

North Yorkshire County Council

Corporate and Partnerships Overview and Scrutiny Committee

12 September 2011

Work Programme and Forward Plan

1 Purpose of the Report

- 1.1 To invite the Committee to consider the work programme.

2 Scope of the Committee

- 2.1 Under the Council's constitution the scope of this Committee is defined as:

“the Council's corporate organisation and structure, resource allocation, asset management, procurement policy, people strategy, equality and diversity, performance management, communications and access to services.

Partnership working, community development, community engagement, community strategies and community safety (the designated Crime and Disorder Committee)”.

3 Scheduled Committee Dates

- 3.1 The Committee dates for the remainder of 2011 are set out below.
- 14 November 2011, 10:30 am, Meeting Room 3.

4 Emerging areas of work

- 4.1 One Council organisational change programme: formation of a Task Group
As reported to the Committee in June, your Group Spokespersons have agreed that the monitoring of the One Council programme, including its nine work-streams, should be central to the work of this Committee. The Executive agrees with this approach. Group Spokespersons are minded to form a Task Group to take forward the detail of this work, in addition to the regular reporting schedule to the Committee. The draft scope of the One Council review to be undertaken by the Task Group is attached in **Appendix 1**.

The One Council Change Programme will be an ongoing piece of work up to March 2015 but with more input required this financial year and the next. This reflects the fact that most of the savings will need to be made early on in the programme due to the frontloading of the budget.

It is proposed that the Task Group meets initially in October and November in a workshop type format. The purpose of the October workshop would be to enable the Task Group to discuss and input into the initial design of the One Council

programme plan, including prioritising workstream milestones. The follow-up workshop in November would provide the opportunity for the Task Group to discuss and make recommendations to the One Council programme plan in advance of this being considered by the Executive. The provisional dates for the two workshops are Tuesday 18th October (12.30pm-2.30pm) and Friday 18th November 2011 (10.30am-12.30pm).

4.2 Involvement of overview and scrutiny committees in the budget process and Equality Impact Assessments

Earlier this year your Group Spokespersons looked into how information relating to the 2010/11 budget cycle had been presented to Members and what improvements could be made to the process for future years.

Suggested improvements included being able to be involved at an earlier stage in the budget process and having a clearer picture of the impact of proposed service changes on communities. It was felt that rather than looking at years 2011/12 and 2012/13 where budget plans were already in place, overview and scrutiny committees should now focus on budget savings for future years – specifically 2013/14 (Year 3) and 2014/15 (Year 4). Indeed there are still a number of unknowns with regards to the budget for these later years such as the level of government grant.

Scrutiny Board has agreed with this approach. Consequently overview and scrutiny committees, when developing work programmes over the next 12 months, will be asked to take into account the savings proposals to be made in Years 3 and 4 for their service remit. For Corporate and Partnerships Overview and Scrutiny Committee this will involve savings relating to Finance and Central Services (savings relating to the Chief Executive's Group relate either to Years 1 and 2, Years 1 to 4 inclusive or Years 2 and 3.).

Group Spokespersons and Scrutiny Board have also noted that Equality Impact Assessments (EIAs) could be used as part of the scrutiny process to build up a cumulative picture of the impact that service changes have on communities. To this end your Chairman recommends that this Committee takes a practical look at EIAs from all directorates, to see how useful they are as a tool to assess the impact of service changes and the extent to which they inform the budget process. This would be a regular item on the work programme, starting from our meeting in November. At the Mid Cycle briefing in October, Group Spokespersons will be asked to discuss how frequent this item should be reported thereafter.

Suggested areas to explore include establishing:

- if EIAs and their related action plans are being applied uniformly across the council;
- if following a service change having been made, any intended or unintended consequences arose that had or had not been picked up when the EIA was originally undertaken;
- how Members can feed into the EIA process, utilising their community leadership role and knowledge of their local area; and
- how EIAs could be made more robust in the future to reduce the risk of unintended consequences arising; putting into practice lessons learned.

The draft scope of this review is included in **Appendix 2**.

