch=doc&cat=13020&path=0>

5. Current Petitions Update

A copy of the reduced petitions schedule is now attached at Annex A of the report which provides a list of new petitions received to date together with details of those considered by the Executive or relevant Executive Member/Officer since the last meeting of the Committee. Further information relating to petitions which have been considered by the Executive Members/Officers since the last meeting are set out below:

Petition Number

46 & 46a. Ban Lettings Boards

Two petitions have been received both of which requested the Council to Ban Lettings Boards in locations where there were an excessive amount and where there was local support. The first came via an e-petition which ran from 17 November 2015 to 31 March 2016 on the Council's website, and the second, signed by 182 local residents, presented as a hard copy petition to Council on 17 December 2015 by Cllr Shepherd.

The Committee had previously been updated that Officers had been considering potential ways of applying for special powers to ban letting boards under Schedule 3, Part 1, Class 3A of the Town and Country Planning (Control of Advertisements) (England) Regulations 2007). This had included discussions with other local authorities who had undertaken this process.

Since that time the Committee have made requests for an update on the current situation in relation to the petitions requests. This update is now provided for Members information at Annex B.

54. Reduce the Speed on Haxby Moor

This e-petition, which requested the Council to reduce the speed of traffic on Haxby Moor, was uploaded on to the Council's website on 13 July 2016 and ran until 21 August 2016. However at the end of that period no residents had signed the petition.

As the petition received under the 10 signatory threshold for consideration by CSMC the petition was forwarded to the Director of City and Environmental Services to enable him to respond directly to the petitioner regarding his concerns.

56. Ashley Park Road

Councillor Ayre presented a petition to Council, on 21 July 2016, signed by 34 residents requesting the Council to move a lamp post situated adjacent to 19 Ashley Park Road owing to resident's safety concerns. Since that date Officers have met with Cllr Ayre and confirmed the inclusion of the column in this years replacement programme for completion by November 2016.

6. The Process

There are a number of options available to the Committee as set out in paragraph 7 below, however these are not exhaustive. Every petition is, of course, unique, and it may be that Members feel a different course of action from the standard is necessary.

Options

7. Having considered the reduced Schedule attached which provides details of petitions received and considered by the Executive/Executive Member since the last meeting of the Committee together with the update at Annex B on the Lettings Boards petitions; Members have a number of options in relation to those petitions:
 - Request a fuller report, if applicable, for instance when a petition has received substantial support;
 - Note receipt of the petition and the proposed action;
 - Ask the relevant decision maker or the appropriate Executive Member to attend the Committee to answer questions in relation to it;
 - Undertake a detailed scrutiny review, gathering evidence and making recommendations to the decision maker;
 - Refer the matter to Full Council where its significance requires a debate;

If Members feel that appropriate action has already been taken or is planned, then no further consideration by scrutiny may be necessary.

8. Following this meeting, the lead petitioner in each case will be kept informed of this Committee's consideration of their petition, including any further action Members may decide to take.

Consultation

9. All Groups were consulted on the process of considering more appropriate ways in which the Council deal with and respond to petitions, resulting in the current process. Relevant Directorates are involved and have been consulted on the handling of the petitions outlined in Annex A.

Implications

10. There are no known legal, financial, human resource or other implications directly associated with the recommendations in this report. However, depending upon what, if any, further actions Members agree to there may, of course, be specific implications for resources which would need to be addressed.

Risk Management

11. There are no known risk implications associated with the recommendations in this report. Members should, however, assess the reputational risk by ensuring appropriate and detailed consideration is given to petitions from the public.

Recommendations

12. Members are asked to consider the petitions received and actions reported, as set out in paragraph 5 above and on the attached Schedule at Annex A and update at Annex B, and agree an appropriate course of action in each case.

Reason: To ensure the Committee carries out its new requirements in relation to petitions.

Contact Details

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Chief Officer Responsible for the report:

Andrew Docherty
AD Governance & ICT

**Report
Approved**



Date 24 August 2016

Wards Affected:

All



Background Papers: None

Annexes:

Annex A – Extract from schedule of petitions received and action taken to date

Annex B - Banning Letting Boards update

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| Petition Details | Petition Type | No of Signatures (Approx) | Responsible Officer | Decision maker (e.g. Cabinet Member, Director) | Date of Consideration | Action Agreed | Date of Consideration by CSMC & Outcome |
|---|--|---------------------------|--|--|---|--|--|
| 46. Ban Lettings Boards - petition the council to apply to the Government for special planning powers granting the ability to ban letting boards in locations with an excessive amount and where there is local support. | E-Petition running 17-11-2015 to 31-03-16 | 5 signatories | Jonathan Carr, Head of Development Services & Regeneration T: 01904 551303 / Martin Grainger, Head of Integrated Strategy T: 01904 551317 | Executive Member for Transport & Planning | Executive Member for Transport & Planning Decision Session | Officers have been considering the potential ways of applying for special powers to ban letting boards under Schedule 3, Part 1, Class 3A of the Town and Country Planning (Control of Advertisements) (England) Regulations 2007 – including discussions with other local authorities who have undertaken this process. Once this investigation work is completed they will confirm the details | CSMC 09-05-16 & 25-07-16 Update requested |
| 46a Ban Lettings Boards Petition calling on the Government to give City of York Council the power to ban letting boards in locations with an excessive amount and where there is local support. | Presented to Council by Cllr Shepherd 17-12-15 | 182 signatories | Jonathan Carr, Head of Development Services & Regeneration T: 01904 551303 / Martin Grainger, Head of Integrated Strategy T: 01904 551317 | Executive Member for Transport & Planning | Executive Member for Transport & Planning Decision Session | (see 46 above) | (See 46 above) |

