

**Notice of public meeting of
Cabinet**

To: Councillors Alexander (Chair), Crisp, Cunningham-Cross, Levene, Looker, Merrett, Simpson-Laing (Vice-Chair) and Williams

Date: Tuesday, 4 June 2013

Time: 5.30 pm

Venue: Hudson Board Room, The George Hudson Board Room
- 1st Floor West Offices

A G E N D A

Please Note: The Council is due to start a 3 month trial of webcasting of Cabinet meetings with this Cabinet meeting being the first to be filmed. Please be aware that this will include the naming and filming of public speakers. The film will be made available to the public as part of the trial.

Notice to Members - Calling In:

Members are reminded that, should they wish to call in any item on this agenda, notice must be given to Democracy Support Group by:

4:00 pm on Thursday 6 June 2013, if an item is called in *after* a decision has been taken.

Items called in will be considered by the Corporate and Scrutiny Management Committee.

1. Declarations of Interest

At this point, Members are asked to declare:

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

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

- 2. Minutes** (Pages 3 - 8)
To approve and sign the minutes of the Cabinet meeting held on 30 April 2013.

- 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 Monday 3 June 2013**. Members of the public can speak on agenda items or matters within the remit of the committee.

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

- 4. Forward Plan** (Pages 9 - 18)
To receive details of those items that are listed on the Forward Plan for the next two Cabinet meetings.

- 5. Council Plan Review and Forward Look** (Pages 19 - 72)
This paper sets out progress made on delivering the Council Plan. It also sets out the actions taken and assesses the impact they will have on residents and the city. The paper also identifies what the key emphasis and actions should be over the next two years to ensure that the Council Plan objectives are met.

- 6. Gypsy, Roma and Traveller Community in York**
(Pages 73 - 124)
This report highlights the inequalities faced by the Gypsy, Roma and Traveller Community in York and describes the partner and community engagement which has taken place to bring forward a focus on six priority areas which will help to improve outcomes for this community. The report seeks approval of the Gypsy, Roma and Traveller Strategy and Action Plan 2013 – 18.

- 7. Community Engagement Scrutiny Review Final Report**
(Pages 125 - 168)
This cover report presents the final report arising from the Community Engagement Scrutiny review, and asks Cabinet to approve the recommendations arising from the review.

A copy of the full final report is attached and Councillor Runciman, as Chair of the Task Group, will be in attendance at the meeting to present the report.

8. Libraries Scrutiny Review Final Report (Pages 169 - 200)

This cover report presents the final report arising from the Libraries Scrutiny review, and asks Cabinet to approve the recommendations arising from the review.

A copy of the full final report is attached and Councillor Reid, as Chair of the Task Group, will be in attendance at the meeting to present the report.

9. Rights and Responsibilities for Customer Contact

(Pages 201 - 212)

This report asks Cabinet to approve a policy and procedures for responding to those customers whose behaviour is persistent and potentially vexatious.

10. Update on the Council's Elderly Persons' Homes (EPH) Modernisation Programme (Pages 213 - 230)

This report provides an update on the council's Elderly Persons' Homes Modernisation Programme and proposes to proceed to tender to secure two new care home facilities – at Burnholme, and at Lowfield, Acomb.

11. Update on Financial Inclusion Work (Pages 231 - 242)

This report highlights progress made in establishing a Steering Group to drive forward financial inclusion policy and actions as agreed by Cabinet in November 2012.

12. Super-Connected Cities Programme (Pages 243 - 262)

This report sets out York's Super-Connected City (SCC) proposals designed to complement and build on existing digital initiatives underway or planned, to support the need of enhancing York's digital connectivity.

13. City of York Trading Ltd (CYT) Business Development (Pages 263 - 278)

This report sets out further information in respect of CYT Ltd, a Local Authority Trading Company, which commenced trading as a schools supply agency in June 2012 under the name WwY@CYT including the proposed business case for further business development which requires Cabinet approval.

14. Urgent Business

Any other business which the Chair considers urgent under the Local Government Act 1972.

Democracy Officer:

Name: Jill Pickering

Contact details:

- Telephone – (01904) 552061
- E-mail – jill.pickering@york.gov.uk

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

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

Contact details are set out above.

About City of York Council Meetings

Would you like to speak at this meeting?

If you would, you will need to:

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

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

Further information about what's being discussed at this meeting

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

Access Arrangements

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

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

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

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

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Holding the Cabinet to Account

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

Scrutiny Committees

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

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

Who Gets Agenda and Reports for our Meetings?

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

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

City of York Council

Committee Minutes

MEETING	CABINET
DATE	30 APRIL 2013
PRESENT	COUNCILLORS ALEXANDER (CHAIR), CRISP, GUNNELL, LEVENE, LOOKER, MERRETT, SIMPSON-LAING (VICE-CHAIR) AND WILLIAMS
IN ATTENDANCE	COUNCILLORS BARNES, BARTON, BROOKS, CUTHBERTSON, D'AGORNE, HEALEY, ORRELL, REID, RUNCIMAN, STEWARD AND WARTERS

123. DECLARATIONS OF INTEREST

Members were invited to declare at this point in the meeting any personal interests, not included on the Register of Interests, or any prejudicial or disclosable pecuniary interests they may have in respect of business on the agenda. No additional interests were declared.

124. PUBLIC PARTICIPATION/OTHER SPEAKERS

It was reported that there had been one registration to speak at the meeting under the Council's Public Participation Scheme, and a number of Members of Council had requested to speak on Agenda item 3 – City of York Local Plan Preferred Options (minute 125):

Matthew Clements spoke on behalf of a number of residents of Heslington to express their dismay at the scale of the development proposed in the green belt. With the development already earmarked at Germany Beck and Heslington East this was not considered sustainable. Reference was made to the lack of detailed plans for the 186 hectare 'garden village' in order to allay resident's fears. Highway and access issues were also a major concern and he asked members to consider other site options.

Cllr Reid outlined the Liberal Democrat Groups concerns, particularly that the supporting documents had not yet been made available, key documents which would allow an

assessment to be made that the proposed housing allocations were required. A number of new sites did not appear to have been included in the report and other sites reduced in size with no accompanying explanation. The Group referred to unachievable housing growth targets which could not be assessed without the accompanying documents.

Cllr Barton pointed out that the three minutes public participation limit on speakers was insufficient time in which to provide an adequate response to the proposals. He referred to the reasoned arguments put forward by residents against proposals which he hoped would be considered fully as part of the consultation process. He went on to urge members not to support development in the green belt.

Cllr Warters made reference to the recent presentation rather than consultation given to the Local Plan Working Group. He pointed out that the majority of residents in the affected areas were opposed to the proposed changes. Confirming that, if implemented this would leave a lasting legacy when there was no shortage of houses in the city, with 20% of the housing stock already in student use.

Cllr D'Agorne welcomed the changes made to the Plan by the Local Plan Working Group however, he felt further improvements could have been made if sustainability had been at the heart of the developments. Reference was made to carbon emissions and CYC targets and the need for high insulation in new homes to tackle fuel poverty and reduce emissions. He confirmed his support for Cllr Reid's earlier comments and the need to boost local business and provide a steady housing supply as required.

Cllr Brooks spoke to raise concerns in respect of the proposed allocation of a gypsy/traveller site at Common Road/Hassacarr Lane in Dunnington, adjacent to housing and the Dunnington Sports Club. Land which had previously been identified by the Dunnington Playing Fields Association for the provision of additional car parking and pitches. Members were requested to amend the allocation in order to provide a well documented need in the local area for additional recreational facilities.

Cllr Orrell spoke in respect of the Huntington and New Earswick ward where the Plan proposed 2000 additional homes, a 50%

increase in the area which would put a strain on existing infrastructure and be unsustainable. This was in addition to developments at Monks Cross and other already approved planning applications. Reference was also made to the full impact on the area and to the loss of green belt land with unused brown field sites.

Cllr Runciman spoke to question the proposed level of growth per annum provided in the Plan. Suggesting that lower levels were more likely, with proposed housing to the south and west of the city appealing to those working outside the city and pointing out the need for improvements to the highway network to cope with any proposals. It was essential to listen to residents and she proposed a re-examination of the Plan.

Cllr Cuthbertson spoke to represent residents in his Haxby and Wigginton ward referring to the strain any new development would have on the existing infrastructure, in particular the main access roads into the villages. Additional development would exacerbate existing highway, drainage and flooding problems in the area. He also pointed out the incorrect siting of Haxby Station on the Plan.

Cllr Healey spoke in relation to population and job growth projections provided, referring to the need to provide graphs to illustrate the projections together with figures for the number of people in employment. With no major unemployment problem in the city the issue appeared to be the need to raise gross value added (GVA).

It was confirmed that, although Cllr Ayre had registered to speak at the meeting, he had been delayed and a copy of his written comments were handed to Cabinet.

125. CITY OF YORK LOCAL PLAN PREFERRED OPTIONS

Consideration was given to a report which set out details of the Local Plan Preferred Options and Proposals Map at Annex A of the report. The Local Plan comprised a written statement of the planning strategy and vision for the City of York Council, together with strategic policies and development management policies. With the final draft Local Plan being put forward for consultation and submitted for public examination in 2014.

The report was supported by the following Annexes, provided online, with further supporting papers being made available when the Plan was approved for publication:

- Annex B: Summary of the Outcomes of Sustainability Appraisal/Strategic Environmental Impact Assessment
- Annex C: Heritage Impact Appraisal
- Annex D: Community Impact Assessment

This report had also be considered at the Local Plan Working Group meeting held on 22 April 2013. A copy of the draft minutes from that meeting, together with an Annex setting out the direct policy or proposals changes arising from the minutes, republished with the online agenda and circulated to Members were also examined.

Members were asked to consider the following two options:

Option 1: That Cabinet, subject to identified amendments, approve the document attached as Annex A, along with supporting information for public consultation.

Option 2: That the Cabinet request that officers make changes to the document and produce a further report and draft for consideration.

Members referred to the importance of the Plan for the future of the city and to meet the housing and social needs of residents and to prevent uncontrolled development. The eight week city wide consultation, to be undertaken following approval of the draft Plan, would give residents the opportunity to inform the production of the submission draft for further consultation in early 2014.

It was confirmed that the city was at present unable to meet the current housing need or those of future generations, particularly in villages.

In reply to a number of the earlier speakers comments the Chair and Members:

- Reiterated that the Plan would shortly go out for consultation and that residents views and comments would be listened to with any alternative proposals put forward given full consideration.

- Maintained that the proposed population level and employment growth had been considered correct as had the need to provide the necessary support and new jobs for skilled people in the city.
- Pointed out that brown field sites were currently in the being developed and agreement that existing infrastructure would require updating.
- Confirmed that the issues raised in connection with the Common Road, Dunnington site would be examined, however it was pointed out that there was an over abundance of cricket/football pitches in some areas.
- Confirmed that support information/evidence base would be provided as part of the consultation and that the Plan would be updated to include any missing housing sites.
- Indicated that the housing targets were not felt unrealistic and would deliver much needed family housing.
- Explained that the draft Plan only included details of land allocation, rather than detailed site plans.
- Endorsed the importance of the document to strengthen the authorities position in relation to future planning applications.

Cabinet Members then went on to individually express their support for the draft Plan.

The Cabinet Member for Transport, Planning and Sustainability and as Chair of the Local Plan Working Group, expressed his thanks to the Head of Integrated Strategy and his team for their commitment to the production of the draft Plan within the short timescales.

Following further discussion it was

RESOLVED: That Cabinet agree to:

- (i) approve the City of York Local Plan Preferred Options Draft, at Annex A of the report, along with the supporting information for public consultation, subject to the identified amendments agreed at the Local Plan Working Group meeting on 22 April 2013 set

out at Annex1- Direct Policy or Proposals Changes Arising from the Minutes. ^{1.}

- (ii) delegate to the Director of CES in consultation with the Cabinet Member the making of any incidental changes to the draft document that are necessary as a result of the recommendations of Cabinet. ^{2.}
- (iii) delegate to the Director of CES in consultation with the Cabinet Member the approval of a Consultation Strategy and associated documents. ^{3.}
- (iv) delegate to the Director of CES in consultation with the Cabinet Member the approval of supporting information and documentation to be published during public consultation. ^{4.}

- REASONS:
- i) So that an National Planning Policy Framework compliant Local Plan can be progressed.
 - ii) So that changes recommended as a result of discussions at this meeting can be made.
 - iii) & iv) To ensure that the proposed methods of consultation are satisfactory to Members.

Action Required

- 1. Proceed with public consultation. MG
- 2. Amend draft document with necessary changes following Cabinet meeting. MG
- 3. & 4. Approve strategy, associated information and supporting documents for consultation, in consultation with Cabinet Member. MG

Cllr James Alexander, Chair
[The meeting started at 5.30 pm and finished at 7.15 pm].

Cabinet Meeting: 4 June 2013

FORWARD PLAN

Table 1: Items scheduled on the Forward Plan for the Cabinet Meeting on 2 July 2013

<p>Finance & Performance Year End Report 2012/13 Purpose of Report: To report the financial outturn and final performance information for 2012/13</p> <p>Members are asked to note the issues.</p>	Debbie Mitchell	Cabinet Member for Finance, Performance and Customer Services
<p>Future Delivery Arrangements for Library and Archives Services Purpose of Report: This report asks the Cabinet to decide whether to establish a social enterprise model for its Library and Archives Services.</p> <p>Cabinet are asked to: consider a draft business plan for a potential social enterprise to operate the Council's Library and Archives services and to decide whether to transfer the Council's services into this model and, if so, on what terms.</p> <p>This report has been deferred to July to allow more time for consideration of the Libraries scrutiny report and investigation of other technical issues.</p>	Charlie Croft	Cabinet Member for Leisure, Culture & Tourism
<p>Compulsory Purchase of an Empty Property Purpose of Report: To consider the options available to the council to deal with a long term privately owned empty home which has been the source of nuisance to and complaints from the local community.</p> <p>Members are asked to approve the use of Compulsory Purchase Orders under section 17 and Part Xv11 of the Housing Act 1985 and the Acquisition of Land Act 1981 for the purchase of the property.</p> <p>This report contains an annex that will be considered in private as it contains Exempt Information as described in Paragraph 3 of Part 1 of Schedule 12A</p>	James Bailey	Cabinet Member for Health, Housing and Adult Social Services

<p>to the Local Government Act 1972 (as amended) in that the information relates to the financial or business affairs of any particular person (including the authority holding that information).</p>		
<p>Facing the Challenge of Poverty – Work Programme</p> <p>Purpose of Report: The report will give clarity regarding overall poverty work being undertaken in the city and will highlight gaps in provision or suggest where services / projects may need to be consolidated. The report will conclude with suggestions as to where efforts and change should be focussed and will incorporate a work programme through to May 2015.</p> <p>Members are asked to consider and agree the suggested work programme, including the allocation of funding to deliver improvements from EIF.</p>	<p>Steve Halliday</p>	<p>Cabinet Leader</p>
<p>Treasury Management Annual Report 2012/13 and Review of Prudential Indicators</p> <p>Purpose of Report: Statutory report for Treasury Management and Prudential Indicators.</p> <p>Members are asked to: note the contents of the report.</p>	<p>Debbie Mitchell</p>	<p>Cabinet Member for Finance, Performance and Customer Services</p>
<p>2014-16 Budget Process</p> <p>Purpose of Report: To provide Cabinet with an overview of the proposed 2014/16 budget strategy, highlighting the key issues in relation to the councils Medium Term Financial Forecast (MTFF).</p> <p>Members are asked to: note the contents of the report.</p>	<p>Debbie Mitchell</p>	<p>Cabinet Member for Finance, Performance and Customer Services</p>
<p>Capital Programme Outturn 2012/13 and Revisions to the 2013/14 – 2017/18 Programme</p> <p>Purpose of Report: Set out the Councils capital programme outturn 2012/13.</p> <p>Members are asked to: note the 2012/13 capital outturn position and approve any requests for slippage.</p>	<p>Ross Brown</p>	<p>Cabinet Member for Finance, Performance and Customer Services</p>

<p>Future of the Guildhall Complex</p> <p>Purpose of Report: To identify options and seek views on future use and management of the Guildhall complex and its various buildings and spaces.</p> <p>Members are asked to agree options and recommended next steps.</p>	Tracey Carter	Cabinet Member for Finance, Performance and Customer Services
<p>Feasibility Report - Cycle Hire Scheme for York</p> <p>Purpose of Report: To outline a case for a full city-wide trial of a public cycle hire scheme within York, based on the Newcastle approach.</p> <p>Cabinet are asked to give approval for Officers to undertake a tendering exercise with interested companies to establish the costs associated with undertaking a full city-wide trial for 12 months, delivered by a third-party. If the tender returns are satisfactory, delegate authority to the Director to award the contract and proceed with the trial.</p> <p>This item has been moved from a Cabinet Member Decision to a Cabinet Decision to allow the report to be considered by Cabinet as part of the Tour De France Legacy Strategy.</p> <p><i>This report has been slipped from the May to the June meeting to allow further consultation with cycling businesses within the city and to ensure alignment with the emerging Tour De France Legacy work programme.</i></p> <p>This report has now been slipped to the July meeting as the report requires detailed work.</p>	Richard Holland	Cabinet Member for Transport, Planning & Sustainability
<p>Get York Building - Investment Plan for Growth</p> <p>Purpose of Report: To present a financial investment strategy targeting key stalled sites and the Local Plan Call for Sites quick wins for investment to improve viability to allow development to proceed.</p> <p>Members are asked to consider and approve the Investment Plan.</p>	Darren Richardson	Cabinet Member for Transport, Planning & Sustainability

This report has been slipped to the June meeting to allow further investigatory work to be undertaken by Officers.