4.3 Proposed changes No Cold Calling Zone protocols and enforcement

Derek Smith, Head of Consumer Services, will be attending our meeting in November to seek the input of this Committee into the proposed development of No Cold Calling Zones.

The popularity of No Cold Calling Zones has meant that a backlog of requests has developed with demand exceeding staff capacity. The introduction of prioritisation criteria is intended to ensure that those communities with greatest need are at the front of the queue and that resources are used to best effect. In addition, new legislation to tackle unfair trading practices affords the opportunity to use criminal sanctions against cold callers who ignore the wishes of residents within a Zone.

Previously this item was part of the assessment of activity under the Older People's Strategy and therefore came under the remit of the Care and Independence Overview and Scrutiny Committee. However in view of the fact that cold calling is a wider community safety issue, impacting upon all vulnerable people not just older people, your Chair has agreed that this item should be part of the Corporate and Partnership's Overview and Scrutiny's Committee's work programme.

5 Recommendations

- 5.1 That Members review the Committee's work programme, taking into account issues highlighted in this report, the outcome of discussions on previous agenda items and any other relevant developments taking place in the county.
- 5.2 That the Committee approves the draft scope of the One Council Change Programme Review and the draft scope of the Equalities Review.
- 5.3 That the Committee appoints Members to a Task Group to progress the One Council Review.

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31 August 2011

Background Documents:

Appendix 1 – Draft scope of One Council Change Programme Review

Appendix 2 – Draft scope of Equalities Review

Appendix 3 – Work Programme Schedule 2011

Corporate and Partnerships Overview & Scrutiny Committee

Plan of Scrutiny Review

TOPIC	One Council organisational change programme	
OBJECTIVE	To ensure that there is practical and effective Member engagement in the One Council organisational change programme.	
REASONS FOR REVIEW	<p>The One Council organisational change programme is characterised by an optimum way of working across the Council, which will be achieved by simplifying, standardising and sharing processes and services across the Council. One Council is also expected to make a significant contribution to the estimated remaining deficit of £7.6m in the Medium Term Financial Strategy for 2013/14 and 2014/15. It is clear that the impact of the programme will not be confined to staff. Members and the public will see changes too in terms of how the Council operates. The challenge is to reduce the costs of delivering services, regardless of where those costs arise, and to do this in a way that improves the customer experience and ensures continued service excellence.</p> <p>The scope of the Corporate and Partnerships Overview and Scrutiny Committee, (which includes the Council's corporate organisation and structure, resource allocation, asset management, procurement and people strategy), means that it is the the appropriate overview and scrutiny committee to take an overall view on the One Council organisational change programme.</p> <p>The committee needs to be able to:</p> <ul style="list-style-type: none"> ○ act as a 'critical friend' to the Programme, including monitoring its progress – looking at the savings and benefits ○ monitor how the changes brought about by One Council are being communicated back to Members and the public 	
CORPORATE OBJECTIVES (tick most appropriate)	To ensure good access for all	√
	To help people to live and thrive in safe and secure communities	
	To help all children and young people to develop their full potential	
	To promote a flourishing economy	
	To maintain and enhance our environment and heritage	
	To improve health and wellbeing and give people effective support when they need it	

TASK GROUP MEMBERS	To be determined by the Committee (12 th September 2011).
PARTICIPANTS/ STAKEHOLDERS	
METHOD	<p>Task Group to provide officers with a Member led sounding board as part of the delivery of the One Council organisational change Programme. This would involve:-</p> <ul style="list-style-type: none"> • acting as Member advocates for the Programme • advice on issues of internal and external communications • advice / guidance to officers / Executive as appropriate in relation to the development and delivery of the programme • acting as 'critical friends' to the Programme • monitoring progress of the Programme (including savings / benefits) <p>Task Group to meet in mid October (suggested date of Tuesday 18th October 2011, 12.30pm-2.30pm) to help prioritise programme deliverables in the short, medium and long term which will enable the production of a more detailed and robust programme plan.</p> <p>Task Group to meet in mid November (suggested date of Friday 18th November 2011, 10.30am-12.30pm) to discuss the final draft of the programme plan.</p> <p>Meeting dates to be set thereafter once the programme plan has been finalised.</p> <p>Alongside this, the Committee will receive update reports on a quarterly basis. The timing of these reports will not always accord with our committee's schedule of meetings but where they do they will be presented to the committee. The task group will also report back to the Committee.</p>
ISSUES	<p>The challenge for One Council is to:</p> <ul style="list-style-type: none"> • Identify and maximise opportunities to deliver savings which do not impact on frontline service delivery, including removing duplication and fragmentation of non-frontline service activity • Deliver an enhanced culture of customer excellence with fewer staff and managers • Ensure the Council is able to work responsively with people in their own local communities rather than expecting the