| Petition Details | Petition Type | No of Signatures (Approx) | Responsible Officer | Decision maker (e.g. Cabinet Member, Director) | Date of Consideration | Action Agreed | Date of Consideration by CSMC & Outcome |
|---|---|---------------------------|---|--|--|--|---|
| 52. Lighting on Walmgate Stray – request for lighting on the footpaths through Walmgate Stray, particularly for the safety of students at night and following recent events. | E-Petition running 27-05-16 to 07-07-16 | 33 | Neil Ferris Director of City & Environmental Services T: 01904 551448 Officer: Steve Wragg | Executive Member for Transport & Planning Decision Session | Executive Member for Transport & Planning Decision Session 8-09-16 | TBC | |
| 54. Reduce the Speed on Haxby Moor - We the undersigned petition the council to reduce the speed on Haxby Moor | E-Petition running 13-07-16 to 23-08-16 | 0 | Neil Ferris Director of City & Environmental Services T: 01904 551448 | Executive Member for Transport & Planning Decision Session | - | Note: Petition received no signatures. Officers to respond | |
| 55. Work to improve the condition of footpaths in the Front Street shopping area of Acomb | Handed over at Full Council by Cllr Hunter 21-07-16 | 822 | Neil Ferris Director of City & Environmental Services T: 01904 551448 Officer: Steve Wragg | Executive Member for Transport & Planning Decision Session | Executive Member for Transport & Planning Decision Session 13-10-16 | | |
| 56. Ashley Park Road area – calling on the Council to have the lamp post outside the property of 19 Ashley Park Road moved from its current position due to safety concerns. | Handed over at Full Council by Cllr Ayre 21-07-16 | 34 | Neil Ferris Director of City & Environmental Services T: 01904 551448 Officer: Bill Mandy | Executive Member for Transport & Planning Decision Session | - | Officer met with Cllr Ayre and agreed a course of action which will be completed by November 2016. | |

| Petition Details | Petition Type | No of Signatures (Approx) | Responsible Officer | Decision maker (e.g. Cabinet Member, Director) | Date of Consideration | Action Agreed | Date of Consideration by CSMC & Outcome |
|--|---|---------------------------|--|---|---|---------------|---|
| <p>57. Improve the pavements around Foxwood shops and make the area safer and more attractive.</p> | <p>Handed over at Full Council by Cllr Jackson 21-07-16</p> | <p>80</p> | <p>Neil Ferris Director of City & Environmental Services T: 01904 551448 Officer: Steve Wragg</p> | <p>Executive Member for Transport & Planning Decision Session</p> | <p>Executive Member for Transport & Planning Decision Session 13-10-16</p> | | |
| <p>58. Ownership of Property and Land in York Plans When proposals for the development of land and/or property are made in York, we petition the council to publish the identities of the owners and beneficial owners when the enhanced value given by the grant of planning permission is estimated to exceed one million pounds. For such proposals, estimates of the value of the granted planning permission should be published and the dates at which the ownership and beneficial ownership commenced or when options were purchased.</p> | <p>ePetition running 8.8.16 to 29.9.16</p> | | <p>Martin Grainger Head of Integrated Strategy T: 01904 551317</p> | <p>Executive Leader for Housing & Safer Neighbourhoods and Executive Member for Economic Development & Community Engagement (Deputy Leader)</p> | <p>TBC</p> | | |

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Banning Letting Boards update for CSMC

Work undertaken to date

Since the submission of the two Banning Letting Boards Petitions, officers have investigated the formal process of imposing a ban on letting boards within certain parts of the city, where it is considered that there is a perceived problem with letting boards. Officers have followed up this investigation work with discussions with other Local Authorities, which have applied to have a Banning Letting Boards process in place and the requirements of such planning powers.

The display of 'to let' boards is controlled by Schedule 3, Part 1, Class 3A of the Town and Country Planning (Control of Advertisements) (England) Regulations 2007.

However, local authorities can apply to the Government for a Regulation 7 Direction (Direction Restricting Deemed Consent) for powers to ban letting boards in areas where there are specific concerns and issues. The Direction is made under the Town and Country Planning (Control of Advertisements) (England) Regulations 2007. The effect of the direction is that no residential sale or letting boards may be displayed on the street frontages of the above properties without express consent, in designated areas.

Paragraph 68 of NPPF states that before a Direction to remove deemed consent is made, the local planning authority will be expected to demonstrate that the Direction would improve the visual amenity of the area and that there is no other way of effectively controlling the display of the particular class of advertisement. It also states that the comments of organisations, and individuals, whose interests would be affected by the Direction, should be sought as part of the process.