This report has now been slipped to the July meeting as we are awaiting the outcome of grant and funding decisions.

Table 2a: Items scheduled on the Forward Plan for the Cabinet Meeting on 3 September 2013

Title & Description	Author	Portfolio Holder
<p>Developing a Thriving Voluntary Sector Purpose of report: To outline the City of York Council's proposed role/obligations as part of a Voluntary Sector Strategy for the City of York.</p> <p>Members are asked to approve the actions identified for CYC within the Citywide strategy.</p> <p><i>This item was slipped from November to the December Cabinet meeting to allow more time for consultation. This report has been slipped to the March 2013 meeting to allow further time for consultation. This item was slipped to the April Cabinet to allow the voluntary sector more time to develop it. This has now been slipped to the Cabinet meeting in June for the same reason. This item has been slipped to the July Cabinet to allow more time for York CVS to develop the strategy document.</i></p> <p>This item has now slipped to the September Cabinet to allow time to consult with the new Chief Executive of CVS.</p>	<p>Adam Gray</p>	<p>Cabinet Member for Leisure, Culture & Tourism and Cabinet Member for Crime & Stronger Communities</p>

Table 3: Items slipped on the Forward Plan

Title & Description	Author	Portfolio Holder	Original Date	Revised Date	Reason for Slippage
<p>Future delivery arrangements for Library and Archives Services</p> <p>Purpose of Report: This report asks the Cabinet to decide whether to establish a social enterprise model for its Library and Archives Services.</p> <p>Cabinet are asked to: consider a draft business plan for a potential social enterprise to operate the Council's Library and Archives services and to decide whether to transfer the Council's services into this model and, if so, on what terms.</p>	Charlie Croft	Cabinet Member for Leisure, Culture & Tourism	June 2013	July 2013	To allow more time for consideration of the Libraries scrutiny report and investigation of other technical issues.
<p>Feasibility Report - Cycle Hire Scheme for York</p> <p>Purpose of Report: To outline a case for a full city-wide trial of a public cycle hire scheme within York, based on the Newcastle approach.</p> <p>Cabinet are asked to give approval for Officers to undertake a tendering exercise with interested companies to establish the costs associated with undertaking a full city-wide trial for 12 months, delivered by a</p>	Richard Holland	Cabinet Member for Transport, Planning & Sustainability	June 2013	July 2013	Further detailed work required.

<p>third-party. If the tender returns are satisfactory, delegate authority to the Director to award the contract and proceed with the trial.</p> <p>This item has been moved from a Cabinet Member Decision to a Cabinet Decision to allow the report to be considered by Cabinet as part of the Tour De France Legacy Strategy.</p> <p><i>This report has been slipped from the May to the June meeting to allow further consultation with cycling businesses within the city and to ensure alignment with the emerging Tour De France Legacy work programme.</i></p>					
<p>Get York Building - Investment Plan for Growth</p> <p>Purpose of Report: To present a financial investment strategy targeting key stalled sites and the Local Plan Call for Sites quick wins for investment to improve viability to allow development to proceed. Members are asked to consider and approve the Investment Plan.</p> <p><i>This report has been slipped to the June meeting to allow further investigatory work to be undertaken by Officers.</i></p>	Darren Richardson	Cabinet Member for Transport, Planning & Sustainability	June 2013	July 2013	Awaiting outcome of grant and funding decisions.

<p>Review of Council Tax Support Scheme and Council Tax Exemptions</p> <p>As requested by Cabinet the report will provide an update on the implementation of the councils CTS scheme and Technical Changes to Council Tax. It will also consider whether changes may be required for 2014/15 and the need for further Public Consultation</p> <p>Members are asked to: consider the current position and options for 2014/15 and make any necessary decisions.</p>	David Walker	Cabinet Member for Finance, Performance and Customer Services	July 2013	Withdrawn	This item will be considered by Cabinet later in the year.
<p>Public Toilets</p> <p>Purpose of Report: To agree future arrangements for the management of public toilets in York.</p> <p>Members are asked: To approve the award tender to secure investment in public toilets and new operator arrangements.</p> <p><i>This report has been deferred until the July Cabinet to allow time for tender evaluation.</i></p>	Russell Stone/ Adele Spencer	Cabinet Member for Environmental Services	July 2013	August- Decision Session - Cabinet Member for Environmental Services	It is more appropriate for this item to go to a decision session so it will now be considered at a public Decision Session - Cabinet Member for Environmental Services on 20 August 2013.
<p>Developing a Thriving Voluntary Sector</p> <p>Purpose of report: To outline the City of York Council's proposed role/obligations as part of a Voluntary Sector Strategy for the City of York.</p> <p>Members are asked to approve the actions</p>	Adam Gray	Cabinet Member for Leisure, Culture & Tourism and Cabinet Member for	Nov 2012	September 2013	To allow time to consult with the new Chief Executive of CVS.

<p>identified for CYC within the Citywide strategy.</p> <p><i>This item was slipped from November to the December Cabinet meeting to allow more time for consultation. This report has been slipped to the March 2013 meeting to allow further time for consultation. This item was slipped to the April Cabinet to allow the voluntary sector more time to develop it. This has now been slipped to the Cabinet meeting in June for the same reason. This item has been slipped to the July Cabinet to allow more time for York CVS to develop the strategy document.</i></p>		<p>Crime & Stronger Communities</p>			
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Cabinet

4 June 2013

Report of the Leader of City of York Council

Council Plan Mid-Term Review and Future Outlook

Summary

1. This paper sets out progress made on delivering the Council Plan. It also sets out the actions taken and assesses the impact that they have had on residents and the city. In addition the paper identifies, in the light of economic and policy circumstances, what the key emphasis and actions should be over the next two years to ensure that the objectives set in the Council Plan are met.

Background/Report

2. In May 2013, the Council reached the mid-point of its current term, with an aspiration that by the end of April 2015 the council will have delivered on the commitments set out in the Council Plan: 'Delivering for the People of York'. This report sets out the significant delivery to date against those commitments and provides clarity on the areas of focus that will secure delivery of the remainder by April 2015.
3. This report reflects on the fact that the government has reduced funding to local authorities more significantly than was predicted when the Council Plan was drafted and is also changing the way in which the local government is financed. This presents both a huge challenge and an opportunity to the council during the next two to three years, when further reductions on central government funding of the public sector are anticipated. Additionally the government's policy agenda, particularly with regard to community budgeting, means that some additional work needs to be done during the next few years.

Progress and achievements

4. Almost all the Council Plan priorities have been either fully delivered or are in progress and on track for completion by December 2013. This is a significant level of delivery, both in the context of what York has done before and also what is being achieved across other local authorities. At annex A and annex B is a detailed summary of both the key areas of delivery but also a summary of the key metrics that underpin the outcomes from delivery. The highlights include –

Create Jobs & Grow the Economy

5. This is the key priority for the council and is core to ensuring the prosperity of the city and the financial security of the authority.
6. The York Economic Strategy was finalised in July 2012 and delivery is underway. A £28M Economic Investment Fund was set up to support job creation and economic growth.
7. Economically, the city's economy is more competitive today than two years ago. The recent publication of the Municipal Journal and Local Futures' Inward Investment Guide to England put the city in the top five places for businesses to invest, and recent private sector jobs growth figures show the private sector employment in the city has grown by 20% from 2010 to 2012 – the highest growth rate in the region.
8. In employment terms, York's economy continues to perform well. Latest figures show that York's unemployment rate was 2.1% in December (JSA claimants) whilst national & regional rates are at much higher levels (3.7% and 4.7% respectively). This represents a continuation of the trend over the last two years of York positively increasing the gap between our local unemployment rate and the regional/national rate
9. For the first time since 2007, average earnings for full time workers resident in York have risen above the national average. Average earnings for those working in jobs in York have also increased and York now sits second highest in the region for workplace pay, which shows significant progress in this area. Work is now focusing on part-time pay rates and wage levels for the lowest paid full-time workers to ensure that all York residents benefit from the economic prosperity of the city.
10. The council has been involved in both encouraging new businesses to come to York and supporting existing businesses. It held its

second annual business conference in 2012. Recent data on business units (ONS) shows positive signs for York; the city has seen an increase in local business units from 7,870 in 2011 to 8,010 in 2012. There has also been an improvement in business survival rates. During the year York attracted 800 new jobs to the city, a key highlight being a deal with Hiscox to bring 300 – 500. In supporting the distinctiveness of the city a new brand for independent retailers, “Proudly in York” was developed.

11. The council also achieved funding for enhanced broadband coverage and wifi through the Super Connected Cities bid and development of the York Core network with City Fibre Holdings.
12. Helping residents into employment and ensuring they have the skills to take up employment opportunities remains a key commitment. Workforce skills are ranked 3rd best out of 64 cities. Long term youth unemployment (16-24 year-olds) has now levelled off locally and has remained stable at 0.4% from September, and has fallen to 0.3% in December – well below the national and regional figures (currently 1.0% and 1.4%). Work is ongoing to address these issues. Two Jobs Fairs run in partnership between the Council and Jobcentre Plus took place in 2012 & 2013, attracting circa 1500 attendees. These will be a regular feature in the city during 2013 and beyond. An apprenticeship programme has given a large number of people the chance to learn new skills within the Council’s teams and the city as a whole supports over 1600 apprentice positions.
13. In order to promote York globally, an Internationalisation Strategy for investment has been developed. The council supported the re-introduction of the Leeds-Bradford to Heathrow connection to encourage further investment in the region. Work is ongoing with China, France, Germany, US, Latin America to progress the interest of the city and its businesses. York also attended the MIPIM event during 2013 and took the opportunity to showcase the city’s development potential.

Get York Moving

14. In order to improve travel into and around the city, expanding park and ride sites and improving bus services have been a key priority. Since securing £15m government funding for two new park and ride sites, work has begun on construction of this £23m overall project to expand York’s mass-transit system.

15. £3m of government support is being used to deliver new city-centre interchange facilities and smart-ticketing products to increase bus use and improve the customer experience. In September 2012 the first multi-operator bus ticketing products were launched in York. An overhaul of bus information is underway, including audio-visual displays and Braille services.
16. To ensure that York has a strong voice in the potential allocation of regional transport funding, York formed a Local Transport Body with West Yorkshire Authorities and agreed in principle to the setting up of the £1bn West Yorkshire Plus Transport Fund to realise City Deal and collaborative working opportunities.
17. On rail travel, the council has been heavily involved in highlighting the business case for further investment to improve East Coast Main Line capacity, reliability and connectivity.
18. A wide range of innovative sustainable travel initiatives aimed at winning hearts and minds and supporting modal shift started through the £5m government-funded i-travel (Local Sustainable Transport Fund) programme - highlights include a new business travel-planning service, personalised travel-planning, 'my journey' YouTube clips, the i-travel website and mobile travel apps.
19. New extended foot-street hours have been introduced as an 'experimental traffic regulation order' of up to 18 months. The focus of this is to both improve management of the city centre and encourage visitors and residents to stay in the city centre longer and support the night time economy.
20. York already has a strong cycling culture and the announcement that Day 2 of Le Tour de France will start from York provides significant opportunity for boosting York's cycling profile and encouraging more residents to take up the sport. In advance of the tour, further cycling and pedestrian improvements have begun.
21. A 20 mph zones pilot was completed as part of a programme of activities to reduce congestion and improve safety in the city. Consultation is underway on the further expansion of the 20mph zones.

Build Strong Communities

22. A key focus of this priority was to enable more people in the community to become more actively involved in decision-making in their local area. This has resulted in community contracts being developed, new arrangements for ward funding and provision of

leadership training opportunities for members through the LGA Keep It Real programme. Views of residents were collected in the Big York Survey in 2012 and a Tenant Scrutiny Panel was established, allowing tenants to challenge performance and make suggestions. The city also secured £1m lottery “big local” funding for Tang Hall to invest in projects and schemes that will enhance the local area and improve the quality of life for its residents. After consultation, the Tang Hall Advice Hub was set up.

23. As part of the commitment to involving residents, consultations have taken place on a wide range of issues including Health and Wellbeing, i-travel, and waste.
24. Work has also been done to develop new delivery models which will develop services for all residents including a new social enterprise for Libraries and Archives. Community groups have been encouraged to use schools after hours; there are community use agreements in place in 7 schools. Joseph Rowntree School is an example of good practice for community bookings and business management
25. In order to build upon a strong voluntary sector tradition the council signed up to the Volunteer Charter and has committed to a Voluntary Sector Strategy going forward. Your Consortium has been procured to administer voluntary sector funding. The Council Management Team recently endorsed a commitment to support employees who want to offer their time and skills to volunteer in the community, with all council employees being eligible to request one day’s paid leave per annum for volunteering work.
26. Lack of affordable housing is a key issue for the city; during 2012 the first council houses built in the city for over 20 years were completed. Responding to housing need and developing plans to increase the amount of affordable housing is the responsibility of the newly created Get York Building Board. A key document, the Local Plan Preferred Options Draft, has been produced to address housing needs in the city. This includes plans coming forward for 4000 new homes in the city. In November 2012 the first York Housing week took place.
27. The Homes and Communities Agency approved funding to expand the Osbaldwick gypsy and traveller site. A draft Gypsy and Traveller Strategy is in development informed by consultation events.
28. Transfer of Public Health responsibilities to local authorities in April 2013 was the culmination of development work in the establishment of the Health and Wellbeing Board and the completion of both the

Joint Strategic Needs Assessment and Health and Wellbeing Strategy which draw out the key issues of focus for the city with five key priorities defined. Work has begun on York Alcohol Strategy and York in Recovery Strategy with consultation having taken place with residents and health care professionals.

29. To focus on crime, help co-ordinate partners at strategic levels and prepare York for the introduction of the North Yorkshire Police and Crime Commissioner a new Cabinet post for Crime and Community Safety was set up. Progress was made with the first annual crime summit held in 2012 and second in April 2013. Partnership work with the police has developed with closer collaboration between that and the CYC noise patrol team with a guarantee of priority support agreed in Sep 2012. The council has also set up monthly meetings of relevant agencies to effectively co-ordinate community payback. The Hate Crime Strategy and refresh of Community Safety Plan have also been completed.
30. The York Equality Scheme, "A Fairer York" was launched in December 2012 setting out a vision for an equal, inclusive and welcoming council and city.
31. Events and culture continue to be strong and provide excellent services for residents as well as being a major draw for tourism. York held successful Olympic and Paralympics events in 2012 and used the York 800 celebrations as a driver to promote a wide range of sporting and cultural opportunities in the most inclusive way. The council successfully bid for £252,705 of National Lottery funding from Sport England's Inclusive Sport fund to increase provision of sport for disabled people in York.
32. The decision to build a community stadium and associated facilities at Monks Cross has further encouraged residents to participate in sport.

Protect the Environment

33. The council has undertaken consultation on garden waste options. New recycling containers have been rolled out and recycling has been further publicised. The review of the Waste Strategy is still being finalised as it was dependent on the outcome of the recent PFI planning decision.
34. The council has worked with partners to secure three streams of Department of Energy and Climate Change funding; £123,000 of government funding to trial installing insulation for solid walls,

£447,000 to install heating systems and insulation in the homes of vulnerable residents who are struggling with rising energy bills, £300,000 to pilot six community energy collective switching schemes in the region (including one pilot for York). The collective energy switching scheme was launched in Feb 2013. The council has worked hard with the Yorkshire Energy Partnership to ensure that residents can take full advantage of any available funding. Wrapping up York scheme resulted in more than £341k worth of funding and nearly 1100 customer referrals.

35. To help reduce the council's carbon footprint and costs, a new council-wide pool car scheme was launched. The Green Audit has been completed with projects identified to deliver up to 445t CO₂ of savings. Work is underway looking at the feasibility of these projects.
36. Work to create an eco-district at British Sugar, including more affordable housing, has now been recommended by the applicant. Workshops were held early in November to create timetables for application/development.
37. The Strategic Flood Risk Assessment (SFRA) is being updated and work is ongoing on the Land Flood Risk Strategy. In December the Surface Water Management Plan was approved. The council has continued to work to improve the environment with work such as Reinvigorate York which has allocated funds to Kings Square and Newgate Market so far. In 2012 there were 5 green flags awarded to parks and open spaces, and Tremendous continued with a £25k Big Tree Plant fund. Phase 2 of York Explore has been developed as has a draft public spaces strategy.
38. The Low Emission Strategy (LES) was agreed in October 2012. This is a package of additional measures to help reduce emissions to air, based on using low emission fuels and technologies. Its main focus will be to transform York into a nationally acclaimed low-emission city and the Air Quality Action Plan to deliver the changes is now underway.
39. York has made a successful bid to DEFRA for a grant to tackle air pollution. The funding will be used to raise awareness of the health impact of air pollution and promote the use of low-emission vehicles and taxis, to residents.
40. The development of an electric vehicle recharging network is progressing. Electric vehicle (EV) charging points are being rolled out at the new Park and Ride sites and various locations through

the planning process. Charging points are also being installed at council car parks and existing Park and Ride sites.