	<p>customer to fit in with our way of doing things</p> <ul style="list-style-type: none"> • Ensure there is a strong focus on performance at individual, team and council level
WORK PROGRAMME	<p>To be decided. First meeting of the Task Group to be held in October 2011. One Council is a four year programme ending March 2015, but more input is likely to be required from the Task Group/Committee in Years 1 and 2 (2011/12 and 2012/13). This is because most of the substantial savings will need to be made by then to reflect the frontloading of the budget. Conclusion: March 2015.</p>
SUCCESS INDICATORS	<p>That the task group is able to contribute in a practical way to the implementation One Council, providing officers with challenge to ensure that the desired benefits and outcomes of One Council are delivered.</p>
ESTIMATE OF RESOURCES REQUIRED	<ul style="list-style-type: none"> • Task group meetings - frequency to be determined but likely to be held at least on a quarterly basis and held at County Hall. Wherever possible task group meetings will be held on the same day as other meetings that task group Members are attending in order to reduce travel costs • Officer support – Chief Executives Group

Corporate and Partnerships Overview & Scrutiny Committee

Plan of Scrutiny Review

TOPIC	Equalities
OBJECTIVE	<p>To ensure that the Council's Equality Impact Assessment (EIA) process is being used effectively to ensure that equality issues are being considered when drawing up policies or proposals which affect the delivery of services, the carrying out of the Council's functions and the employment practice of the authority.</p> <p>To identify issues, challenges and any improvements that may be recommended to the Executive and/or Portfolio Holder.</p>
REASONS FOR REVIEW	<p>The County Council is required to comply with the Equality Act 2010 and the Public Sector Equality Duty. The overview and scrutiny function of how the County Council is addressing equalities falls under the remit of the Corporate and Partnerships Overview and Scrutiny Committee.</p> <p>The General Equality Duty requires all public bodies to have due regard to the need to eliminate discrimination, advance equality of opportunity, and foster good relations in the course of developing policies and delivering services. Public bodies must consider the needs of people with protected characteristics (age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation) in their day to day work in developing policy, in delivering services, and in relation to their own employees.</p> <p>Before making a decision public bodies must have due regard to its probable impact on people with protected characteristics. If the decision-maker thinks there will be a negative impact they must see what they can do to lessen the effect. If the impact will be severe they might need to find an alternative.</p> <p>The way that the County Council, and many other authorities, have chosen to undertake the process of information gathering, consultation and analysis needed to take due regard is by undertaking Equality Impact Assessments (EIAs). This method gives us a way to demonstrate that we have had due regard to the General Equality Duty when making decisions.</p> <p>It is now timely to reflect upon how well directorates have used and are using EIAs, and the extent to which they are on top of the process.</p>