A Regulation B7 Direction would:

- Require all estate agents to apply for planning permission to put up 'To Let' boards in designated areas;
- Reduce the number of 'To Let' boards;
- Restrict the length of time boards could be left up;

From evidence gathered so far from other local authorities, it is vital that a local authority can demonstrate that it has made significant attempts to mitigate the proliferation and amenity issues of letting boards before it considers submitting for a Regulation 7 Direction, and these methods have been unsuccessful. This is because the Secretary of State will need to be convinced that a Regulation 7 Direction, would in effect, be a last case resort.

Consequently, it is vital that in order to demonstrate that all significant attempts have been made, a Voluntary Code of Practice has been used, and the results have not made a significant difference. The Secretary of State will place significant weight to the use of a Voluntary Code of Practice being attempted.

A Voluntary Code may consider the following:

- Specify size, design, location on the property;
- Time period, number per street;
- Length of time left on display;
- Specify text – eg. 'To Let', 'Gone'. 'Let by.....'

Further work to be undertaken

Officers to produce a draft Voluntary Code of Practice for the display of letting boards in the city – autumn 2016.

- Undertake consultation on the draft Voluntary Code of Practice with residents and local landlords and letting agents in the city (timing dependant upon staff resource availability and capacity given time critical work this year on both the Local Plan and a large number of Neighbourhood Plans).
- The Council would then consider the responses and whether it would be feasible to adopt a Voluntary Code of Practice in the city or alternatively whether it may appropriate and necessary to pursue a ban on letting boards, under powers of the Town and Country Planning (Control of Advertisements) (England) Regulations 2007.

The success of any Voluntary Code of Practice would be established through monitoring and survey work, preferably over different times of the year to take into account any seasonal trends (such as University term time etc).

In the event that a Voluntary Code of Practice was agreed with local letting agents but was not complied with the Council may then wish to pursue undertaking a ban on letting boards, under powers of the Town and Country Planning (Control of Advertisements)(England) Regulations 2007. This would require the provision of a comprehensive survey work assessment and supporting information and evidence to justify the removal of the deemed consent provisions.

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Corporate and Scrutiny Management Policy 5 September 2016
and Scrutiny Committee**Report of the Director of Customer & Business Support Services****2016/17 Finance and Performance Monitor 1****Purpose of the Report**

- 1 This report provides an early analysis for the services falling under the responsibility of the Corporate and Scrutiny Management Policy and Scrutiny Committee, which include all corporate, strategic and business services.

Financial Analysis

- 2 The council's net General Fund budget for 2016/17 is £117.9m and the net budget for the areas covered by this report is £19.8m. Following on from previous years, the challenge of delivering savings continues with £6m to be achieved in order to reach a balanced budget. £2.1m of these savings fall within the services covered by this report.
- 3 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 identified two variations that require action or mitigation. The delay in implementing the new Customer Relationship Management system continues to delay achievement of the associated saving. Some mitigating action has already been taken, and the remaining £206k will be achieved through vacancy management and other efficiencies. Business Administration is currently forecasting an overspend of £119k, but a restructure of the service should ensure the service outturns within budget. All other savings proposals are progressing as forecast and work will continue to try and identify additional savings to help the overall Council position.

Performance Analysis

- 4 The collection rate for Council Tax at the end of Q1 was 29.7% compared against a target of 30.4%. In 2015/16 the collection rate was 29.8% in Q1 with the annual collection rate of 97.5% comparing well to the national rate of 97.1%. The collection rate for Business Rates at the end of Q1 was 29.47% compared against a target of 30.7%. In 2015/16 it was

32.27% in Q1 with the annual collection rate of 98.4% comparing well to the national rate of 98.2%.

- 5 At the end of Q1, the average time it took to process a new Housing Benefit claim or a change in circumstance of an existing claimant was 6 days, which is the same as at the end of quarter 1 in 2015/16.
- 6 Figures from the Office for National Statistics showed there were 545 JSA claimants in York in June, which represents a fall of 30 from last month and 245 from June 2015. The claimant count for York represents 0.4 per cent of the working population, which is lower than both the regional and national figures which stand at 1.8% and 1.4% respectively. The youth unemployment figure of 0.2% falls below both regional and national figures, which stand at 1.9% and 1.3% respectively.
- 7 Data released by the Department of Work and Pensions is published 6 months in arrears - the latest data relates to November 2015. The total number of working age Benefit Claimants continues to fall (a reduction of 7.3% to 9,120 from 9,840 in November 2014). This represents 6.7% of the working age population which is lower than the regional and national figures which are 13.3% and 11.8% respectively. The reduction is predominantly due to a decrease in the number of Out of Work Benefit Claimants (an 8.1% reduction to 7,000 from 7,620 in November 2014), as there has been a slight increase in the ESA and Incapacity Benefit Claimants (a 0.9% increase to 5,430 from 5,150 in November 2014).
- 8 The York Open Data website offers residents and businesses free access to a wealth of information about their city, to help to build new solutions to all kinds of challenges such as those around sustainability, transport, energy and community engagement. The site has around 674 datasets which cover a diverse range of topics from Council and City performance, to community assets or information on individual business sectors in York.

Performance – Employees

- 9 In Q1 six employees were made redundant, 4 on a voluntary basis and 2 compulsory. In 2015/16 a total of 61 employees were made redundant, 46 voluntary and 15 compulsory.
- 10 The 12 month rolling average of sickness days per FTE (excluding schools) has remained the same at 10.1 days however the 12 month rolling average for sick days resulting from stress has reduced to 2.2 days per FTE (excluding schools) from 2.3 days in Q4 2015/16.