Protect Vulnerable People

41. The York Fairness Commission, established to look at inequality issues across the city, produced a final report with recommendations. Some, such as the council paying the living wage, have been implemented and adult and children's social care budgets have been protected.
42. An Integrated Family Service is now established in three schools across the city. They are now engaged with over 100 families, many of whom are eligible for funding through the 'Troubled Families' Payment by Results' scheme. The excellent progress with the 'Troubled Families Initiative' was acknowledged by central government in a recent visit.
43. The council has continued to develop children's services with the new Children and Young Peoples' Strategy. "Dream Again" was launched in 2012. Once again York sustained an excellent Ofsted judgement for Children's Services. The Safeguarding Children Board hosted a highly successful conference on "Neglect". Six primary schools serving the most deprived areas of York were inspected by Ofsted, and moved out of 'Requiring Improvement' to 'Good'. The Charter for Disabled Children was adopted to focus on those who may be the most vulnerable. A programme to provide early education places for our most vulnerable two year olds is underway. A Young Persons' Foyer at the Howe Hill Hostel opened and a new independent provider of children's residential care at Wenlock Terrace was confirmed.
44. The 2011 Census highlighted the demographic change in the city, with increasing numbers of older residents in future years. York pledged to become a "Dementia Friendly" community working with businesses, shops and services to support them to become more "dementia friendly" and accessible. An Adult Safeguarding Board has been established in the city to protect older people.
45. A modernisation programme for the city's residential homes for elderly people was established to improve the offer for older people. There has been positive independent evaluation of the recent closure of two homes. "Housing Choices: The Older Person's Guide to Housing Options" was launched to advise people of options available. Proposals for the creation of a social enterprise providing warden call and telecare services have been agreed which will

continue the current service to these who currently receive services but provide a more flexible working structure. The reablement contract has also been re-negotiated, leading to efficiency savings.

Core Capabilities

46. In addition to the five Council Plan priorities, a significant amount of work has been done on our core capabilities. These were developed in recognition that if the organisation was to achieve the Council Plan priorities, there would need to be a change in the way that it operated. Three core capabilities were developed:-

- A confident, collaborative organisation
- Completely in touch with our communities
- A relentless focus on our priorities

47. The council has worked hard through its workforce development strategy to build capability and capacity across the organisation. Work has been undertaken to strengthen leadership through mentoring and the 'Service to City' Leadership Programme for senior managers. The innovation programmes have allowed staff to contribute their ideas for improving services to customers. Senior staff have undertaken more listening events with staff and consultation to ensure that understand that they have a voice.

48. In the current financial climate and with continued cuts implemented by central government, it is important that the council adapts in order to maintain our strong financial health. We are in a good position to deliver in this aim. Full Council have agreed the programme of savings, investments, fees and charges that will delivered over the next two year, making us on track to save £78m over the 8 years to 2015. In order to ensure we deliver these savings effectively, internal budgeting and financial management has been strengthened and a robust budgeting process is enhanced by extensive customer consultation and feedback.

49. Early in 2013 the council completed the successful move to West Offices, rationalising its city centre office space and offering an improved service for customers with the opening of a new Customer Centre in March 2013. This move, aside from the significant financial savings it accrues, will allow a step change in improving the culture and effectiveness of the organisation. Teams

are collocated and can more easily work together. Partners are also collocated making the development of the health agenda in particular, much easier. But the key benefit is being able to offer customers a joined up service in the customer centre from the council, Citizens' Advice Bureau and Credit Union. This presents a first class service and will build on the Customer Service Excellence award achieved by phone and face to face teams in October 2012.

50. The Living Wage was introduced for council staff with 570 staff at grades 1 and 2 benefiting from the introduction. Additionally the council has also moved to paying an apprentice living wage that has helped those earning the lowest pay in the organisation.
51. The council has been working on open innovation strategy and in December 2012 the GeniUS project was voted overall winner and winner of the community engagement award at the prestigious Guardian Public Service Award. The council is committed to exploring innovative ways of working and in particular progressing digital technologies. Securing funds for Superfast Broadband will help the city become more innovative and efficient.
52. A 'Tell Us Once' initiative for death registrations was introduced in November 2012.

Day to Day Work Programme

53. In addition to the achievements above, it should be recognised that the council undertakes a significant amount of other work, around statutory activities and ongoing provision of services.

In a typical working day the council....

- Collects 338 tonnes of household waste
- Educates 23,831 children
- Protects 229 children and young people
- Provides home care services to 1,075 customers
- Processes 92 housing benefit and council tax claims
- Responds to around 1,200 calls to customer services support and contact team.

...And in a typical year

Transports 4.3m Park & Ride passengers

- Makes 5,218 highway repairs
- Takes 1,637 planning decisions
- Makes 431,400 waste collections per year
- Makes 32,791 council housing repairs
- Re-lets 681 council homes
- Receives 950,000 visits to libraries
- Welcomes 800,000 visitors to its swimming pools and sports centres

City Challenges?

54. While most local authorities now face issues with funding and greater stress on services through changing demographics, in York there are a number of specific challenges for which the council needs to find sustainable solutions.
55. It has a number of natural and historical features that place constraints on its ambitions and ability to grow – from its rivers and flood plains to its city walls and precious archaeology – which complicate straightforward solutions to transport issues and to establishing new developments for homes and businesses.
56. The city's very affluence also has some less positive effects: its relatively high employment rate puts it in a similar situation to London boroughs with correspondingly high house prices that are becoming beyond the reach of many, while the dominance of the service sector means that wages are relatively low. The fact that the quality of life in the city is judged amongst the very best in terms of education, health, employment and safety also contributes to increasing demand for homes with both newcomers and current residents wishing to remain in the city.

How does it look from the outside?

57. York's growing economy continues to catch the eye. Independent analysts now rank it amongst the 5 top cities for business investment and there is strong interest in the city 'offer'. This and other metrics on the city's economic performance have helped to position York as a major UK player and provide a strong base to attract investment, businesses and visitors. It was a key factor in

enabling Hiscox to bring its business to York with 500 skilled jobs, attracted flagship stores including the John Lewis Partnership, which is bringing approximately 300 jobs, and created a programme to deliver state of the art digital infrastructure.

58. York is also playing a much more significant part in the region's development, particularly through the Leeds City Region Local Economic Partnership, as an associate member of the Association of West Yorkshire Authorities. The council is leading on key initiatives such as the coordinated lobbying for East Coast Main Line investment. These associations enable York to have a greater influence on regional policy development and to collaborate with other major authorities to lever a bigger advantage for the residents and businesses of York.
59. York's visitor profile has also been raised, both in the region, nationally and internationally. The city has held a number of major events, including the Olympic Torch and Paralympics Flame, the hugely successful year-long York 800 programme and the visit of HM Queen. All of these demonstrated the success of the city in running events and festivals and in promoting active leisure. With the addition of the Yorkshire Marathon and the Grand Depart of the Tour de France to come, the city will again demonstrate that it is providing excellent cultural and leisure services for residents and visitors in addition to adding to the city economy.

Future Priorities

60. The following paragraphs detail the priority actions over the next two years.

Creating Jobs, Growing the Economy

61. There has been significant progress in economic growth over the last two years in the city. However, there is a clear need to continue to build the city's economic competitiveness, in order to support a thriving business environment in which residents are able to access jobs and opportunity and the local economy is able to continue to grow.
62. Fundamental to further economic growth and competitiveness will be providing a supportive and thriving environment in which business can start, locate and grow. This is at the heart of the council's agenda for the near term.

63. The council will identify the sector support needed to enable business in the city's key sectors to grow, and facilitate that support working with partners. The council will have a particular role in facilitating the provision of incubation and grow-on space for these businesses.
64. In order to unlock this critical space for business and the wider infrastructure required for an effective business environment, the Council will work with partners, particularly the York Economic Partnership, on a single investment plan. This investment plan will identify specific investment priorities across the range of development, infrastructure and programmes of activity.
65. With this investment plan in place, the city will step up its game in attracting investment to the city. This will match investment priorities more effectively to both public sector funding which is available (e.g. any future rounds of European funding, Single Local Growth Fund, and any ad hoc pots of funding made available by Government), as well as private investment.
66. An inward investment strategy is being developed which will enable the city to attract new business investors to the city. The city will build on successes like the decision by Hiscox and John Lewis Partnership to locate in the city to secure more high value investment and jobs to the city.
67. A delivery cornerstone will be the adoption of a local plan. With an adopted local plan in place, the council will work with partners and the private sector to bring forward the development of key sites and employment sites across the city. This will see the council facilitating the connection between potential sites and developers and investors, the leads of which will be generated through the inward investment strategy.
68. There is a critical need to provide housing to support residents now and as the city grows. The local plan will provide a basis for meeting the city's future housing needs and ensure that the employees of businesses who set up in York can find somewhere within the city to live. It is proposed that a range of properties be built with an emphasis on affordable and sustainable properties.
69. Playing a proactive role in shaping the LCR LEP agenda will be fundamental for the council, again working closely with the business community. The city's investment plan will feed into and shape the Local Enterprise Partnership agenda, which will enable the city to tap into Leeds City Region funds and devolved opportunities as a result of the City Deal signed last year with Government.

70. In order to provide an effective “front door” for business looking to either locate in or grow in the city, the council will be working through its economic development team to provide a refreshed York Means Business portal and coordinated offer with the various business networks and organisations in the city.
71. The council will be using the £200K allocation from EIF agreed for the economic inclusion theme to better connect residents to job opportunities, thus helping to drive down further unemployment. Initiatives like jobs fairs will continue to be rolled out to 2016, with two already having been delivered this year. The council will also be working closely with new investors into the city to maximise employment opportunities from new business for local residents, particularly with John Lewis Partnership, where work has already started in developing ways of ensuring local residents are positioned effectively to compete for job opportunities arising. The council will work with partners to encourage the provision of decently paid jobs.

Get York Moving

72. Developing a clean and free-moving city centre is critical to allowing residents to enjoy the public space in the city and improving the experience for tourists. The council is looking at new ways of improving the traffic flow around the city, including a proposal to pilot the prioritisation of traffic on Lendal Bridge which will limit car traffic during the day. This will be trialled from August 2013 and will form part of a programme along with park and ride services to improve traffic flows and air quality in the city.
73. A feasibility study into an £83m package of improvements, in partnership with the West Yorkshire Plus Transport Fund, is being carried out. The proposal to upgrade the northern section of the outer ring-road to improve access for all road users. Moving non-essential traffic to the ring-road will improve bus journeys within the city by reducing traffic in inner areas. In addition, the new park and ride sites will assist in keeping traffic away from the city centre.
74. Improvements to the East Coast Main Line, which are being sought by a consortium of local authorities including York, are aimed at improving transport links for residents, tourists and businesses alike. The development of the HS2 train will likewise improve journey times and make York more attractive to businesses. Together with Leeds/Bradford Airport, the development of rail

services offers an opportunity to secure more European visitors to the city.

75. The council will work with site promoters to look at sustainable transport solutions and improvements to the infrastructure, in order to create a reliable and affordable public transport service for residents in the city.

Building Strong Communities

76. Whilst an excellent start has been made to build stronger communities, it is important over the next two years to continue our focus on increasing the level of community leadership, engagement and involvement in the city. By building on our work as a co-operative council, the intention is to enable communities to increasingly shape and deliver services in future. The council wants to see more co-production and delivery within its communities and opportunities will be sought to build upon the success of initiatives such as libraries and warden call.
77. Following the success of the Fairness Commission there is a need to progress new initiatives to ensure fairness and equality underpins all the work of the council and its partners. An early set of activities will look to support Gypsy, Roma and Traveller communities. Further support will also to embed the York equality scheme.
78. Having already developed good working arrangements with the voluntary sector, we want to ensure that the city retains a strong volunteering culture and work will be initiated to create more volunteering opportunities for residents. Equally, targets will be set to increase the amount of volunteering for amongst council staff.
79. We recognise that there is a housing shortage in the city and a need to increase supply quickly. In addition to the objectives set out in the Local Plan, further work will commence to find additional ways to make best use of existing housing stock across the city.
80. The council will continue to work in partnership with the police and others to make the city feel safer for both residents and visitors. A key element of this will be to support a safer evening economy which links with work to develop the economic prosperity of the city. In addition with a particular focus on protecting those that are most vulnerable, there will be a zero tolerance approach for those who seek to exploit our residents.
81. The new Public Health responsibilities for local authorities will enable us to work with our partners across both business and

voluntary sector to maximise the potential of the Health and Wellbeing Workforce. We recognise the need to tackle health inequality, increase life expectancy, and enable people to a very full life irrespective of disability. In doing so, the network of community wellbeing opportunities will be increased. Additionally a specific project will be developed to support harm prevention

82. The city has a commitment to support people so they can become active. Over the last year in particular, the council has worked with groups, schools and clubs to increase participation in sport for the momentum created through the Olympic and Paralympics. Sport will be a significant theme prior to the opening of the Community Stadium with a real focus on empowering and supporting young people to become active and healthy. The council will collaborate to provide the city with a mix of modern leisure facilities that both meet customer expectations and are commercially sustainable. A major sporting (and economic) highlight will be the Tour de France Grand Depart and a series of cultural events will be built around this and our relationships with France.
83. Smarter York and the Smart Charter will continue to be developed over the next two years. It will create more responsive services, engage with ward members, the public and key organisations, such as Residents Associations, Parish Councils, business and voluntary sector organisations, and deliver efficiency through technological innovation, capacity building and supporting new ways of working.
84. A variety of projects have been launched under the Smarter York umbrella including coordination of community payback and various programmes of community involvement in litter picking and vegetation clearance. The work that culminated in the May 13 flood conference will be developed throughout the next two years.
85. Development of the customer services function is also important and further steps will be taken to create much more seamless integration between the council and partners in this regard. Building upon the services in West Offices, more will be done to ensure that customers can understand what services are available across the city and how they can access them.

Protecting the Environment

86. The council's commitment to protecting the green and built environment remains high amongst our priorities. The council has long had a track record for implementing new initiatives to protect the environment. During the planning phase to determine how the

local plan will be implemented the council will seek opportunities to promote sustainability and environmentally friendly schemes.

87. By maximising the potential of the Green Deal for York residents, it will enable hundreds of homes and businesses to have a wide range of energy efficient improvements up to £10,000 at little or no upfront cost. This will reduce energy consumption and help tackle fuel poverty for people on low incomes who can get some improvements free of charge.
88. Over the next two year the council are also committed to investigating large scale local renewable energy options so that York's economy can benefit from the green jobs this will bring in addition to having a local source of sustainable energy. This work will make a contribution to the national targets to meet the challenge of climate change.
89. Following the successful completion of the previous Carbon Management programme with all targets met the council will be evaluating the options for a new carbon management programme to make even greater progress in this area.
90. We will be completing and delivering an Air Quality Action Plan which will improve some poor air quality hotspots in the city and bring the health and wellbeing benefits of clean air to York's residents. A key contribution will be the provision of more electric vehicles and a programme to promote their use.
91. In terms of York's historic built environment and rich cultural heritage the priorities for the next two years will be to finalise our Heritage Strategy; complete the construction of Phase 2 of York Explore which, with the support of £506k lottery funding, will re-house York's archives; and undertake the final stages of the City Walls Management Review.
92. Work will continue to develop a viable, efficient waste disposal solution consistent with the agreed waste management strategy. It is a priority to minimise waste to landfill through our recycling initiatives and those geographic areas that are currently under shooting on optimum recycling performance will be supported to increase recycling levels. Also on a city wide basis, business cases will be developed for new waste recycling streams like food waste. The council will also continue to lobby for changes in packaging that eliminates the need for waste in first place.
93. Final drafts of the Bio Diversity and Green Infrastructure Plans have been completed to fit with the local plan timetable and these will be

a priority for delivery helping to establish a green wildlife network throughout the City.