<p>CORPORATE OBJECTIVES</p> <p>(Please mark as appropriate)</p>	<p>To ensure good access for all</p> <p>To help people to live and thrive in safe and secure communities</p> <p>To help all children and young people to develop their full potential</p> <p>To promote a flourishing economy</p> <p>To maintain and enhance our environment and heritage</p> <p>To improve health and wellbeing and give people effective support when they need it</p>	<p>√</p> <p>√</p> <p>√</p> <p></p> <p></p> <p>√</p>
<p>TASK GROUP MEMBERS</p>	<p>Not applicable. Your Chairman recommends a whole Committee approach for this review.</p>	
<p>PARTICIPANTS/STAKEHOLDERS</p>		
<p>METHOD</p>	<p>Initial briefing to Committee in November on the EIA process and task group.</p> <p>Look at a number of EIAs across directorates. Frequency of reporting to be determined by Group Spokespersons in October.</p>	
<p>ISSUES</p>	<ul style="list-style-type: none"> • The practice of all directorates re. EIAs – is it consistent and what is the extent of follow-through regarding implementing action plans arising from the EIA process? • Are EIAs are being used to inform service delivery? Do they provide challenge when service changes are being proposed/implemented? Or are they being used to justify/defend these changes? • Are EIAs useful/are they the right tool to ensure that NYCC is having due regard to its equality requirements? • Role for Members – providing more opportunity for Members to feed into the process/utilising their community leadership role and knowledge of their area. • Using EIAs as part of the scrutiny process to build up a cumulative picture of the impact that service changes have on communities to inform the budget process. • Look at a number of EIAs across directorates to establish if following a service change having been made, any intended or unintended consequences arose that had or had not been picked up when the EIA was produced. • Can EIAs be made more robust in the future to reduce the risk of unintended consequences, putting into practice lessons learned? • What are 'best practice' local authorities are doing? 	

SUCCESS INDICATORS	Review clearly contributes to greater understanding of - <ul style="list-style-type: none">• How NYCC currently and in the future uses EIAs in an informed and pro-active way to help prioritise where budget savings might be made.• Reducing the risk of unintended consequences resulting from a service change not having been picked up beforehand/making EIAs more robust in this regard and putting lessons learned into practice.
ESTIMATE OF RESOURCES REQUIRED	Frequency of reporting to Committee to be determined by Group Spokespersons in October but will include an estimate of : <ul style="list-style-type: none">• Officer support – Chief Executives Group• Discussions with Managers from directorates

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Corporate & Partnerships Overview and Scrutiny Committee – Work Programme

In-depth Scrutiny Projects

SUBJECT	AIMS/TERMS OF REFERENCE	ACTION/BY WHOM	TIMESCALES
One Council	To discuss the One Council Vision/programme and reporting schedules. Task Group to be appointed.	Gary Fielding	12 September 2011
Access to Services	Looking at community managed resources, building community capacity, sustainable Broadband-led transformation and the aspirations of the Big Society. Task Group appointed: Cllrs John McCartney, Val Arnold, Geoff Webber, Brian Simpson, Liz Casling, David Jeffels. Report with recommendations	Neil Irving/Jonathan Spencer	12 September 2011
Future Performance Monitoring Arrangements	Proposition on the performance management information it would be most appropriate for the authority to retain or develop in future financial years.	Robin Mair	14 November 2011
Drugs and Alcohol Team	Focus around the strategic assessment on the fitness of the DAAT to deliver against its core objectives. (complete) Review of the balance between drugs awareness, treatment and that for alcohol misuse, focussing especially measures to reduce alcohol related harm.	Task Group with Care and independence Scrutiny Committee	On completion of Draft Strategy by Substance Misuse Team – provisional 14 November 2011
Equalities	To ensure that the Council's Equality Impact Assessment (EIA) process is being used effectively to ensure that equality issues are being considered when drawing up policies or proposals which affect the delivery of services, the carrying out of the Council's functions and the employment practice of the authority.	Neil Irving/Tom Jenkinson	14 November 2011 (introductory report on the process and examples of EIAs.) Timetable for item to be presented to future meetings to be agreed by Group Spokespersons at the Mid Cycle briefing in October.