- 11 Overall the 12 month rolling average of the percentage of employees voluntarily leaving the organisation increased to 7.4% (from 7% in Q4 2015/16) of all leavers (exc. Schools) in Q1.
- 12 The number of people employed by the Council (excluding schools) has increased in Q1, at the end of June the headcount was 2,669 (2,117 Full Time Equivalentents) up from 2,635 in March 2016 (2,104 FTEs).
- 13 Additional salary and overtime expenditure have both decreased between Q4 2015/16 and Q1 but spend on casual employees has increased from £1.36m in Q4 2015/16 to £1.43m in Q1.

Performance – Customers

- 14 York Customer Centre is the main point of contact for resident enquiries and in total 68,030 calls were received during Q1 with 95.8% answered (65,182), 76.5% in less than 20 seconds. During peak periods customers may experience increased waiting times and, although calls are typically not held in a queue for more than 42 seconds, customers can make use of the call back facility, although some choose to abandon the call. This impacts overall performance and satisfaction and call data is monitored on a daily basis to ensure a positive customer experience is maintained.
- 15 In Q1 the number of residents visiting the Customer Centre fell to 16,297 (17,055 in Q4 2015/16) and the average wait time decreased to 7.82 minutes (7.97 minutes in Q4), with 74% of customers served within the waiting time target of 10 minutes (71% in Q4).
- 16 Overall Customer Centre satisfaction increased to 92.3% in Q1 (from 91.8% in Q4 2015/16), with both Call Centre and face to face services increasing to over 92%. The latest Customer Service Excellence assessment noted that there are high levels of customer satisfaction with front facing services, particularly with the customer centre which has shown significant improvement over past few years.
- 17 Members of the recently refreshed Talkabout Panel were asked to take part in a resident satisfaction survey between May and June 2016, with 65% of the 752 members providing a response. Results were positive about living in York. A high number of panellists are satisfied with both their local area (92%) and York (92%) as a place to live. Many agreed that it is important to feel citizens belong to their local area (89%) however less agreed that they actually felt they did belong (75%). A high number agree York is a good place for children and young people to grow up (80%) with slightly less agreeing that York is a place where people from different backgrounds get on well together (70%). Only 12% of the respondents

disagreed that York was a safe city to live in with 77% agreeing it is safe, relatively free from crime and violence.

Performance – Procurement

- 18 Following the procurement update provided to this Committee in July, Members agreed that the performance information would in future be included in this report. The table below summarises the Quarter 1 position.

| Size of business | 2016/17 Q1 spend | 2016/17 Q1 | Of which in Yorkshire & Humber | Of which in a YO postcode |
|--------------------------------|------------------------|---------------|--------------------------------------|---------------------------------|
| | £'000 | % of total | £'000 | £'000 |
| Micro (less than 10 employees) | 2,496 | 8 | 1,845 | 1317 |
| Small (11 to 49 employees) | 10,829 | 33 | 8,608 | 6239 |
| Medium (50 to 249 employees) | 6,901 | 21 | 4,380 | 2566 |
| Sub total SME's | 20,226 | 62 | 14,833 | 10,122 |
| | | | | |
| Large (250 or more employees) | 12,826 | 38 | 5,029 | 2190 |
| Supplier size not known | 47 | 0 | 45 | 28 |
| | | | | |
| Grand Total | 33,099 | 100 | 19,907 | 12,340 |

- 19 Spend to the end of June shows 61% of the total spend was with SME's, compared to 56% in a full year for 2015/16, and local spend remaining the same at 60% of the total.

Annexes

- 20 All performance data within this document is made available in machine-readable format through the Council's open data platform at www.yorkopendata.org under the "performance scorecards" section.

Consultation & Options

- 21 This report is for information so no options are presented.

Corporate Priorities

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

Implications

- 23 The financial implications are all dealt with in the body of the report.
- 24 There are no other specific implications of this report.

Recommendations

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

Reason: To update the Committee on the forecast position for 2016/17.

| | | | |
|---|--|---|---------------------|
| Authors: | Chief Officer Responsible for the report: | | |
| Debbie Mitchell Corporate Finance & Commercial Procurement Manager Ext 4161 | Ian Floyd Director of Customer & Business Support Services | | |
| Ian Cunningham Group Manager – Shared Intelligence Bureau Ext 5749 | Report Approved | √ | Date 25.8.16 |
| Wards Affected: All | | | |
| For further information please contact the authors of the report | | | |

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Corporate & Scrutiny Management Policy & Scrutiny Committee**5 September 2016**

Report of the Assistant Director Governance & ICT

One Planet York Scoping Report**Summary**

1. This report informs the Corporate & Scrutiny Management Policy & Scrutiny Committee (CSMC) how York might best balance economic, social and environmental factors to realise its goal of being a more sustainable and resilient “One Planet” city.