Protecting Vulnerable People

94. Priorities for the coming year will build on the significant change programmes that are now in place.
95. The council will work with partner agencies and the Health and Wellbeing Board to provide more “joined-up” care for residents via the Integration of Health and Social Care Pathways and ensure frail or elderly residents receive excellent and appropriate care at every stage. The council will aim to prevent hospital admission wherever possible, but where this is not possible a proper plan for discharge will be created on admission so that care will be available when needed. Service users will be involved in creating their own care plans so that they receive the support that they need. And work will be initiated to eliminate wasteful process and expense so that resources are spent on essential care. “End of life care” will be integrated into care plans to help families.
96. The Social Care Modernisation Programme will comprehensively review residential, and day care, sheltered housing and mental health services to ensure that provision is targeted at those most in need. Following extensive consultation, the council decided to replace the seven existing elderly care homes with two fit-for-purpose homes to serve the east and west sides of the city. The new homes will be focussed on dementia and high-dependency care and will be divided into self-contained households. In the east of the city, the council is looking to build a care home for at least 72 residents. In the west of the city, the care home will accommodate at least 90 residents and in addition will have a community village built around it. The community village will provide a range of housing accommodation and give older people in York an opportunity to live in dementia friendly houses which are affordable and have access to plenty of outdoor space. The village will also include a Community Hub designed to draw in residents from both the village and the wider area which will enhance the quality of life and encourage a strong sense of community. The accommodation on site will range from completely independent living, to extra care accommodation, through to residential care, including dementia and nursing care. Whilst many residents may not have immediate care needs on arrival, the village accommodation will be configured for people to be able to access the appropriate care as required. This

will be a landmark development and place York at the forefront of adult care provision.

97. A priority will be to address financial need by securing the York Financial Assistance Scheme to replace the Community Care Grants and Crisis Loans formerly provided by the Department for Work and Pensions. Welfare benefit resources across the council will be reviewed to create a cohesive response and ensure that benefits are targeted at those most in need. There will be a review of Financial Inclusion and Poverty in the city in line with the Financial Inclusion Strategy. Financial management systems across adult social care will be reviewed to make sure that resources are managed effectively. The Big Lottery funded partnership project to transform advice provision in the city, based on a bid submitted by the Citizens' Advice Bureau, will be delivered.
98. The joint anti-poverty programme with the York Press, Joseph Rowntree Trust, Voluntary Sector, Faith Sector, Businesses, Health Services and Citizens' Advice Bureau will be a key priority over the next two years. An anti-poverty programme will be developed and action taken to reduce levels of poverty and risk of poverty in the city.
99. Work will continue to improve the services provided to children and young people and build on our previous success. The number of schools in York judged by Ofsted to be 'Good' or 'Outstanding' will be increased. We will also aim to narrow the gap in educational outcomes for more vulnerable children and will be making progress in implementing the changes outlined in the SEN White Paper

Core Capabilities

100. Over the next two years the Council needs to become a more commercial organisation capable of brokering deals with the private sector and developing commercial arrangements with our partners. This is a step change in how we operate as an organisation. It is essential if the council is to occupy the pivotal role needed to deliver our ambitions for the growth of the local economy and to manage the delivery of essential services through a range of different delivery models. We want to continue to explore and grow mutual and cooperative approaches such as those adopted by the Library and Warden Call Services where these are the best way to safeguard services. Having sufficient staff with commercial acumen, business development and financial management skills will be critical. We will need to take all necessary steps to acquire this

capacity. Going forward it is the case that directly employed staff numbers will need to reduce and as a result some staff will have to leave. As a responsible employer we will work with staff to equip them with the new skills that are needed in the organisation or develop the skills and confidence that will help them with the transition to working elsewhere.

101. The workforce development action plan will focus on ensuring we invest in our staff to enable them to acquire the businesses development, entrepreneurial and commercial skills needed to stay in the organisation or to move on from CYC in their career. Support will be given to enable staff to create their own businesses and develop the skills and confidence to move to other organisations. In order to achieve this, the Finance, HR, and Legal functions will continue to use their expertise to support the establishment of social enterprises and mutual organisations, spinning out from the council.
102. The Local Authority Trading Company has been successfully established. Over the next two years it will expand and deliver new services to both the council and city employers.
103. The Facilities Management function will be reviewed as part of a programme to review support services. This review will determine the best and most effective way to deliver facilities management and determine what services should be included in that function.
104. ICT continues to be a significant enabler for the organisation. New applications will be introduced, starting with a fully transactional intranet. Alongside improved broadband connectivity, the ICT function will continue to provide the tool to support staff and partners deliver their services.
105. The council has a significant property portfolio and is engaged in some significant capital build programmes. The council will continue to maximise the return on its property investments and support the development of strategically important builds in the city.
106. A reconfiguration of the Council's management structure is scheduled for Autumn 2013. All options including shared services and with others in the city and sub-regional organisations will be considered.
107. Finally, one of the most difficult tasks that the council has to achieve is balancing its budget. Savings have to be made and sufficient investment monies need to be available to support key priorities. The Finance function will again need to manage a complex budget

and work with teams to ensure that managers realise the financial savings that are needed.

Community Budgets

108. There have been many recent initiatives to join up or pool budgets between local authorities and other public sector bodies. These have taken various forms since the early 1990s. The latest iteration is a series of pilots of 'community budgets', taking place in fourteen neighbourhoods (within ten different local authorities) and in four 'whole place' areas across local authorities.
109. The initial schemes were introduced in order to take a more holistic approach to 'problem families', with complex needs across a range of public services, but the second phase of community budgets from late 2011 onwards covered a more diverse array of intended outcomes. The 2013 Budget referenced the four 'whole place' community budget pilots and announced the creation of a national network to spread the lessons arising from them.
110. The community budgeting programme presents the council with an opportunity to bring forward proposals for participating in the scheme. There are two particularly strong areas for York that would fit with the programme. The first relates to Universal Credit and the Work Programme where York can demonstrate a higher level of ability in up skilling its unemployed residents and supporting them into work. The second relates to Crime and Safety. Both the Police Commissioner and council have an ambition to work more closely on integrated service delivery around crime and safety in the city. This could now be progressed within the context of community budgets. It is recommended that the council develop firm proposals to undertake community budgeting pilots.

Summary

111. In the most challenging of circumstances for Local Government, this report identifies significant progress that has been made to deliver the council Plan. A large number of objectives have either been met or are in progress. The report also sets out where the emphasis needs to be during the next two years to deliver the city's ambitions and what the key actions are. This still represents a huge work programme and it is critical that progress continues to be made to build capacity and capability amongst the council workforce and its partners and residents.

Council Plan

112. This report provides an update on progress towards delivering the Council Plan but also indicates the priorities for the next two years.

Implications

113. **Financial** – This report sets out the focus of work over the next two years. There is work that does not currently sit in a work programme and will need to do so. Individual items will need to be considered for funding in the usual way and through the usual processes. As is indicated in the report, Finance staff are key to supporting the delivery of the Council Plan and in particular bring the financial acumen to deliver more commercial initiatives effectively.
114. **Human Resources (HR)** - The Workforce Development Strategy plays a key role in enabling the organisation to deliver its objectives. The HR function is key to supporting managers through the internal change management/restructure processes.
115. **Equalities** - Delivery of the Council Plan will deliver further improvements to the city's work on equality and diversity primarily through the work on building strong communities.
116. **Legal** - Legal Services will continue to support many of the delivery projects within the council plan. Expertise is key when looking at partnership arrangements and service delivery through others.
117. **Crime and Disorder** - There are priorities over the next two years that impact on this portfolio. Continuing to protect our residents is critical and attention will be turned to creating the environment for a safer early evening economy. These proposals have been in discuss with partners such as the Police for some time and are planned into work programmes.
118. **Information Technology (IT)** - Successful delivery of the Council Plan will be enabled by the ICT function both through its day to day support but also through its development programme.
119. **Property** - This function also has a significant part to play in delivering the Council Plan

Risk Management

120. Individual services and projects will produce their own risk assessments in relation to work required to deliver the Council Plan.

Recommendations

Cabinet are asked to:

- 1) Note the progress and work done over the last two years towards delivering the Council Plan
- 2) Agree the priority and emphasis for the next two years in delivering the Council Plan.
- 3) Mandate the Chief Executive and the management team to develop plans for the remaining delivery of the Council Plan through the priority boards, working closely with Portfolio Holders.
- 4) To produce quarterly reports to Cabinet reflecting progress against delivery of the Council Plan.
- 5) To agree that the Council develops proposals for both the Community Budgeting initiative and also the recently announced Transformation Fund.
- 6) In developing the Scrutiny work programme for 2013/14 to take account of the Council Plan priorities and the scope for Scrutiny to support the delivery of these.

Reason: To provide an update on progress towards delivering the Council Plan and priorities for the next two years, in view of reduced funding to local authorities.

Contact Details

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	Report Approved	<input checked="" type="checkbox"/>	Date 24 May 2013
Specialist Implications Officer(s) <i>List information for all</i>			
Wards Affected: <i>List wards or tick box to indicate all</i>			All <input checked="" type="checkbox"/>
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Background Papers:

None

Annexes**A – Detailed list of Council Plan Delivery****B – Key Metrics**



City of York Council

Annex A - Review of Delivery Commitments 2011-2015

April 2013



Annex A - Progress against all delivery commitments

Detailed below are the areas of delivery against the commitments for 2011-2015.

Create Jobs & Grow the Economy

✔ *Positioning York on a Global Stage*

- Developed an Internationalisation strategy, including strategic collaboration with key markets, starting with Nanjing (in progress).
- New Economic Strategy for York developed and agreed in partnership with businesses.
- Proactive Inward investment strategy to bring businesses to York.
- Developing an Investment Plan for the City (in progress).
- Enhanced Key Account Management capacity.
- York Means Business website and programme established.
- Leeds-Bradford to Heathrow airport connection established (Sep 12).
- Led the formation of local government agreement to lobby for continued investment in ECML (Sep 12).
- Creative businesses are driving the increase in business start-ups.
- Fastest expanding creative sector in the region - now 8.7% of total jobs
- Growing places funding secured for Digital Media & Culture Centre.
- New Bio-renewable Development Centre opened by Vince Cable.
- Development of greener manufacturing technologies using renewable and waste materials.

✔ *Unlocking infrastructure to support investment*

- Secured with Network Rail, development of £36m training and signal centre on York central site.
- Building underway on York Central.
- Developing new masterplan for York Central with Network Rail incl £27m bid to West Yorkshire Transport Fund.
- British Sugar – plans to create a sustainable use site including housing.
- Hiscox development to be on Hungate site.
- Regional Growth Fund application made to enable development.
- York's Local Plan Preferred Options draft document produced.
- Achieved funding for enhanced broadband coverage and wifi through the Super Connected Cities bid (Sep 12) and development of the York Core network with City Fibre Holdings and developing wifi and broadband coverage in the city centre.

- Introduced free wi-fi in Coney Street, St. Helen's Square, Museum Gardens and Rowntree Park.
- Delivered clear proposals for the expansion of Park and Ride Sites.
- Initiated the Reinvigorate York programme.
- Removed the public toilets on Parliament Street.
- Kings Square redevelopment in progress.
- Minster Plaza work underway.
- Green infrastructure consultation completed; green spaces plan developed.
- 19 new council homes completed Oct 2012. First council houses built in the city for over 20 years.
- Get York Building Board established Sept 2012.
- York's first Housing Week Nov 2012.
- Plans coming forward for 4000 new homes in the city.
- The Local Plan Preferred Options Draft has been produced to address housing need in the city.

✔ *Strategic Connectivity*

- Achieved funding for enhanced broadband coverage and wifi through the Super Connected Cities bid (Sep 12) and development of the York Core network with City Fibre Holdings and developing wifi and broadband coverage in the city centre.
- Leeds-Bradford to Heathrow airport connection established (Sep 12).
- Led the formation of local government agreement to lobby for continued investment in East Coast Main Line (Sep 12).
- York committed to full membership for LCR partners in the West Yorkshire Integrated Transport Authority.

✔ *Supporting Business*

- Secured Hiscox deal - 500 new jobs to the city.
- Secured John Lewis Partnership deal.
- £28m EIF investment over 4 years to support economic development (Feb 12).
- New Economic Strategy for York agreed in partnership with businesses.
- Proactive Inward investment strategy to bring businesses to York.
- Support for existing business and new start ups.
- Enhanced Key Account Management capacity.
- City Team established to support city centre.

- Acomb Business Team Established supporting local traders and community groups.
- York Means Business website and programme established.
- Developing a skills framework and skills survey enabling alignment of skills provision and business needs (in progress).
- Developing an Investment Plan for the City (in progress).
- York Branding for independent retailers “Proudly in York” through York means Business.
- York Business Week established in 2011 and repeated as annual event in the future.
- York Tourism Strategy is in progress and addressing the evening economy.
- VisitYork marketing the evening economy through the website.
- York is aiming to achieve Purple Flag status, a national accreditation of a safe, successful evening economy through the Association of Town Centre Managers.

✔ *Creating a culture of enterprise and encouraging more start-ups*

- Creative sector driving increase in business start-ups
- Training providers have access to cheaper and more suitable training venues than those provided by schools.
- Growing places funding secured for Digital Media & Culture Centre.
- New Bio-renewable Development Centre opened by Vince Cable.

✔ *Helping residents into employment and training*

- Developing a skills framework and skills survey enabling alignment of skills provision and business needs (in progress)
- Learning and Skills Review & City Wide training provision is in progress.
- Achieved double the target of the “100 apprentices in 100 days” with 199 new apprenticeships across the city
- 52% increase in all-ages apprenticeships city-wide in 11/12
- CYC increased apprenticeship programme to 34 in 11/12 and 35 in 12/13.
- 16-18 levels restored to target
- Development of a Financial Inclusion Strategy
- York Living Wage Introduced for CYC workers
- Jobs Fair attracting 1500 attendees

- Support for the Minster revealed project as a stimulus for stone masonry and glassmaking skills. Joint work between the Minster and York College positions the College as one of only 5 in the country to run a stonemasonry course.

Get York Moving

✓ *Expanding Park & Ride services*

- Work is ongoing to prepare land at the two new Park & Ride sites before construction begins this Spring. The site at Askham Bar will be relocated and doubled in size, and a new site introduced at Upper Poppleton. Estimated completion by April 2014.

✓ *Improving York's local bus services*

- Launch of All York ticket (Sept 2012) enabling one ticket to be used on all major bus services.
- 3 new free bus apps launched Apr 2013. To make it easier for commuters, residents and visitors to navigate their way around York at the touch of a button.

✓ *Developing York's cycling and pedestrian network*

- York is the UK's 3rd cycling city with 25% of adults cycling regularly (behind Oxford 28% and Cambridge 47%).
- Day 2 of the Tour de France starting from York a significant opportunity for boosting York's already strong cycling culture.
- York orbital cycle route completed Feb 2012.
- Haxby to Clifton Moor cycle route proposals – currently out to consultation.
- In July 2013 York will host the UK national circuit road race championships.

✓ *Improving movement in the city centre*

- Feasibility studies have been undertaken to develop car-free city centre proposals. Priority routes and traffic cells are being identified. Trials of city centre priority routes to be completed by July 2013.
- Extension of foot street hours. Pedestrian hours extended by 10 hours a week from March 2013 on an 18 month trial.
- Freight transshipment consolidation centre. Feasibility study to be completed June 2013.

- Reinvigorate York - street clutter rationalisation of the City Centre is underway, the first batch of bollards has been removed and the audit of signs has been completed.

✔ *Establishing 20mph speed limits in York's residential areas*

- Implemented South Bank 20mph zone in Sept 2012. Consultation underway in the west of York (a third of the city) to extend to these areas.

✔ *Winning hearts and minds*

- i-Travel – launched Sept 2012. Includes information on roadworks, improvements to existing transport services and information in the city.
- 'York Live' website launched – providing live traffic and travel information, including where roadworks and road closures are taking place, how many available spaces are free in council car parks and live rail arrival and departure times.
- The first UK Park & Pedal initiative launched Apr 2013.
- Business travel planning – CYC's business travel planning network launched in Dec 2012 and contact made with over 80 businesses. The first travel planning network conference was held in Dec 2012.
- Individual travel planning tendered and commenced.

Build Strong Communities

✔ *Community Engagement*

- Neighbourhood Working has been refined and changes will come into effect June 2013. Work towards the development of this new model includes:
 - Implementation of new arrangements for ward funding
 - Continued to develop the concept of Community Contracts within a number of wards across the city
 - Implementation of Resident Forums to replace existing ward committee meetings
 - Provision of a range of leadership training opportunities for members through LGA Keep It Real programme
- The city secured £1m lottery "big local" funding for Tang Hall driven by what residents want. Set up of Tang Hall advice hub with Big Lottery funding.

- The new delivery model for Library and Archives considered by Cabinet and Business Plan being developed.
- Tenant Scrutiny Panel established allowing tenants to challenge performance and make suggestions.
- Big York Survey carried out in 2012 and will be repeated in 2013, giving residents have the chance to shape the priorities of the council and suggest improvements
- New Customer Strategy launched including complaints model with a 5 working day response rate at the initial stage. New council HQ and website launched with facilities for customer feedback and customer feedback points set up in contact centre.
- Improved use of social media has led to nearly 7000 followers with daily updates on council services.
- Consultations taken place with residents for example on HWBs prior to set up of new Board, on i-travel, on waste.
- Shortlisted for local authority landlord of the year.

✔ *Stronger Voluntary Sector*

- Volunteer Charter completed, however completion of the Voluntary Sector Strategy being driven by CVS has slipped to allow more time for consultation and voluntary sector involvement. The strategy is expected to be considered by Cabinet July 2013.
- Successful procurement of Your Consortium to administer voluntary sector funding.