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Citizens Panel	<p>Referred by the Executive. Reviewed the status of the Citizens Panel in March 2011, which included an assessment of the value of this resource, what evidence there was that the results were being used by directorates to inform service planning. A number of recommendations were made.</p> <p>12 month review in March 2012 to assess progress in implementing the Committee's recommendations.</p>	Neil Irving	19 March 2012
Partnerships Contribution and Resources	Review the annual report on partnership monitoring arrangements and any subsequent decisions taken by the Executive, prior to considering what additional work, if any, may be required.	John Moore/ Neil Irving/ Gary Fielding	19 March or June 2012

Corporate & Partnerships Overview and Scrutiny Committee – Work Programme

Overview Reports

SUBJECT	AIMS/TERMS OF REFERENCE	ACTION/BY WHOM	TIMESCALES
Communications Strategy	Update on resident communications regarding replacement of NY Times in an electronic format combined with pages in local newspapers with content tailored to local interest.	Helen Edwards	Update provided at 13 June 2011 Mid Cycle
Sustainable Community Strategy	Statutory requirement on work on the LAA removed. Committee to be consulted on draft SCS. A watching brief to be made on the preparation of possible key indicators on partnership working.	Neil Irving	12 September 2011
Equality – taking into account the new public sector equalities duties.	Monitor compliance and consult on revised Equality Policy Statement.	Neil Irving	12 September 2011
Health and Safety – 2010/2011	Includes Public Liability – reported annually.	John Moore	12 September 2011
Annual Procurement Report	Annual report including Sustainable procurement for Directorates within NYCC and in respect of property and highways works.	John Moore	12 September 2011
Area Committees and Community Engagement Forums	Update report to committee on the review of Area Committees.	Josie O’Dowd/Neil Irving	14 November 2011
Corporate Risk Register	Reported at the appropriate time.	John Moore	14 November 2011
Executive Members Update	Schedule alternately.	Cllr Carl Les	14 November 2011
Council Plan	Look at the achievements of the past year in relation to the current Council Plan and make suggestions for future improvements to be included in the 2012/15 Council Plan.	Neil Irving	14 November 2011
Police Reform and Social Responsibility Bill	Progress update/identify implications for the Committee	Jonathan Spencer	14 November 2011
Localism Bill	A report on the implications of the Localism Bill, (when enacted), relating to the ways in which local authorities will work with communities and parish councils regarding planning issues and service delivery.	Neil Irving	23 January 2012

Corporate & Partnerships Overview and Scrutiny Committee – Work Programme

Leader of organisations attend to explain commitment/contribution to Community Safety/Safer Communities Forum	Key feature of Designated Crime and Disorder committee - attendance of strategic leaders at forthcoming meetings. 1) MAPPA (public protection arrangements) 2) NY Youth Justice Service - its work with young offenders.	Jonathan Spencer	23 January 2012 23 January 2012
HR Annual Report	Overview and update of HR internal communication.	Justine Brooksbank / Helen Edwards	23 January 2012 or 19 March 2012
NYSP Community Safety Agreement	Reviewed annually as part of Crime and Disorder designation.	Neil Irving / Nigel Hutchinson, Chair Safer Communities Forum	23 January 2012
Enhanced two tier working	Joint meeting with representatives of District & Borough Councils deferred. This has been deferred pending results of discussions on shared services and future collaboration.	Gary Fielding	To be determined – provisional 19 March 2012
Property	Annual Report.	John Moore	June 2012
Libraries	Overview and update on the library service, including community managed libraries.	Julie Blaisdale	To be determined
Scrutiny and the Budget Process	Further to the post-implementation review of how budget information was made available to Members in 2010, overview and scrutiny committees are asked in the next 12 months to take into account, the savings proposals to be made in Years 3 and 4 for their service remit. For Corporate and Partnerships Overview and Scrutiny Committee this will involve savings relating to Finance and Central Services.	John Moore	September 2012

<i>Scheduled Committee Meetings</i>		14 November 2011 10:30 am	23 January 2012 10:30 am	19 March 2012 10:30 am
<i>Scheduled Agenda Briefing</i>		14 November 9:30 am	23 January 9:30 am	19 March 9:30 am
<i>Scheduled Mid Cycle</i>	17 October 2011 10:30 am	12 December 2011 10:30 am	10 February 2012 10:30 am	21 May 2012 10:30 am