Background

2. At a meeting of CSMC in early May 2016 the Committee considered a Council motion on a proposed Transatlantic Trade and Investment Partnership (TTIP) which had been referred to the Committee for further consideration. The Committee agreed that parts of the motion be referred back to Council but that more local implications included in the TTIP be considered for cross-party scrutiny.
3. In June 2016 this was considered as a potential topic for review and members considered elements of the TTIP motion to support the work of One Planet York. It was agreed that rather than focus solely on one aspect of One Planet York the review should focus on putting in place a framework to help achieve the objectives of the strategy.
4. The Council Plan contains commitments to *‘put sustainability at the heart of everything we do’* and to *‘work towards One Planet living’*.
5. In March 2016, Executive endorsed the vision of ‘a sustainable, resilient and collaborative One Planet York’ and agreed to get alongside city partners showing leadership towards this vision. They also agreed to work towards being a sustainable, resource efficient ‘One Planet’ Council.

6. A sustainable city is one that meets the needs of the present without compromising the ability of future generations to meet their own needs.
7. Cities across the globe share common challenges in the areas of job creation, environmental resilience and improving the quality of life of local residents. A key challenge for city leaders is finding ways to balance the demand for a strong economy and an attractive place to live whilst also limiting damage to the environment. It is clear no utopian city exists, yet some cities are more advanced in their sustainability journeys than others¹.
8. The key to developing a sustainable local economy – a resilient “One Planet” city – is growing the circular economy to keep money flowing around the city as much as possible by procuring, spending and trading locally.
9. One Planet York is a growing network of local organisations and businesses working towards a more sustainable and resilient ‘One Planet’ future. Action is being taken across 10 key principles:
 - i. Zero Carbon – making buildings more energy efficient and delivering all energy with renewable technologies.
 - ii. Zero Waste – reducing waste, reusing where possible, and ultimately sending zero waste to landfill.
 - iii. Sustainable Transport – encouraging low carbon modes of transport to reduce emissions, reducing the need to travel.
 - iv. Sustainable Materials – Using sustainable healthy products, with low embodied energy, sourced locally, made from renewable or waste resources.
 - v. Local and Sustainable Food – choosing low impact, local, seasonal, organic diets and reducing food waste.
 - vi. Sustainable Water – using water more efficiently in buildings and in the produce we buy, tackling local flooding and water course pollution.

¹ Arcadis Sustainable Cities Index 2015 seeks to rank the world’s top 50 most sustainable cities

<http://www.sustainablecitiesindex.com/>

- vii. Land Use and Wildlife – protecting and restoring biodiversity and natural habitats through appropriate land use and integration into the built environment.
- viii. Culture and Heritage – reviving local identity and wisdom, supporting the arts.
- ix. Equity and Local Economy – creating bioregional economies that support fair employment, inclusive communities and international fair trade.
- x. Health and Happiness – encouraging active, sociable, meaningful lives to promote good health and well being.

Specific Topic Areas

10. Whilst recognising there is no easy answer to balancing economic, social and environmental needs it is proposed any review looks to formulate specific recommendations on the following areas:
- Ensuring a balance between economic, social and environmental needs that is right for York and delivery reflects best practice
 - Ensuring key decisions and strategic plans take account of economic, social and environmental factors
 - Ensuring decisions and strategic plans are informed by both short term priorities and anticipated longer term impacts

Suggested Approach

11. To help formulate the recommendations above it is suggested that if the Committee wish to proceed with a scrutiny review they should appoint a Task Group to:
- Review what leading sustainable cities, and those similar to York, are doing in seeking to balance economic, social and environmental needs
 - Explore potential of the One Planet York framework to:
 - Enable benchmarking with other cities through a new One Planet York 'city scorecard' (basket of measures)

- Increase understanding and wider awareness about what makes cities sustainable and resilient
- Review statutory and local decision making tools, engagement and collaboration methods to help cities best balance economic, social and environmental needs
- Explore how the city's Urban Living Pilot project – 'York City Environment Observatory' – could bring new knowledge and insight regarding economic, social and environmental interdependencies

Consultation

12. This report has been compiled with the support of CYC's Strategic Manager – sustainability and transformation.

Options

13. Having considered the information provided in this report and by Officers, Members can decide if there is value in considering further work to support the work being undertaken by One Planet York.

Council Plan

14. This report links to the focus on frontline services, a council that listens to residents and a prosperous city for all elements of the Council Plan 2015-19.

Risks & Implications

15. There are no direct risks or implications associated with the recommendation in this report.

Recommendations

16. The Committee needs to consider whether there will be added value in undertaking a scrutiny review to support the work of One Planet York

Reason: To decide if members want to initiate a scrutiny review.

Contact Details

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Report Approved **Date** 20/08/2016

Wards Affected:

All

For further information please contact the author of the report

Background Papers:

Abbreviations

CSMC – Corporate & Scrutiny Management Policy & Scrutiny Committee.

TTIP – Transatlantic Trade and Investment Partnership

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Corporate & Scrutiny Management Policy & Scrutiny Committee**5 September 2016**

Report of the Assistant Director Governance & ICT

Peer Challenge**Summary**

1. At a meeting of the Corporate & Scrutiny Management Policy & Scrutiny Committee (CSMC) in June 2016 Members suggested that consideration should be given to carrying out a scrutiny review on issues arising from the recent Local Government Association (LGA) Peer Review and being placed into context with previous Peer Reviews.
2. To assist the Committee in considering whether it wishes to proceed with a scrutiny review in this area and in relation to what specific aspects, this report presents information around the implementation of the recommendations arising from the recent the LGA Peer Challenge (March 2016) together with details of the 2013 Peer Challenge and a further 2014 review into Member behaviour following a motion to Full Council.