✔ *Healthy Sustainable Communities*

- City of York council successfully bid for £252,705 of National Lottery funding from Sport England's Inclusive Sport fund to increase provision of sport for disabled people in York.
- Transfer of Public Health functions and staff to the LA.
- Established the Health and Wellbeing Board.
- Joint Strategic Needs Assessment and Health and Wellbeing Strategy completed.
- York 800 and Olympics events held in 2012.
- York Alcohol Strategy and York in recovery strategy - first consultation has taken place, next public consultation in May 2013.

✓ *Safer Inclusive Communities*

- York Single Equality Scheme launched
- First annual crime summit held in 2012 and second in April 2013.
- Cabinet post for crime and community safety which helps to keep the focus on crime, co-ordinate partners at strategic levels and prepare York for the introduction of the North Yorkshire Police and Crime Commissioner
- Hate Crime Strategy and refresh of Community Safety Plan completed.
- Target to increase cold calling zones exceeded.
- ASB procedures revised August 12.
- Reinforced the noise patrol team – new approach in partnership with police. Guarantee of priority support agreed (Sep 2012).
- CYC managing Community Payback to make those responsible for vandalism repair damage. Monthly meeting of relevant agencies to coordinate work effectively.
- Used new legislation to improve licensing in the city.
- Embedded PREVENT into strategic thinking of the Council.
- £342,000 awarded for 6 new traveller pitches
- Cabinet portfolio created for Crime and Community Safety.
- Gypsy and Traveller Strategy – developed and will be considered by Cabinet in June 2013
- ASB meeting structures revised to bring all meetings in to one MAPS (Multi-agency Problem Solving) structure incorporating all partners. In 2012-13 there were 2169 fewer calls for service for ASB equating to a 17% reduction.

✓ *Create Communities where young people flourish*

- A new website for 11-18 year olds in the city was launched March-13. Yor-zone.org.uk.
- Taking Play Forward Policy has been refreshed for 2013-16
- Lord Mayor Shine Awards Launched to celebrate the contribution children and young people have made to the city
- Communities supporting school attainment - an event was held on 19 March hosted by Westfield school. Sharing good practice and initiatives from those who work in these challenging areas.

✓ *Improved Community Infrastructure*

- The Local Plan Preferred Options Draft has been produced to address housing need in the city. Plans coming forward for 4000 new homes in the city.
- First council houses built in the city for over 20 years - 19 new council homes completed Oct 2012.
- Get York Building Board established Sept 2012.
- York's first Housing Week Nov 2012.
- Oliver House being redeveloped with CVS as Autism / Social Care Hub.
- Ward Asset audit complete Aug 2012.
- Asset transfer policy & Area Asset & Neighbourhood development plans being developed.
- Community groups encouraged to use schools after hours. Community use agreements in place in 7 schools with schools such as JoRo, example of good practice for community bookings and business management.

Protect Vulnerable People

✓ *Providing great facilities that support dedicated high quality care for people with dementia and other specialist needs.*

Adult Services

- Changed local Fair Access to Care Services criteria to enable focus on most vulnerable (Aug 12).
- All EPHs inspected and compliant with the Care Quality Commission.
- Evaluation by York St John of the closure of the 2 EPHs now completed and in public domain – very positive feedback received.
- External legal advisers appointed to support CYC project team in developing the procurement approach and tender/contract documentation that will underpin the Council's search for a Partner to develop and operate the Lowfield Community Village for Older People and the Fordlands development on the Burnholme site.
- Actual Cost of Care tender exercise commenced, joint approach with NYCC and ICG to be given due consideration in setting fee levels for 2014-15 and beyond.
- Customer Contribution Policy revised and agreed. Testing of new tool for allocating indicative personal budgets due to be implemented from April 2013.
- Steering Group established to oversee and promote York's aspiration to become a "Dementia Friendly" Community working with businesses,

shops and services to support them to become more “dementia friendly” and accessible.

- Won national funding to take forward social enterprise options for warden call and Community Equipment Loan Store.
- 4 dedicated Telecare Technicians in place providing assessment, advice and installation for all Telecare customers. (Approx 1700 to date.).
- 70% of customers leaving Reablement service with lower, or no support package. Target was for 60%. Reablement service now providing double the face to face contact since March (546 hrs a week compared to 250 hrs in March 2012). Positively evaluated March 2013.
- Flexible Carer Support Scheme review work successfully achieved: new eligibility implemented (Dec 12) and handover of scheme to LTT (Jan 13). Plan developed to reduce current waiting list for Carers Assessment of Need and implementation underway.

Children's Services

- Maintained excellent rating for children's services (Nov 11).
- Review of delivery arrangements for children's residential care resulted in agreement being reached with members to seek new provider. Award of contract to new provider February 2013.

✓ *Investing in services to support people in the community.*

- Identified appropriate post-16 pathways for Traveller young people in danger of becoming NEET.
- Opened the Young Person Foyer at the Howe Hill Hostel (Jan 12).
- Looked After Children Support Service commenced operation December 2012.
- Produced a new Children and Young People's Plan “Dream Again (Oct 12)
- Signed up to Charter for Disabled Children (Oct 12)
- York Equality Scheme launched Oct 2012
- Over 150 practitioners attended City of York Safeguarding Children Board's conference on Neglect (November 2012).
- New pop-up Youth Cafe under trial (Oct 12).
- Arrangements to confirm and publish the local offer for youth provision across the City underway. National funding to establish Youth Innovation zone facilitating stronger voluntary and community sector engagement in provision has been extended by local funding (DIF). New Yorzone website launched at end of March 2013.

- Strategy to increase the access of disabled young people to positive activities and volunteering through extended services and in youth clubs is progressing.

✔ *Operating effective safeguards to protect vulnerable adults whilst also promoting individual budgets so that people can exercise greater choice and control over their lives.*

- Numbers of Personal budgets remains steady and above the Government's new target of 70% (73.11% in December).
- Homeless Strategy reviewed & approved by Cabinet March 13.
- No Second Night Out rough sleeper scheme formally launched Jan 13.
- Positive Ageing – Housing Choices: The Older Person's Guide to Housing Options launched November 12.
- Response to Winterbourne Review: Safeguarding implications for practice and residents in York. Establishing a multi agency review group with engagement of representatives from the Valuing People Board.
- Development under way for new Neighbourhood Care Teams to deliver integrated working around GP practice clusters, including CYC staff. Pilot team in Haxby and Wigginton.
- Commissioning a range of other public health and health improvement services, including Sexual Health, Substance Misuse, Child Health for 5-19 year olds, Smoking Cessation and Healthy Weight services.
- Commissioning or providing certain mandatory services, including:
 - Appropriate access to sexual health services
 - Services to protect the health of the population
 - The National Child Measurement Programme
 - NHS Health Check assessment
- CYC and the Trust staff to work on a pilot to see where health and social care can join up to provide good quality care and support for people at the end of their life. To run alongside a new steering group for End of Life Care which includes representation from hospice, voluntary sector, health and social care.

✔ *Establishing a Health and Wellbeing Board.*

- Completed improved JSNA and Health and Wellbeing Strategy.
- Board established.

✔ *Supporting families.*

- The Integrated Family service continues to provide a high number of Parenting programmes. High numbers of families engaging in the new Troubled Families initiative in York. Co-located on 3 school sites in targeted areas of the city. The first year has seen 112 families being identified and 99 actual families being engaged with under the PbR arrangements.
- Wenlock transfer – May 2013.
- The Troubled Families Unit visited York (April 13) to look at the work being undertaken in the city and the model being used. They liked our robust structure, model and processes and asked if they could advise other LAs to contact us.
- We currently have 50 vulnerable families who meet the current two year old criteria. The number of eligible two year olds is likely to rise to 300 over the next 18 months. Project to commence Sept 2013.
- Joint welfare reform initiative using £27k DWP funds to target private renters affected by reforms.
- £447k DECC funds awarded to install heating & insulation in the homes of fuel poor vulnerable residents
- 6 regional community energy collective switching scheme pilots funded by £300,000 DECC funds.
- £124,000 Green Deal grants won to trial solid wall insulation.
- In May 2013 the review of the sheltered employment scheme at Yorkcraft is due to finalise its proposals for this service.
- CYC introducing Living Wage from April 2013.

✔ *Establishing a 'Fairness Commission'.*

- Fairness Commission established and final report published Sept 2012.
- CYC committed to implementing the recommendations from the Commission. Recommendations on living wage implemented and adult and children's social care budgets protected.
- Commitment to excellence in equalities via EFLG assessment.
- A financial inclusion project and development of an anti-poverty framework.
- York is also looking to recruit members for new Fairness and Equalities Board, which will oversee the reduction of inequalities in the city

Protect the Environment

✓ *Climate change and reduced carbon emissions*

- Low Carbon Investment Pipeline has been created for York.
- Funding has been secured for a low carbon district heat network.
- Eco Starts Scheme currently has 11 out of target of 20 businesses signed up.
- Council reduced its carbon emissions by 28% since 2007 - 3% above target.
- A new council-wide Pool Car scheme has been launched and CYC has delivered original Carbon Management Programme targets with options underway to evaluate new programme.
- Green audit of council fleet and property completed. Property audit identified projects that could save up to 400t CO2. Feasibility studies underway.
- 2012/13 flood defence budget adjustment increasing allocation to Leeman Rd and Clementhorpe by £356k.
- Surface water management plan approved Dec 2012. Strategic Flood Risk Assessment being updated.

✓ *Improved Air Quality*

- Cabinet agreed a Low Emission Strategy in October 2012: York is the first council in the country to have a Low Emission Strategy.
- Low emission zone feasibility study and modelling completed in October 2012. Results due in June 2013.
- Electric vehicle charging points installed.
- Mercury abatement equipment installed at the crematorium Feb 13 meeting statutory omission targets.
- Environmental Protection Unit won a £15k grants to analyse CYC's fleet for the suitability of electric vehicles and Defra's highest local authority award of £150k to deliver 5 air quality improvement measures. EPU also launched a £1500 discount incentive scheme for taxi drivers who purchase hybrid or electric taxis and the noise patrol now using council's first electric car (April 2013).

✓ *Renewable energy*

- Green Deal, Cabinet approved using the Leeds City Region model in April 2013 due to start April 2014. £124,000 green deal grants won by housing for solid wall insulations and £447,000 DECC funding for heating and

insulation for vulnerable residents. £341,000 CERT Funding to help private sector households with energy efficiency.

- Collective energy switching scheme launched in Feb 2013.
- Photovoltaic panels installed on over 400 council homes with a target of a further 380 homes. Air source heat pumps installed in 7 council homes funded by Renewable Heat Premium Payment grant.

✓ *Managing Green Spaces*

- Green infrastructure consultation completed; green spaces plan developed.
- 5 green flags awarded to parks and open spaces.
- Treemendous continues to work closely with community groups with a 25k Big Tree Plant fund.
- Gold medal award for the city in the Yorkshire in Bloom.

✓ *Conservation and heritage management*

- Initiated the Reinvigorate York programme including approved design for Kings Square worth £490,000 and £1.5 million allocated for Newgate Market.
- Removed public toilets on Parliament Street.
- Introduced free wi-fi in Coney Street, St. Helen's Square, Museum Gardens and Rowntree Park.
- RIBA competition for development of the guildhall complex took place in Oct 2012.
- Phase 2 of York Explore developed and currently in design stage with construction contract to be let in Sept 2013 to create a new, state of the art archive.

✓ *Enhanced Public Realm*

- Draft public spaces strategy developed following internal and stakeholder consultation.
- City centre bins replaced and upgraded. 'Big Belly' bins installed across the city centre.
- The Street Environment and Enforcement team worked closely with Universities and Colleges, Student Unions and landlords in relation to refuse and litter. Big Green Clean project run by YUSU & CYC to help students get rid of unwanted items.

- Smarter York launched with Smarter Charter developed in March 2013. Spring clean planned for May 2013. 24hr 'Smarter York' hotline and app set up.

✔ *Waste Services*

- Recycling rates have decreased from 46.41% in 2011-12 to 46.28% (projected for 2012-13).
- Tested and rolled out new recycling containers and publicised recycling.
- Garden waste consultation completed and implementation of the proposed charges underway.
- Assisted waste collection service for elderly residents is now promoted within all of our literature.
- Waste strategy being developed.

Core Capabilities:

✔ *Develop and implement a Workforce Strategy.*

- Introduced a Workforce Strategy (Sep 12)
- Launched Team York staff development programme (May 12)
- Launched From Service To City leadership programme (Jul 12)
- Implemented the annual eXtra Factor staff recognition awards (Nov 11).
- Living Wage introduced - 570 staff at grades 1 and 2 will benefit from the introduction of the living wage (Apr 13).
- Delivered nearly 700 courses: 264 courses to the Adults Workforce; 182 courses to the Children's Workforce; 218 courses to the Early Years Workforce).
- 250 learning needs identified and prioritised, to be reviewed on a quarterly rolling basis throughout 2013/14.
- In partnership with HR, have developed a funding and delivery model to deliver CYC corporate learning and development requirements in 2013/14.
- YOR Wellbeing (an interactive health & wellbeing portal for City of York Council staff and their families) launched (Mar 13) and has been favourably received by staff that accessed it.
- Developed a HR Policy Review Programme including production of Dignity at Work Policy.
- Started a new TU Engagement.
- New apprenticeship pay and scheme.

✔ *Move to West Offices.*

- West Offices Customer Centre opened (Mar 13).
- The new West Offices is a modern, efficient, cost-effective and sustainable office building and customer centre that will enable the council to realise more than £17m in savings over the next 25 years.
- Rationalised down from 17 buildings to 2.
- Implemented flexible work styles, reduced paper, greater collaboration and cultural change.
- Share with VOYCC, CAB, South Yorkshire credit union and police.

✔ *Become an “excellent” local authority for equalities.*

- Preparation for assessment for excellence in equalities is underway as part of the Service Plan process.

✔ *Implement a new Customer Strategy.*

- Customer Strategy produced and published.
- Customer Service Excellence award for our phone and face to face teams achieved (Oct 12).
- Registrars achieved Customer Service Excellence award June 12.
- Implemented policy to respond to all complaints within 5 working days.
- Tell us once initiative for death registrations implemented November 12.
- Carried out the first Big York Survey (Jun 12). Agreement to repeat on an annual basis.
- Ward Profiles produced covering a range of topics including 2011 Census published on website (Apr 13)
- Introduction of Experian customer profiling information & mapping (Aug 11)
- Used the York 800 celebrations as a focus for staff and community engagement (in progress)

✔ *Develop the Council’s medium term Financial Strategy.*

- Full Council has agreed the savings, investments, fees and charges that the council will make for 2013-15.
- Established Rolling two-year budgets (Feb 12).
- £21m savings achieved in 2011/12 (Mar 12).
- Established a public sector trading company (May 12).

- Delivered new procurement Strategy, implemented Supplier and contract management system, Forward Procurement Plans, supplier engagement programme, cost reductions (Apr 12).
- Implemented a new payroll system, iTrent, and employee self service (Oct 12).
- New asset strategy in November followed by Asset review – established Capital Asset Board to oversee all asset decisions across all CYC asset portfolios. (in progress).
- Residents in particular financial difficulty will be supported by a new financial assistance scheme in the city (Apr 13).
- iTrent HR manager self service will be running during April, May and June. Feedback will be used before the new area is rolled out to managers across CYC over the summer.
- The ongoing supplier cleanse removed over 5,500 unused creditors from the system.

✔ *Become a more innovative and enterprising council.*

- GeniUS overall winner and winner of the community engagement award at the prestigious Guardian Public Service Awards (Dec 12).
- Created an Economic Infrastructure Fund of £28m (Feb 12).
- Provided £1m funding to facilitate delivery of priorities and innovation (Feb 12).
- City of York Council website launched (Jan 13) providing a much more interactive and informative experience for users.
- The independent living show flat at Alex Lyon House sheltered housing scheme in Tang Hall, created as a result of the council's award-winning innovation project GeniUS!
- Procurement strategy with commitment to local purchasing and triple bottom line assessments of value.
- Letting of West Offices cafe to a social enterprise.

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City of York Council Annex B – Key Measures

May 2013



Create Jobs and Grow the Economy

Workforce and Economic Talent

York has been highly ranked by independent sectors for its workforce and economic talent.