Background**March 2016 – Peer Challenge**

3. In March 2016 the Council opted to undertake a peer challenge to assess how the authority is meeting its aims to shape and deliver a strong strategic vision and its services for the city.
4. The peer challenge was delivered by experienced elected members and officers from Southampton, Trafford, Oldham, Sunderland and Preston councils together with a representative from the Local Government Association.
5. The peer team were specifically asked to explore the following areas:

- Progress since the previous LGA peer challenges undertaken in June 2013 and November 2014
 - Behaviours and relationships
 - Future plans
6. During their visit, the team met with around 130 people, including council staff, councillors and external partners and stakeholders; gathered information and views from more than 30 meetings and visited Tang Hall and Hazel Court.
7. The findings and recommendations from the peer challenge have been used to develop a corporate action plan which sets out the short and long-term steps that need to be taken to improve how the council delivers for the people of York.
8. The peer challenge report concluded that overall the council continues to make some progress since the previous corporate peer challenge, but this has been limited by a widespread lack of ownership of many of the issues and challenges facing the council then and now. It acknowledged there has been a significant period of change at both a political and managerial level, which will have contributed to this situation, but here now exists the potential for a period of stability that should be grasped.
9. The 2016 peer challenge report recommended:
- Making visible and public demonstrations of joint leadership;
 - Create Strategic Leadership Team meetings between the Executive and SMT on at least a monthly basis;
 - Provide better clarity of the roles and responsibilities of members and officers;
 - Get on with the senior management review: create officer stability, followed by SMT team building;
 - Don't lose the opportunity of being a new administration to make the difficult decisions now, and be bold in those decisions
 - Focus on action, rather than reaction to immediate issues and events;
 - Develop a positive narrative about the council and what you want to achieve;

- Consider capacity for corporate planning and performance management linked to a medium term financial strategy;
 - Beyond the social media policy, consider a wider approach to managing vocal minorities, to ensure they do not dominate and distract the council from its business
 - Develop a tactical plan to raise the profile of the council;
 - This is the third review within 3 years. We expect you to develop - with a sense of urgency - a clear and visible action plan with deliverables, timescales and individual member and officer accountabilities, ready for adoption during early summer 2016.
10. As part of the peer challenge process there is an offer by the LGA of continued activity to support the council in taking these suggestions forward.
11. Full details of the peer challenge and resulting action plan can be found on the Council's website at the link below:
- https://www.york.gov.uk/info/20036/performance_and_policies/31/peer_challenge
12. A report on the implementation of the resulting action plan was presented to the Executive at its meeting on 14 July 2016 when arrangements to monitor the implication of the action plan were considered, including the proposed role of the Corporate and Scrutiny Management Policy and Scrutiny Committee in this process.
13. Four Executive resolutions included:
- (ii) That future monitoring arrangements for the Peer Review Action Plan 2016 be through the Council's quarterly performance reporting process that is already in place.
 - (iii) That, in light of (ii), Corporate and Scrutiny Management Policy and Scrutiny Committee be invited to review any matters they feel appropriate given the committee's portfolio.

2013 Peer Challenge

14. The 2013 peer challenge was delivered by members and officers from Sunderland, Nottingham, Wirral, Plymouth and Lambeth councils alongside representatives from the National Institute of Adult Continuing

Education and the Local Government Association.

15. This time the team's review focused in six key areas:

- understanding the local context and priority setting
- financial planning and viability
- political and managerial leadership
- governance and decision-making
- being a responsive and innovative organisation
- community infrastructure and capacity building

16. The 2013 peer challenge team's report and findings, available at,

https://www.york.gov.uk/downloads/file/9/june_2013_peer_review_findings

fed into a report to Cabinet in October 2013 which led to the creation of a new transformation programme to drive improvements to services.

17. The 2013 report recommended:

- A re-evaluation of priorities relative to the over-arching priority of economic growth;
- Be more pro-active in determining non-priorities;
- Create opportunities to share thinking and understanding about the council's role and function will be in the future, including where and how transformation will take place;
- Create corporate resources to programme manage your ambition;
- Consider developing a mechanism for the exchange of best practice and learning across services;
- Sustaining and encouraging member engagement in developing the new approach to transformation
- Review Overview and Scrutiny's role in supporting policy development;
- Be prepared to do things differently, moving away from traditional solutions to embrace new and untested ways of working.

Full Council Concerns

18. At a meeting of Full Council in October 2014 a motion was submitted for consideration directly by the Council around the Organisational Development Plan and behavioural concerns further to the 2013 Peer Challenge. That was agreed, as amended by reference to what was referred to as 'personalised politics' and it reads:

“Council notes with concern the results of the Organisational Development Action Plan, in particular the Leadership section and the current position re ‘Concern about the Behaviour of some Members’. This follows last year’s Peer Challenge review which also expressed concern regarding members’ understanding of council priorities and the lack of clarity within the council.

Council requests that an independent body be appointed to report back to the Audit and Governance Committee no later than its meeting of 10 December 2014 and that the report is delivered directly to this committee, investigating these concerns and whether Members have acted in a manner which falls below that which staff and residents expect.

This report should take into account the personalised politics being exhibited within York by elected members and their supporters – most notably on social media.”

2014 Local Government Association Review – Council Motion

19. After the motion was discussed by Full Council it was agreed that arrangements be made for an independent body to report to the Audit and governance Committee in relation to concerns raised in the motion.
20. A Local Government Association review into the specific motion presented verbally to the Audit and Governance Committee in December 2014 and in written form in January 2015. The LGA report and proposed recommendations tabled at the meeting are available at:

<http://modgov.york.gov.uk/ieListDocuments.aspx?CIId=437&MIId=8899&Ver=4>

21. A&G Committee Members agreed on the importance of putting in place an Action Plan which addressed the governance issues within the LGA

review, the Peer Review and the Organisational Development Plan. It was agreed that Group Leaders should be involved in the development of the action plan.

22. In February 2015 Group Leaders considered the action plan being monitored by A&G Committee in response to the LGA recommendations in their review of Member behaviour in the authority. When they discussed specific recommendations it became apparent there were connections with the forthcoming induction programme for newly elected Councillors and agreed these should be considered alongside the Induction Strategy/Programme 2015.
23. Also in February 2015 Audit and Governance considered an update of this issue when Members were informed that the Joint Standards Committee had considered those aspects of the report which related to their work. The committee had indicated that it would be willing to carry out any tasks assigned to it by the Audit and Governance Committee, but had agreed that the issues raised in the LGA report would require a change in culture, including more collaborative ways of working, and a collective response supported by all Members. The Joint Standards Committee was intending to meet with Group Leaders and Whips at the start of the municipal year to look at ways of promoting ethical governance. The Committee had also agreed to draft guidance on the use of social media.
24. In addition the Audit and Governance Committee agreed that in order to maintain the momentum in the implementation of the action plan, update reports be provided at alternative committee meetings during 2015/16.
25. Action plans developed in response to both the 2013 and 2014 peer reviews and the progress of these were reported to A&G and in September 2015 when the Committee was made aware that it had been agreed to undertake a further peer review in 2016 which would consider the progress the council has made to address the recommendations of the two earlier reviews.

Analysis

26. On closer inspection and given the motion to Council set out above, it is possible to identify some common themes across the recommendations of both recent Peer Reviews:

- Engagement – with Senior Officers/Members and wider staff and the public;
- Being Pro-Active/Forward Thinking – in terms of looking to the future and communicating and delivering upon our ambitions as a Council;
- A focus on priorities – managing capacity to focus on priorities and be clear about what they are and are not and building in systems to help us manage what we need to deliver
- Clear leadership and Accountability – in decision making and in delivering Council ambitions across the spectrum of Members and Senior Officers

27. Annex A endeavours to set out what progress has already been made across the organisation towards meeting the recommendations of the peer reviews and delivering Action Plans in relation to those reviews. It also identifies the recommendations against the themes proposed above in order to help this Scrutiny Committee assess whether there is any value it can add in relation to either reviewing or monitoring progress against these areas.

Audit & Governance Committee Role

28. During 2014 and 2015 the Audit and Governance Committee has received several update reports on the LGA peer reviews and action plans to ensure arrangements were in place to address the recommendations from the reviews. In particular they wanted the action plans to set out clearly the proposed actions, responsibility and, where possible, the measure of success.
29. In February 2015 the A&G Committee considered an update report on actions against the recommendations to the 2014 Council Motion; the linked CYC Organisational Development Action Plan 2014/15 and the 2013 peer review and Members asked for subsequent updates on these annexes at alternate meetings.
30. In September 2015 the A&C Committee received an update report on the actions being taken to progress the recommendations from the 2013 and 2014 peer reviews. At that meeting Members were informed that it had been agreed to undertake a further peer review in 2016 to consider the progress the council had made to address the recommendations in the two earlier reviews. It was noted that a revised action plan would be

brought to the A&G Committee following the latest review.

31. As recently as June 2016 the A&G Committee requested that reference to the 2016 peer review action plan that was due to be received by the Executive, be included in the draft Annual Governance Statement.

Consultation

32. There has been considerable consultation throughout the Council in relation to the Peer Reviews referred to in this report, in efforts to include both Members and Officers in the consultation and information gathering processes for those reviews.

Options

33. Members will need to decide whether there are any recurring themes or specific issues which they need to review in more detail in relation to the recent Peer Review and if so, how they wish to undertake that work.

Council Plan

34. Peer Review challenges and recommendations are inevitably aimed at ensuring the Council functions effectively at all levels and as such is ideally placed to put in place and deliver an achievable, ambitious Council Plan, whatever its priorities.

Implications

35. There are no direct implications associated with the recommendations of this report in relation to any of the following implications:
 - **Financial**
 - **Human Resources (HR)**
 - **Equalities**
 - **Legal**
 - **Crime and Disorder**
 - **Information Technology (IT)**
 - **Property**

- **Other**

Should Members choose to proceed with a review in relation to the peer review findings or their implementation, any relevant implications will need to be identified to Members during the course of any such review.