- Ranked 1st for Human resources (MJ and Local Futures, 2013)
- 2nd for Talent (The Santander Towns and Cities Index, 2013)
- Top City for Labour Market (MJ and Local Futures, 2013)
- The percentage of pupils achieving 5+ A* - C at GCSE (or equivalent) has increased from 59.1% in 2010/2011 to 62.1% in 2011-2012. These figures are higher than the regional and national percentages and have increased to 62.7% in January 2013 showing further improvement.
- The number of apprentices increased from 1492 in 2010 -2011 to 1663 in 2011/12 with success rates above the national rates
- York's Employment Rate has increased since 2011 to one of the highest in the country (Centre for Cities, 2013)
- York's Self Employment rate has increased to above the regional and national average since 2011 (ONS)
- York's Job Seekers Allowance Claimants have decreased by 267 since May 2011, and York's is one of the least affected cities in the country for change throughout the economic downturn. (Centre for Cities, 2013)
- Youth Jobs Seekers Allowance Claimants have reduced by 120 since May 2011, with York is one of the least affected cities in the country for change despite the economic downturn. (Centre for Cities, 2013)
- Long-term claimant count rate remains low (Centre for Cities, 2013)
- York is now one of the top ten cities for positive change in real wages (Centre for Cities, 2013)

Improving Business and Enterprise

- York is now one of the top ten local authority areas outside London to locate a business (Ranked 5th) (MJ and Local Futures inward Investment guide, 2013)

- York now has its highest number of businesses on record – 8010 (2012, ONS)
- Business Survival Rates have improved and are now higher than the regional and national average (ONS)
- The Business start-up rate change for York has increased at a faster rate than that of the Leeds City region and the York and North Yorkshire average between 2008 and 2012(BankSearch UK Ltd). There were 2767 Business Start-ups since May 2011 (BankSearch UK Ltd, February 2013)
- York has an improving private sector/public sector jobs ratio (Centre for Cities,2013) with an improving proportion of Knowledge Intensive Service jobs (Centre for Cities 2013)
- Creative Businesses make up an average of 18% of Business Start-ups (BankSearch UK Ltd)
- The council delivered business engagement to 370 companies between March 2012 and March 2013 for potential investors and existing businesses
- Vacant shop rates stand at 5.8% in March 2013 compared to 8.16% at March 2012.
- 16th of 74 for Enterprise (Santander, Towns and Cities Index, 2013)
- Ranked number 1 for Quality of Life (MJ and Local Futures inward Investment guide, 2013)

Get York Moving

Buses (current data is provisional)

- Park & Ride bus journeys are on an upward trend - up 6.2% on the previous year. 4.3m in 2012-13 compared to 4.06m in 2011-12. This equates to an increase of a million journeys since 2007-08.
- Bus journeys originating in the authority area (excluding P&R) are on a downward trend. This still represents 9.25m journeys at year end 2012-13 but the predicted drop is 9% on 2011-12.

- In 2009-10 the percentage of bus services running on time was 67.7%, placing York in the bottom quartile for Yorkshire and the Humber. York's position has improved considerably and is currently 81% for 2011-12.
- In 2009-10 the excess waiting time for bus services was 2 minutes, placing York in the bottom quartile for Yorkshire and the Humber. York's position has improved considerably and is 0.8 minutes for 2011-12.

Traffic

- The number of people killed or seriously injured in road traffic accidents from January to December 2012 is 51. This represents a downward trend. The number for children under 16 is 4. Data is also collected against mode of transport e.g. cyclist, motorcyclists, pedestrians. (All current data is provisional.)
- Traffic volume and traffic speed data is currently being reclassified by the DfT with the first data due in September 2013.
- In the Big York Survey 2012 the issue that respondents thought most needed improving was traffic flow (54 %).

Cycling

- York is the UK's 3rd cycling city with 25% of adults cycling regularly (Oxford 28% and Cambridge 47%).

Travel planning

- A travel planning network conference was held in December 2012 and contact has been made with 80 businesses.
- Personal travel planning is now underway in Clifton and Rawcliffe. It will be rolled out to other parts of the city in due course.

Building Strong Communities

Community Engagement

- The 2012 Big York Survey showed that 29% of residents agree they can influence decisions in their local area.
- 87% tenants' satisfaction with council as a landlord, slightly down from the 88.5% the previous year.

Stronger Voluntary Sector

- Nearly half of respondents to the 2012 Big York Survey gave unpaid help in the last 12 months, with about one third doing so at least once a month.
- 29% of respondents felt the council and its partners were doing well in promoting involvement in community based work.

Healthier Sustainable Communities

- 87% of respondents to the Big York Survey thought they were healthy, higher than the 79% in the Place Survey (2008).
- 42% of respondents to the Big York Survey felt the council and its partners were doing well with providing community facilities and 40% for promoting healthy lifestyles.
- As of Dec 2012 visits to swimming and sport centres was nearly as high as 2011. Visitors to libraries in the same period were down by 4%
- The percentage of tenants evicted as a result of rent arrears was 32 this year, back to a similar level as 2008/09. This reflects the economic environment and benefit cuts. A number of those evicted had had warrants repeatedly set aside by the courts in the past but continued to fail to meet the judgements by the court.
- Homeless households in temporary accommodation at March13 was 99, although this represents an increase from the position in March last Year (93) and exceeds our ambitious target of 85 .Nationally there has been significant increases in homelessness and number in temporary accommodation.
- Households for whom positive action has prevented homelessness is down to 746 March13 compared to 993 in 2011-2012 (exceptionally high

numbers). In part this is due to increased difficulty in accessing private rented sector, but it exceeds the target of 696.

- A snapshot December 2012 showed that the number of people sleeping rough on a single night was 8 compared to 2 for the same period last year. After remaining fairly consistent for the last 5 years the latest figure reflects a significant increase, in line with the national trend.

Safer Inclusive Communities

- The first eleven months of data available suggest that crime continues to reduce and is predicted to be between 9 - 10% lower. York is predicted to see the largest fall in crime of the seven local authorities in the North Yorkshire Police area.
- Acquisitive crime in 2012-13 was 20% lower (372 crimes) than the previous financial year. York has seen significant improvement in its position within its family group with York now sitting in 6th place compared to 12th place at the start of the financial year.
- Levels of violent crimes in York amounted to 189 crimes fewer in 2012-13 than the previous year, equating to an 8% reduction. York is currently in 9th place within its family for violent crime, this is an improvement from 12th place at the start of 2011.
- Levels of violence and damage crimes within York's Cumulative Impact Area (City Centre) and the city centre continue to reduce. Violent crime was 14% lower in 2012-13 equating to 64 crimes and damage was 9% lower equating to 8 crimes.
- Levels of hate crimes / incidents have dropped in 2012-13 with 14 fewer cases. 2012-13 will be the third year in a row where the level of hate crime recorded has reduced.
- The total number of "domestic" incidents has risen by 12% to 2476 incidents in 2012-13. The number of incidents classified as a repeat has risen from 23% of all incidents to 34% of all incidents.
- Levels of police recorded anti-social behaviour calls for service in York have reduced for the third year running. In 2012-13 there were 2169 fewer calls for service equating to a 17% reduction.
- The level of criminal damage in 2012-13 was 13% (266 cases) lower than last year. All types of criminal damage fell, with the biggest reduction seen in the criminal damage to vehicles category.
- Data on Noise incidents shows that there were 1625 incidents in 2012-13 compared to 1833 cases in the previous year, a drop of 11% in

incidents. This is the fourth year in a row that noise incidents have reduced.

Communities where young people can flourish

- The number of visits to the Shine web page at the year end was 25,455 an increase of 2,443 on last year.
- The difference in percentage points between pupils eligible for free school meals and those who are not, achieving Level 4 in English and Maths at KS2 improved in 2012 to 27% compared to a 32% gap the previous year. The difference at KS4 improved to 29% from 33% the previous year. The gap for both these indicators is better than national proportions showing we are narrowing the gap.
- The number of 16-17 year olds accepted as homeless has reduced by 90% from 20 to 2 as at March 2013 as a result of Howe Hill for Young People opening.
- Data on first time entrants in to the youth justice system is now available up to quarter 3 of 2012/13. The number of first time entrants continues to decline in York year on year.

Improved Community Infrastructure

- 115 new affordable homes were built in 2012-13. The council provided incentives to households wanting to 'downsize' and free up larger affordable homes, and agreed a package of incentives to Get York Building to encourage new development.
- Homeless households in temporary accommodation decreased to 99 compared to 109 the previous year.
- Households for whom positive action has prevented homelessness is down on the exceptionally high numbers in 2011-2012, and is not expected to hit target.
- At March 2013, 35 empty properties were brought back into use. The excellent performance figures reflect the work of the new Empty Property Officer.

Protect Vulnerable People

Providing great facilities that support high quality care for people with dementia and other needs

- Timeliness of social care packages increased from 88.6% in 2011-12 to a current level of 91%.
- 70% of customers leaving Reablement service with lower, or no support package against a target of 60%.
- Child protection cases reviewed within timescale above 90% against a target of 92%.

Investing in services to support people in the community

- The engagement of the Traveller community in children's centres has:
 - registered and reached 100% of travellers aged 0-4.
 - engaged with 69% of travellers aged 0-4.
 - reached 91% of Traveller families.

Operating effective safeguards to protect vulnerable adults and promoting individual budgets

- Adults with learning difficulties in employment increased from less than 8% in 2010-11 to currently more than 20% against a target of 10%.
- Numbers of Personal Budgets remains steady and above the Government's new target of 70% (73.11% in March).
- The 13% increase in those with Warden Call and Telecare Packages show how investment is providing good prevention services to keep people safe and independent in their own homes.
- Provisional figures for Looked After Children show numbers have reduced to 243 from the beginning of the year when it was 251, this is an indication that early intervention work is starting to impact with a significant reduction in new entrants, and a third less legal applications, previous estimates were showing numbers were in line to rise to 290 by the end of the year.
- Outcomes for Looked After Children at Key Stage 2 were above those targets set for those children.
- 100% of care leavers are in suitable accommodation.
- The number of Early Years settings receiving good and better Ofsted judgments increased from 80% to 88%.
- For the third year in a row there was a 100% completion of (including

and excluding exceptions) final statements of SEN.

Supporting families

- Troubled Families who are eligible for Payment by Results on achieving the agreed outcomes set by government achieved the target of 90.
- Numbers attending parenting programmes exceeded the target of 380 with 485 attending.

Protect the Environment

Climate change and reduced carbon emissions

- York's CO2 emissions for 2010 were 5.6t CO2 per person compared to 8.7 for Yorkshire and Humber, and 7.4 for England.
- The council **has** exceeded by 3% its own target to reduce carbon emissions by 25%.
- 11 businesses signed up to the Eco Stars fleet recognition scheme (target 20 by 31 March 2014). CYC is now a member as well.

Air Quality

- All 8 of the Air Quality monitoring points set up in relevant locations have seen a fall in 2012 for the average annual mean Nitrogen Dioxide. 4 of the points are now below annual mean objective of 40 micrograms and the point on Rougier/George Hudson Street has seen reduction below the more serious breach level of 60 micrograms.
- Low emission vehicles have been introduced in CYC fleet, licensed taxis and buses operating in York. Currently there are 9 City Car Club hybrid vehicles block-booked for CYC during office hours.

Renewable energy

- Between April 2010 and December 2012, 1,430 feed in tariff installations were registered in York. This equated to a total installed capacity of 4.9MW of energy.
- Photovoltaic panels were installed on over 400 council homes with a target of a further 380 homes. Air source heat pumps installed in 7 council homes funded by Renewable Heat Premium Payment grant.

Green Deal Potential

- LCR Green Deal Model may result in 615 – 1,230 homes, in the first three years of the scheme, being offered a Green Deal.
- The council will continue to offer free cavity wall and loft insulation through CERT programmes until June 2013. Between September and December 2012 there were 1,014 customer referrals and 96 measures installed.

Conservation and heritage management

- The percentage of conservation areas with an up to date character appraisal met the challenging target of 26% in 2012-13, an increase from 23% in 2010-11.
- The active management of local sites to improve bio-diversity increased to 46% in 2011/12, from 38% in 2010-11.
- 81% of York residents believed the council is doing well in preserving York's Heritage (BYS 2012)

Waste Services

- Cost of landfill tax was up 11.4% in 2012-13. Despite continuing decreases in landfill tonnages the landfill tax bill continues to increase with increases in landfill tax per tonne
- Provisional figures for tonnage of household waste collected has improved by over 4% from last year's position and hit target.
- Provisional figures show a 2.5% decrease from last year in tonnage landfilled, but this remains marginally above the target.
- Provisional year end figures show a slight decline from last year's result, for waste recycled, reused or composted missing the improvement target. DEFRA reported in February provisional quarterly figures for the first quarter of 2012-13 just 42.9% of household waste was recycled in the twelve months to June 2012. This was virtually the same as was achieved in the 2011-12 financial year (42.8%). There seems to be a plateau effect taking place in recycling nationally mirrored within York.

Core Capabilities:

Ensure high levels of Income Collection and Debt Management:

- The percentage of Council Tax collected in year has increased from 97.89% in 2011/12 to 97.94% in 2012/13.
- The % of NNDR collected in year has remained stable at 98%.

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Cabinet

4 June 2013

Report of Cabinet Members for Health, Housing & Adult Social Services, Leisure, Culture and Social Inclusion, Crime and Stronger Communities and Education, Children and Young People

Gypsy, Roma and Traveller Community in York

Summary

1. This report highlights the inequalities faced by the Gypsy, Roma and Traveller Community in York. It describes the partner and community engagement which has taken place to bring forward a focus on six priority areas which will help to improve outcomes for this community. The report seeks approval of the Gypsy, Roma and Traveller Strategy and Action Plan 2013 – 18.

Background

2. Gypsies and Travellers are one of the largest distinct ethnic groups in York and their traditions and history can be traced across hundreds of years in the City. There are approximately 350 families in York, living on traveller sites, in housing and in caravans on the roadside.

National and local evidence does suggest that this community does experience a range of inequalities, is marginalised and disadvantaged. Information from those responding in the 2011 Census in York has been used to develop a profile of this Community. Only 75.5% of travellers think they are in good health compared to 83.9% in the York population. A more detailed profile is available as a background paper to this report.

The vision for the City set out in the work and report produced by the York Fairness Commission, and embedded in the York Equality Scheme – A Fairer York- outlines an equal, inclusive and welcoming city, where all residents have an opportunity to enjoy life without inequality.

With this in mind a piece of work was commenced with communities and partners in summer 2012 to support tackling some of the challenges faced by these families in York, with a view to improving outcomes and opportunity.

Development of Priorities in York and Consultation

3. During May 2012 partners, representing statutory, voluntary and community sectors convened to launch the development of this piece of work. The partners involved included:-

- City of York Council
- North Yorkshire Police
- Citizens Advice Bureau (CAB)
- York Traveller's Trust
- IDAS (Independent Domestic Abuse Service)
- North Yorkshire Fire Service
- North Yorkshire and York Foundation Trust
- Vale of York Clinical Commissioning Group
- National Farming Union
- The Gypsy, Roma and Traveller community
- The wider community

The York Traveller Trust is a particularly important partner having almost 15 years experience of building links with this community in York. They have been included in bringing forward this piece of work

Officers met with colleagues from all stakeholder organisations and agreed the themes and the actions behind them. A draft strategy and plan was developed.

In December 2012 a follow up event was held with partners to launch the final phase of formal consultation on the draft strategy and action plan. This event was designed for professionals working with Gypsies and Travellers and other tailored forms of consultation are outlined below. The feedback received from these consultations has been used to further develop the Strategy and action plan and identify the priorities:

During December 2012 we also consulted again with Gypsies and Travellers on the three York sites; Osbaldwick, Clifton and James Street explaining the purpose and nature of the Strategy and using a series of questions to record their responses. We furthermore

visited roadside Travellers known to us and Gypsies and Travellers living in houses, who have self identified.

In January of this year we held a further focus group with Gypsies and Travellers from across the city, in order that issues arising within the strategy and action plan and through the initial surveys could be explored in greater detail.

An online survey was launched on 10 December 2012 in order to capture the views of all key stakeholders who have not been able to feed their views into the planned events, as well as members of the wider community and members of the community outside of York. This has also been sent to specific audiences including the Gypsy council and those who have contacted the council regarding planning for sites in the past.

Options

4. Option 1- To approve this Strategy and action plan across the City.
5. Option 2- To amend the Strategy and action plan across the City.

Analysis

6. Option 1 - From this activity it is clear that there are inequalities experienced in this community in York. There are gaps in data but there are six themes emerging which have being used as the basis for the strategy and action plan found at annex 1. These themes support improvements around outcomes as follows:-
 - Improving outcomes in education
 - Improving Health and Wellbeing
 - Improving accommodation supply and standards
 - Improving Community Safety
 - Employment and financial inclusion
 - Community Engagement and Partnerships

The delivery plan attached sets out some of the actions necessary to take this work forward. A major thread of this is to seek improved engagement with this community. Equally it is clear that

there is limited empirical evidence regarding the current landscape relating to Gypsies and Travellers and a picture of their needs and aspirations. A priority in the first year of the strategy is to fill this gap to give clearer direction on where to focus resources

A partnership group will be established as a sub group of the Fairness and Equalities Board and will be chaired by the Director of Communities and Neighbourhoods. This group will monitor delivery and progress and will ensure that there are improvements in outcomes.

Council Plan

7. This Strategy links in with the following themes in the Council Plan:
 - Build Strong Communities; financial inclusion and public health
 - Protect vulnerable people; supporting families, health and wellbeing Board and Fairness Commission
 - Create Jobs and Grow the Economy; Helping residents into training and employment

Implications

8. **Financial:** None identified at this time by any partners.
9. **Human Resources (HR):** None.
10. **Equalities:-**A Community Impact Assessment has been completed. This plan will improve outcomes for the Gypsy, Roma and Traveller Community.

Recommendations:

That Cabinet agree the Gypsy, Roma and Traveller Strategy and Action Plan 2013 – 2018 as attached at Annex 1 of the report.

Reason: To improve outcomes for the Gypsy, Roma and Traveller Community.

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	Report Approved	√	Date 24 May 2013
Specialist Implications Officer(s) <i>List information for all</i>			
Wards Affected: <i>List wards or tick box to indicate all</i>			All <input checked="" type="checkbox"/>
For further information please contact the author of the report			

For further information please contact the author of the report

Background Papers:

1. Census 2011 York Gypsy and Irish Traveller Profile (available online).

2. Feedback from consultation undertaken during December and January 2013 (available online).

Annexes

Annex A: Gypsy and Traveller Strategy and Action Plan 2013-18.

ANNEX A

The York Gypsy, Roma and Traveller Strategy 2013- 2018

Contents

Forward

A word from York Travellers Trust

1. Introduction

2. The York Context

3. Promoting equalities and Challenging
discrimination and prejudice

4. Six Key Themes identified:

- Improving outcomes in education
- Improving the health and wellbeing
- Improving accommodation supply and standards
- Improving Community Safety
- Employment and financial inclusion
- Community Engagement and Partnerships

5. Recommendations

6. Monitoring and the way forward

7. List of key partners

8. Further information/ references

York Gypsy Roma and Traveller Action Plan
2013-2018

Feedback from consultation undertaken during
December- January 2013.

Census 2011 York Gypsy and Irish Traveller
Profile

Forward

During Spring 2012 City of York Council commenced work in leading a city wide strategy, in partnership with agencies and the Gypsy, Roma and Traveller community. The purpose being to further explore the significant and complex issues relating to Gypsy Roma and Travellers communities across the City, and the steps required to improve the opportunities and outcomes for one of the cities biggest minority ethnic groups.

Evidence, including the Equality and Human Rights Commission report 2009, suggests that today Gypsies and Travellers are the most marginalised and disadvantaged of all minority groups nationally, suffering the greatest inequalities across a range of indicators. These include access to suitable accommodation, policing, justice and probation, health, education, employment and financial

services. This is supported by information gathered during the 2011 Census from the York community.

The profile and plight of Gypsy Roma and Travellers (GRT) communities has increased gradually over recent years with a number of reports and research being published and Government action being undertaken. A progress report, published in April 2012, from the Ministerial working group on tackling inequalities experienced by Gypsies and Travellers, set up in November 2010 has produced 28 commitments from across government to ensure mainstream services work more effectively with Gypsy Roma and Traveller communities in future.

These commitments are reflected in our action plan to deliver against this Gypsy, Roma and Traveller Strategy.

Over recent years marked progress has been made across York towards addressing the needs of this community and seeking to improve outcomes and opportunities for them. This strategy aims to build on this progress through adopting a partnership approach.

Successes include the launch of a 'Travellers Choice Programme' to ensure ongoing investment in improving the Councils sites; a 'Tethered Horse Protocol', outlining the Councils approach to managing horses in the City; two citywide partnership events to develop this strategy as well as detailed consultation and capacity building with the community; a successful bid to the Homes and Communities Agency (HCA) to extend the Osbaldwick site to incorporate an addition six pitches, amenity space and grazing land.

York Travellers Trust recently announced they have been successful in achieving lottery funding to expand their role in supporting the GRT community. This will enable them to maximise and promote education, training and employment opportunities, and financial inclusion, improve health outcomes through exploring opportunities to fund a health worker and address issues with the wider community, the GRT and some key agencies around equalities and community cohesion. During March 2013 a North Yorkshire and York event was held for the GRT community, supported by key agencies, and focussing on the aspects they have told us are most important including accommodation standards and planning, financial inclusion, benefits advice and employment, education and training. This was also an opportunity for them to showcase their culture and traditions, including crafts and story telling.

York Travellers Trust are leading a further community event for summer 2013 as part of the priority to promote community cohesion and address inequalities issues city wide.

During the period of this strategy we anticipate marked improvements across all six themes identified, including; an increase in the availability of land for travellers to develop sites and the condition of the cities three sites; increasing levels of literacy among adults able to support their children at school, thus enabling higher levels of attainment amongst the children; a health needs assessment will provide the evidence needed in order that healthcare resources are targeted most effectively; there will be an increased awareness of the culture and traditions of the community through training and communications to front line service providers, elected members and other key stakeholders;

improvements in the uptake of benefits and increased numbers accessing adult education, employment and training.

Partnerships must be strengthened across statutory, voluntary and community sectors and stronger relationships established with communities themselves.

We are determined that through this Strategy the numbers and extent to which members of the community feel able to get involved in shaping services and monitoring the actions in this strategy will improve year on year.

We know that the picture of inequality and disadvantage for members of the Gypsy Roma and Traveller population in our community is stark and this is a time for action. A significant opportunity exists for agencies in York to work together in

partnership to improve the life chances, opportunities and outcomes for a small but significant group within the cultural heritage of this historic city.

A word from Stephen Pittam Trustee, on behalf of York Travellers Trust:

To transform the position of York's Gypsy, Traveller and Roma community, progress is required both on how the Council services are delivered to the community and on how the voice of the community can be strengthened and heard more clearly by all the statutory agencies in the City. The capacity to participate needs to be built within the community and Travellers themselves must be empowered to engage with the process of change. Otherwise the danger is that initiatives that are started with great optimism and hope are likely to fail.

This is a challenging task as there is suspicion within the Traveller community of authority, built on many years' experience of both exclusion and self-exclusion. Engaging with the Council's partners, particularly in the voluntary sector, will be an

important way of moving forward in relation to empowerment.

The York Traveller Trust, is strongly positioned to deliver such capacity-building because of its extended history of working with the York Travellers community, it has almost 15 years' experience of building links with the Traveller community in York. It sees its role as first and foremost supporting York's Gypsy, Roma and Traveller community and working from where the community is. Its role extends to advocacy on behalf of the Traveller community when appropriate, and to building harmonious relations between Travellers and the settled community. The trust already works closely with education, health and police professionals and is keen to develop a stronger partnership role across the City.

1. Introduction

Gypsies and Travellers are one of the largest distinct ethnic groups in York and their traditions and history can be traced across hundreds of years. Yet, significant evidence points to the fact that they are the most marginalised and disadvantaged of all minority groups, across a range of indicators. The delivery of the strategy and the action plan is a key priority for the city and its success is dependant on a partnership approach.

The ministerial working group reported in April 2012 that ‘Gypsies and Travellers are arguably the most socially excluded group in society’

Romany Gypsies and Irish Traveller’s are recognised ethnic groups and are covered by the Race Relations Act 1976. Despite this members of community cite routine discrimination across all aspects of their lives.

Evidence from the Equality and Human Rights

Commission in their report ‘Simple Solutions for Living Together’ (2009), suggests that nationally:

- life expectancy for Gypsy and Traveller men and women is 10 years lower than the national average.
- Gypsy and Traveller mothers are 20 times more likely than the rest of the population to have experienced the death of a child.
- In 2003, less than a quarter of Gypsy and Traveller children obtained five GCSEs and A*-C grades, compared to a national average of over half”.

This is the first multi agency Gypsy and Traveller strategy for the City of York, and marks a significant

opportunity for collaboration to improve community cohesion and engagement and improve the lifelong outcomes and opportunities of this distinct community

The vision for the Strategy is:

“Working together to improve equalities and lifelong outcomes and opportunities for York’s Gypsy, Roma and Traveller community”

There are a number of strategic documents, policies and bodies, locally and nationally, working to address issues facing this minority ethnic group. The timing of this Strategy is in parallel with this shift in progress thus enabling a co-ordinated and holistic approach.

Key examples of these include:

- Council Plan 2011-2015- sets out a long term vision for the city and a new set of immediate priorities, including Build Strong Communities.

Fairness Commission – Established in 2010, the Fairness Commission Chair Ruth Redfern has announced ‘Our focus now is on how partners in the city can work together to tackle unfairness in the six key areas that emerged from your initial feedback: Health, Incomes and Work, Education, Housing, Diversity and Community Life’.. Gypsies and Travellers are identified as a distinct ‘Community of Interest’ within the scope of this work.

- The Joint Strategic Needs Assessment, 2012 – informs the Health and Wellbeing strategy by providing evidence about the health issues and needs of York residents. It highlights studies evidencing some of the health inequalities experienced by Gypsies and Travellers but also the lack of detailed local and national

knowledge about the health of these communities.

- Health and Wellbeing Strategy, *Improving Health and Wellbeing in York 2013-16*
- York Equality Scheme: A Fairer York – outlines the Council's vision for an equal, inclusive, and welcoming council and city, as well as how we will ensure that everyone enjoys the excellent quality of life our city offers.
- The One City Plan 2011-15 – developed by York's local strategic partnership, a group of organisations working to improve the quality of life of local people.
- The Local Plan -identifies potential sites for the development of the GRT community

2. The York Context

There are approximately 350 Gypsy and Traveller families in York, living on traveller sites, houses and on the roadside (Gypsy and Traveller Area Assessment 2009). Data from the 2011 Census reports a figure of 269- White: Gypsy or Irish Travellers, although it is widely recognised that members of the community are very reluctant to self identify due to perceptions that they will be discriminated against.

In preparing this strategy it is clear that there is limited empirical evidence regarding the current landscape relating to Gypsies and Travellers and a picture of their needs and aspirations. The needs of the community are complex and stark and in a climate of austerity we can only begin to address the significant challenges faced by working closely in partnership across all agencies. Clearly with limited

information at a local level it is difficult to set hard targets at this stage of the strategy's development. Therefore some of ambitions have to remain aspirational until the evidence has been collected and analysed.

The action plan attached to this document is the mechanism by which improvements will be made across the six themes identified. The priority actions identified, in many cases, relate to key plans and strategies that partners have already committed resources to. This Strategy seeks to add impetus to these and further support a co-ordinated approach across the City.

The draft priorities have been identified in consultation with members of the Gypsy and Traveller community, wider community and professionals, across a range of statutory and voluntary organisations using a range of methods,

including two Gypsy, Roma and Traveller Strategy Events; Surveys were published on the Council's website for all stakeholders and promoted through the local media; visits to the Cities three Local Authority managed Gypsy and Travellers sites and the private site, to roadside travellers and those self identified living in houses, to complete surveys and a follow up focus group facilitated by the York Travellers Trust with an interested group from the Gypsy and Traveller Community.

3. Promoting Equalities and Challenging Discrimination and Prejudice

The Chairman of the Commission for Racial Equality has argued:

“Discrimination against gypsies and travellers appears to be the last “respectable form of racism.”

The Gypsy, Roma and Travellers (GRT) Community frequently argue they are reluctant to engage with mainstream services, including health, education, employment services and housing due to perceived and actual discrimination, bullying and inequality of opportunity. Members of the community report high levels of discrimination in all aspects of their lives, including being ‘tarred with the same brush’ as those who have committed crimes or been perpetrators of anti social behaviour.

Whilst statistics relating to crime rates across the community are limited, there is no evidence to suggest there are higher levels of criminal activity taking place within GRT communities than any other. Yet there is a clear belief held by some members of the wider community that there is an association between GRT and high levels of crime.

Despite agencies across the City are working tirelessly to ensure equalities are embedded throughout services, there remains ongoing challenges in engaging this community more widely by building confidence and Trust. These issues must be addressed through this strategy through promoting community cohesion and through training, briefings and partnership work between statutory and voluntary sectors, including the York travellers trust, and communities themselves.

Themes

Six key themes have been identified through the development of this strategy:

- 1. Improve educational outcomes of Gypsy Roma and Traveller children and young people**

National context:

In 2011, 25% of GRT pupils achieved national expectations in English and Mathematics at the end of primary education compared with 74% of all pupils

At secondary school 125 GRT achieved five or more good GCSEs including English and mathematics compared with 58.2% of all pupils

Local context:

In York, virtually all Traveller children attend primary school, and transfer to secondary school. However, a growing number of families are opting for home education in Key Stage 3. The reasons behind this are complex: traditional Traveller expectations of young people, a curriculum that is seen as irrelevant and experiences of bullying all play their part. The Traveller and Ethnic Minority Support Service (TEMSS) is currently undertaking some research to

investigate the reasons behind home education more thoroughly.

At the same time there has been an increase in the number of Traveller young people engaging with post 16 education, where they can access more vocational courses such as building and hairdressing. (DfE Statistical First Release SFR/37/2010).

There has been an increase in the number of adults, particularly women, accessing adult literacy classes, partly due to a desire to help support their children's education and also the need to have better 'employability' skills as more traditional Traveller employment opportunities are diminishing.

There is evidence that experiences of racism at school can be a barrier. As a result of a piece of Joseph Rowntree funded research undertaken by

York Travellers Trust 2008 regarding need, more cultural awareness work is taking place in schools.

A number of schools have taken advantage of opportunities to raise awareness of Traveller culture e.g. through participation in Gypsy Roma Traveller History Month. The involvement of more schools is an area for development.

Alternative curriculum opportunities are a costly alternative to mainstream education which is a barrier for schools. However, the costs of not providing an appropriate education are also high for the community potentially resulting in lower levels of educational attainment, skills and employability.

Priorities:

Increase number of young people that stay on for KS3

Address bullying in schools – links to cultural awareness events/festivals already underway/planned.

Continue to increase numbers that take up vocational training

Continue to increase number that access adult literacy/numeracy

Increase cultural awareness of GRT within schools /myth busting to reduce bullying.

2. Improving the Health and Wellbeing of Gypsies and Travellers

National context

There is a lack of reliable research evidence on the health status of the GRT population, however they are known to have worse health outcomes than the

general population. A 2004 study¹ found that Gypsies and Travellers were significantly more likely to have a long-term illness, health problem or disability than a comparator group from the general population. 41.9% of the GRT group in the study reported a limiting long-term illness compared with 18.2% in the general population (2001 census).

Studies have also shown that life expectancy is also reduced. A study in Ireland reported a higher death rate for all causes with a life expectancy 11.9 years lower than the non-traveller population for women and 9.9 years lower for men². Although this can't be assumed to translate directly to the UK (or York) traveller population, it is a useful indicator of health

¹ Parry et al (2004) Health Status of Gypsies and Travellers in England. Journal of Epidemiology & Community Health 61:3. www.shef.ac.uk/polopoly_fs/1.43714!/file/GT-final-report-for-web.pdf

² Barry J. et al (1987) The Travellers Health Status Study: vital statistics of travelling people. The Health Research Board: Dublin. <http://www.lenus.ie/hse/bitstream/10147/45446/1/7846.pdf>

inequality. A more recent census of the Leeds Gypsy and Traveller population³ showed only 2.33% of the Gypsy and traveller population were aged 60 or over, compared to 19.95% of the Leeds general population. This report suggests a life expectancy of around 50 years. In York the life expectancy for the general population is 79.8 years for men and 83.0 years for women⁴.

Three times more likely to have a chronic cough or bronchitis. 22% have asthma and 34% chest pains compared to 5% and 22% of general population

Many different factors will influence the health and wellbeing of York's Gypsies and Travellers including,

³ Baker, M (2004) Gypsies and Travellers: Leeds Baseline Census 2004-2005. Leeds Racial Equality Council. www.grtleeds.co.uk/information/downloads/BaselineCensus.pdf

⁴ York Health Profile 2012. Department of Health. www.healthprofiles.info

but by no means limited to culture and attitudes, historical discrimination, distrust of authority, lifestyle, accommodation, access to services and literacy levels. This strategy is attempting to pull together many of these different but interrelated strands. The action plan commits us to undertaking a more detailed Health Needs Assessment which should help us to prioritise areas for action to improve the health of Gypsies and Travellers. Alongside this, we are asking partner organisations on the Health and Wellbeing Board to consider the needs of Gypsies and Travellers as they commission or provide services as part of their commitment to tackling health inequalities.

Priorities

Need to evidence health and wellbeing needs
Reduce incidence of long term illness, health problem or disability (limiting long term illness)

Increase GP registrations and dentist t registrations

Promote awareness of services (measured through annual survey)

Encourage the community to use mainstream services. Where appropriate provide localised drop in services on specific initiatives 9 e.g. MMR vaccinations)

3. Improve Accommodation Supply and Standard

Supply and demand

Through consultation on this strategy a key priority emphasised by the G RT community has been a growing need for additional sites and pitches, as well as a improving standards on existing sites.

A major report published by the Commission for Racial Equality in 2006 'Common Ground', has demonstrated how a lack of authorised sites exacerbates the stark inequalities suffered by members of the GRT community, highlighted in the introduction, including lower life expectancy, increased child mortality and lower rates of educational achievement.

Considerable challenges exist in increasing provision for the Gypsy, Roma and Traveller community, where there are often tensions between the lifestyles of settled and travelling communities, as a result of the Localism Bill, which grants greater powers to local communities in planning terms.