Risk Management

36. There are no known direct risk management implications associated with the recommendations in this report. However, there would be a significant reputational risk should this Scrutiny Committee not satisfy itself that the review findings and implementation of agreed action plans are proceeding at a proper pace. For that reason, the Committee is being asked to consider and assure itself that no scrutiny involvement is necessary to ensure the Council responds adequately to those reviews.

Recommendations

37. Members are asked to consider;
- (i) whether they wish to undertake further work into either monitoring implementation of peer review action plans or reviewing any outstanding actions or themes identified in this report; and
 - (ii) what specific further work they wish to scope or identify;
 - (iii) how they wish to undertake any such further work

Reason:

To be assured that action plans are implemented and proper progress is made in relation to peer review findings.

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Report Approved **Date** 22/08/2016

Wards Affected:

All

For further information please contact the author of the report

Annexes:

Annex A – Progress against Peer Reviews

List of abbreviations used in this report:

| | |
|------|---|
| CSMC | Corporate and Scrutiny Management Policy and Scrutiny Committee |
| CYC | City of York Council |
| HR | Human Resources |
| ICT | Information and Computer Technology |
| LGA | Local Government Association |
| SMT | Senior Management Team |

Peer Review Themes

| Recommendation | Year | Theme | Where are we now? |
|--|------|------------------------------------|-------------------|
| Re-evaluate priorities to overarching one of economic growth | 2013 | A focus on priorities | |
| More pro-active in determining non-priorities | 2013 | Being pro-active/forward thinking? | |
| Create opportunities to share thinking etc around Council's future role | 2013 | Engagement | |
| Create corporate resources to manage Council ambition | 2013 | A focus on priorities | |
| Develop mechanism for exchange of best practice & learning across services | 2013 | Engagement | |
| Sustain/Encourage Member engagement in new approach to transformation | 2013 | Engagement | |
| Review role of scrutiny in supporting policy development | 2013 | Engagement | |
| Be prepared to do things differently | 2013 | Being pro-active/forward thinking? | |
| Make joint leadership visible | 2016 | Being pro-active/forward thinking? | |

| | | | |
|---|------|-------------------------------------|--|
| Create Strategic Leadership team sessions monthly | 2016 | Engagement | |
| Being clear about respective roles/responsibilities of Members/Officers | 2016 | Clear leadership & accountabilities | |
| Complete senior management review | 2016 | Clear leadership & accountabilities | |
| Make difficult decisions now – be bold | 2016 | Being pro-active/forward thinking? | |
| Focus on action and not reaction to issues | 2016 | Being pro-active/forward thinking? | |
| Create positive Council narrative | 2016 | Being pro-active/forward thinking? | |
| Create capacity for corporate planning & performance management | 2016 | A focus on priorities | |
| Widen approach to managing vocal minorities | 2016 | Being pro-active/forward thinking? | |
| Tactical Plan to raise Council profile | 2016 | Engagement | |
| Clear Action Plan on deliverables & timescales for Member and Officer accountabilities by summer 2016 | 2016 | Clear leadership & accountabilities | |

Corporate & Scrutiny Management Policy & Scrutiny Committee Work Plan 2016-17

| Meeting dates @ 5.30pm | Corporate & Scrutiny Management Policy & Scrutiny Committee Work Plan 2016-17 |
|---------------------------|--|
| 13 June 2016 | <ol style="list-style-type: none"> 1. Attendance of Executive Leader and Deputy Leader to outline Priorities and Challenges for 2016-17 2. Schedule of Petitions 3. Pre-decision report – Guildhall Project 4. Annual Scrutiny Report 5. Ideas for topics for review in this Municipal Year including potential review of elements of the TTIP motion to support the work of One Planet York. 6. Work Plan 2016-17 |
| 25 July 2016 | <ol style="list-style-type: none"> 1. Attendance of the Executive Member for Finance and Performance 2. Schedule of Petitions 3. End of Year Finance & Performance Monitoring Report 4. Overview report on electoral organisation 5. Update report on procurement activity 6. Future Ways of Working in Scrutiny – update/review and financial implications 7. Work Plan 2016-17 |
| 5 Sept 2016 | <ol style="list-style-type: none"> 1. Attendance of Executive Leader and Deputy Leader to update on Priorities and Challenges for 2016-17 2. Schedule of Petitions 3. 1st Qtr Finance & Performance Monitoring Report 4. Scoping Report on potential scrutiny review around One Planet York. 5. Scoping Report on potential scrutiny review around Peer Challenge review 6. Work Plan 2016-17 |

| | |
|--------------|---|
| 7 Nov 2016 | <ol style="list-style-type: none"> 1. Schedule of Petitions 2. 2nd Qtr Finance & Performance Monitoring Report 3. Work Plan 2016-17 |
| 16 Jan 2017 | <ol style="list-style-type: none"> 1. Schedule of Petitions 2. Scrutiny Review Support Budget 3. Work Plan 2016-17 |
| 6 March 2017 | <ol style="list-style-type: none"> 1. Schedule of Petitions 2. 3rd Qtr Finance & Performance Monitoring report 3. Work Plan 2016-17 |
| 8 May 2017 | <ol style="list-style-type: none"> 1. Schedule of Petitions 2. Draft Work Plan 2017-18 |