It is critical that we work in partnership with our local communities both settled and travelling, on an ongoing basis in the management of existing sites, enforcement action taken in relation to unauthorised

sites and other related matters, to build trust, confidence and improve community relations. In turn this should provide a better environment in which to discuss the merits of improving the facilities and increasing numbers of pitches for travellers to create more sustainable and self sufficient communities.

'We are one community - the Travellers and our settled neighbours. We've all got something in common: we want our children to be healthy and educated.'

- Gloria Buckley MBE, Romany Gypsy and manager of three authorised sites.

It is widely accepted that the community often face considerable obstacles in obtaining planning permission largely as a result of local opposition, however many planning permission refusals are overturned on appeal.

Over recent years Government planning policy has shifted in favour of provision for private sites rather than those publically owned, most commonly by Local Authorities. Despite this shift in policy funding has been made available through the Homes and Communities Agency (HCA) to develop new sites and pitches on existing sites. City of York Council has been keen to take advantage of this opportunity and has recently been successful in a bid to redevelop an existing site to incorporate much needed grazing land, amenity space and additional pitches to meet identified need across the city.

However incentives have been seen, including; government funding through the HCA and New Homes Bonus, offering support for Councillors in the planning appeals process. The 'Mobile Homes Act' applied to traveller's sites, puts greater emphasis on

higher standards to be adopted by both owners and the community themselves.

During 2009 the Gypsy and Traveller Area Assessment (GTAA 2009) reported a shortfall in pitch numbers in the City of York of 36 up to 2015. It is recognised across the city that there is a high demand for pitches and there is a waiting list of approximately 18 households at any time. In addition sites are often overcrowded, as a result of extended families living together on a single pitch sometimes spanning three generations, multiple caravans and vehicles for personal and business uses and higher than average numbers of animals, mostly dogs and cats.

At least two of the York sites, Osbaldwick and James Street, are compact in size and offer limited space to accommodate the traditions and lifestyles of the Travellers, including space for horses, room to park

and turn larger vehicles and space for the travellers to work and live in one area, which could seek to support the agenda around improving employment rates, skills and economic exclusion.

Standards

Evidence suggests that the quality of the sites, and individual pitches, across the City is a mixed picture, however ongoing investment has been made over the years to keep the sites up to relatively modern day standards, as identified in the stock condition surveys commissioned during March 2012. At least one of the sites is isolated from community facilities at the end of an industrial estate, however issues can be improved through redeveloping this site to improve its facilities and enable increased support and management presence. Plans are in place to implement this.

A 'Traveller's Choice' programme has been developed, in line with the 'Tenant's Choice Policy' for tenants living in houses to secure investment and plan ongoing improvement works on the sites in future years. This is based on current evidence of condition and will keep pace of any guidance and best practice nationally on standards expected on the sites.

During 2011 a satisfaction survey carried out across the Cities Travellers sites found high levels of satisfaction, with 95% of the Travellers stating a preference for the Council as ongoing managers.

The amenity blocks on the sites are not classified as habitable dwellings and as such do not attract the same grant funding as would be available to traditional housing. The challenge is to keep the amenity blocks to a standard that reflects their use offering kitchen facilities and space for dining and

bathroom facilities, including toilets. The only source of heating provided are electric wall heaters (there is no mains gas on the sites), there is some loft insulation in roof cavities and the blocks are currently all being installed with double glazed windows to improve the thermal efficiency and enable the travellers to keep their energy bills lower.

Evidence suggests that a lack of authorised sites leads to an increase in unauthorised sites, which can be seen to have an increasingly negative impact on the travellers and local settled community affected. York usually has only one or two unauthorised sites at any one time due to effective and efficient enforcement action being taken by the Council.

Priorities:

Increase the provision of new sites

Ensure the Local Plan identifies sufficient future land supply

Reduce the number of failed planning applications

Ensure provisions of Mobile Homes act are fully implemented

Undertake a review of the standard and amenities on all existing sites to ensure the very highest standards

Fully implement Travellers Choice Programme by July 2013 and evaluate programme by July 2014 to inform the design of future services.

Maintain high customer satisfactions with council site provision

Continue process of site improvements and fully deliver recommendations falling out of the site standards review.

Minimise the incidence of unauthorised encampments

Provide a coordinated service response to unauthorised encampments where they do occur to minimise impact on the settled community and achieve service efficiencies.

4. Improving Community Safety

There are a number of issues that have been identified nationally and locally in relation to policing and the criminal justice system and the GRT community, including hate crime, domestic abuse, racial discrimination, unauthorised encampments, tethered horses and criminal law.

Romany Gypsies and Irish Travellers are racial groups within the meaning of Equalities legislation,

including the definition of hate crime – that is, any criminal offence which is perceived, by the victim or any other person, to be motivated by hostility or prejudice based on a person’s race or perceived race. At this time hate crime cannot be disaggregated to show that against members of the Gypsy Roma and Traveller population, however it is believed much of this crime goes unreported.

Actions are being taken by the home office to improve levels of reporting and recording of hate crime in future, including the sharing of best practice.

There is considerable evidence that there is a culture of mistrust and often poor relations between the police and the Gypsy, Roma and Traveller communities nationally and across the city. Whilst efforts are being made by the police to improve these relations by ensuring a routine presence on the sites and at events, there is considerable work required.

Feedback from the community indicates they do not want routine and ongoing relations with the police and cite routine examples of being treated differently as a result of their ethnicity. There are therefore significant challenges in improving this position. Alongside other key partners in this strategy it is anticipated that frontline policing staff will receive additional training and briefings regarding the culture and traditions of these communities and myth busting.

It is believed there is a higher than average incidence of domestic abuse, experienced by women, within this community which goes largely unreported. This can be seen to be as a result of fear of being excluded from the community, which can be very close knit, and loss of cultural status as well as lack of trust and confidence in the criminal justice system.

There is a significant issue across the city with regards to tethered horses, principally owned by members of the Gypsy Roma and Traveller community. There is currently no land available on or adjacent to official sites to accommodate horses, however a policy and protocol are being developed in partnership across the city to ensure a co-ordinated and effective response to this issue.

It is recognised that Gypsy and Irish Traveller's serving prison sentences experience discrimination while in custody, and suffer a lack of support on release. The support services that do exist are also recognised to be better suited to static communities. It is also acknowledged it is difficult to record this information since it is common for GRT not to divulge their ethnic status, However, there is work underway in individual prisons and within the National Offender

Management Services to implement a range of measures to address these issues.

Priorities:

Reduce incidence of hate crime against GRT community (if not measured then seek local measurement. i.e. disaggregate reporting of hate crime into GRT groups.

Increase the reporting of hate crime incidents by raising awareness of reporting mechanisms and building trust relationships with law enforcement agencies.

Building local relations between agencies and the GRT community

Reduce the incidence of domestic violence / increase reporting levels.

Reduce the incidence of tethered horses on highways

Identify options for providing grazing land as part of new or re-modelled site provision

Reduce the incidence of verbal/physical abuse of GRT whilst in prison

Increase the support available to GRT on leaving prison

5. Employment and Financial Inclusion

Nationally there is limited data available on the employment status of members of the Gypsy Roma and Traveller Community, however it is recognised that there is a cultural stigma attached to claiming benefits and limited access is made to job centre plus and employment programmes. Evidence further suggests that poor literacy levels, a lack of

qualifications, a belief that services are not tailored to meet their needs and fear of discrimination are all barriers to accessing support in obtaining employment and therefore improving their economic status.

As a result of some internally commissioned research the Department of Work and Pensions (DWP) will seek to address a lack of clarity in equality and diversity training materials and internal guidance. Furthermore, the Irish Traveller Movement in Britain will now represent Gypsies and Travellers on the Ethnic Minority Advisory Group, an independent body supported and consulted by the DWP.

Locally the York Travellers Trust offer considerable levels of support, in particular to women from the community, in writing CVs, completing job applications, writing references and support with job

hunting and in building confidence and self esteem. Anecdotal evidence suggests that numbers seeking paid employment are rising, especially amongst the younger generation.

Financial Inclusion

Arguably the issue likely to have the most impact on the Gypsy, Roma and Traveller Community in York, as well as nationally, is the impact of welfare reforms from April 2013. Evidence suggests that the majority of households on the sites claim benefits and work is underway, across a range of agencies, to understand the impact and offer support and advice to these households.

Significant barriers are faced by Gypsies and Travellers in accessing financial services, including bank accounts as a result of, in many cases, a lack of a stable or fixed address. The Government and

City of York Council promotes credit unions in an attempt to give those who might not otherwise be able to access a bank account a means by which to save, borrow and manage their finances. However there is work underway, promoted by the Government, with the banking and insurance industries to seek to improve the situation for Gypsies and Travellers, however this is not expected to provide solutions to financial exclusion. In the meantime the money advice service website contains information on what identification is needed to open a range of bank accounts.

Priorities:

Reduce rates of unemployment

Increase take up of entitled benefits

Improve access and take up of training opportunities

Ensure the impacts of welfare reforms are fully understood by those affected and required changes/adjustments planned for in advance to minimise housing crisis i.e. visit every affected household and set out a plan for each

Ensure GRT are not disadvantaged by the digital divide.

Promote Financial Inclusion through priorities in Financial Inclusion action plan

This section of the strategy reflects key pieces of work which could meaningfully be undertaken on a partnership basis to improve access to services for members of the GRT Community, performance levels, value for money and outcomes and opportunities.

Priorities

Review the future management of the sites

Create strategic monitoring group that will drive forward the action plan

Throughout the life of the strategy need to monitor the progress and success.

Consultation with the Community and key Stakeholders

The results of the consultations with members of the Gypsy, Roma and Traveller Community can be seen in Annex 2 and have been incorporated into the action plan and embedded into the Strategy. As highlighted in recommendations below we are determined that work will be undertaken to empower and engage the community to have a strong voice in developing and delivering this Strategy from 2013-

2018, leading to them feeling more confident and trusting in partners to actively listen to their views and shape services and activities accordingly.

Summary and key next Steps

Whilst there is limited baseline information regarding the community, there are clear actions planned to build on this picture in order to clarify the steps required by all parties, building on our strengths and success so far we will strive to improve outcomes and opportunities and equip the Gypsy Roma and Traveller community to achieve their hopes and aspirations.

That key partners, at all levels throughout related organisations and bodies, formally sign up to this key Strategy for the City and work in meaningful

partnership to improve equalities, outcomes and opportunities for this significant minority ethnic group.

Ensure the contents of the strategy are clearly communicated to and understood by members of the GRT and wider community.

To ensure that the Gypsy, Roma and Traveller Community in York is empowered, engaged and involved to support the ongoing development and delivery of the Strategy and action plan throughout the period 2013-2018.

The Strategy and action plan is administered and overseen within the housing department of City of York Council. Key leads for each of the six themes will ensure that the priorities identified are delivered and progress reported on a half yearly basis. Key leads and the administering department will meet on

at least an annual basis to ensure progress against the agreed priorities. This will also be an opportunity to review and refresh the priorities to ensure they remain relevant.

An annual progress report will be provided to all interested parties to ensure ongoing engagement and regular feedback will be provided in written and verbal formats to the community to ensure accountability.

List of key partners in delivering this strategy:

- City of York Council
- Vale of York Clinical Commissioning Group
- North Yorkshire Police
- North Yorkshire Probation Service
- National Farming Union
- York Travellers Trust

- York CAB (Citizens Advice Bureau)
- IDAS (Independent Domestic Abuse Services)
- Gypsy Roma and Traveller community
- Wider community

Further Information and Reading:

- Progress Report from the Ministerial working group on tackling inequalities experienced by Gypsies and Travellers April 2012.
- Equality and Human Rights Commission report 2009: Inequalities experienced by Gypsy and Traveller communities.
- Equalities Act 2010.
- CYC Travellers sites stock condition surveys (2012)- Available from The Supported Housing Manager, CYC.

-Planning for Gypsy and Traveller Sites (Circular 1/06) ODPM 2006

-Local authorities and Gypsies and Travellers: a guide to responsibilities and powers, CLG 2007

-Progress Report on Gypsy and Traveller Policy CLG 2009

-Guide to Effective Use of Enforcement Powers Part 1 Unauthorised Encampments, ODPM 2006

-Guide to Effective Use of Enforcement Powers Part 2 Unauthorised Developments, CLG 2007

-Gypsy and Traveller site grant - Homes and Communities Agency (HCA) 2010

-Gypsies and Travellers – Simple Solutions for Living Together
EHRC 2009

-Inequalities Experienced by Gypsy and Traveller Communities Research Report 12, EHRC 2009
-Assessing Local Authorities' Progress in meeting the Accommodation needs of Gypsy and Traveller Communities in England Research Report 13, EHRC 2009

-Guidance on Unauthorised Encampments (Police)
ACPO 2008

-The Health Status of Gypsies and Travellers in England DoH 2004

-Primary Care Service Framework: Gypsy and Traveller Communities NHS 2009

-The Health of Gypsies and Travellers in the UK
Race Equality Foundation, Nov 2008

Annex 1: Gypsy, Roma and Traveller Strategy- Action Plan

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Annex 1- York Gypsy Roma and Traveller Strategy Action Plan, 2013-2018

Theme 1 - Improve educational outcomes of Gypsy Roma and Traveller children and young people						Progress to date - Completed / On track / Overdue - Not Met
Objectives	Why	Target/date	Lead*		Notes	
Increase the number of Gypsy Roma and Traveller families accessing services in children's centres. Develop links between Children's centres and Family Learning to offer appropriate courses (Early Years provision)	Gypsy Roma and Traveller families currently are under-represented in children's centres. Access to activities/groups/courses helps support integration into mainstream education	Ensure information is available to families. Continue to support children's centre outreach workers in visits to sites. Continue to support Gypsy Roma and Traveller groups in children's centres and encourage wider participation. 2013/14. YTT to maintain links and promote amongst the community	Traveller and Ethnic Minority Support Service (TEMSS), Clifton and St Lawrence's Children's centres, Family Learning, YTT	New	Link to TEMSS service plan 2012-13 and 13-14 (Catherine Hemmings). Regular meetings between TEMSS and YTT.	
Provide support for Gypsy Roma and Traveller children and young people at school (School provision)	Wide gap between achievement of Gypsy Roma and Traveller children and their peers.	Targeted support for individual Gypsy Roma and Traveller children at risk of exclusion/underachievement. Provide joint training for schools to enable them to meet needs of Gypsy and Traveller children. YTT- 2013/14.	TEMSS/YTT-Education Worker	New	Link to TEMSS service plan 2012-13 and 13-14 (Catherine Hemmings). Joint training with YTT in primary and secondary schools.	
Ensure that Gypsy Roma and Traveller young people are encouraged to access a range of post 16 education options to maximise future employability (Post 16 provision)	Gypsy Roma and Traveller young people are more likely to want to attend practical/vocational courses that have a higher status within the community.	Continue to work with schools and families to reduce number of Traveller young people who are 'NEET' (not in employment, education or training). 2013/14	TEMSS	New	TEMSS service plan 2012-13, 13-14	

<p>Ensure that adult Gypsies, Roma and Travellers can access courses to develop literacy skills, to help families support their children's education and increase employability. (Adult Education)</p>	<p>Many adult Gypsies, Roma and Travellers have low literacy levels due to their own fractured schooling. Evidence suggests that without basic literacy & numeracy skills individuals are five times more likely to remain out of the labour market than those with adequate skills</p>	<p>Continue to develop and deliver a range of suitable courses in venues that Gypsies, Roma and Travellers are able to access -monitor the uptake and success of courses. YTT to deliver NVQ levels 1 and 2 literacy courses-Target 30 people</p>	<p>TEMSS/Travellers Trust/Family Learning/Children's Centres/YTT</p>	<p>New</p>	<p>Links to Family Learning service plan(Fiona Himsworth) Links to Children's Centres service plan (Paula Richardson)</p>
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Theme 2- Improving the Health and Wellbeing of Gypsies, Roma and Travellers

**Progress to date -
Completed / On track / Overdue -
Not Met**

Objectives:	Why	Target/date	Lead*		Notes
<p>Undertake a Gypsy Roma and Traveller health needs assessment</p>	<p>To examine evidence so we understand what the health needs and priorities of our local Gypsy Roma and Traveller communities are, and can target resources effectively.</p>	<p>Initial draft April 2013</p>	<p>Helen Christmas</p>	<p>New</p>	<p>Year 1</p>
<p>Continue work to overcome issues with GP registration and to improve knowledge of different primary care options for those not registered (e.g transient families)</p>	<p>Improve access to primary healthcare. This is the gateway to accessing diagnosis and treatment, immunisation programmes and services such as midwifery.</p>	<p>Ongoing- YTT leading in developing proposals to fund a health worker to promote health and wellbeing, incl vaccinations and obesity</p>	<p>TBA - this work was previously undertaken as part of a dedicated health visitor role - a case has been put forward to continue this. /YTT?</p>	<p>New</p>	<p>Work on this has been undertaken by health visitor lead in the past - need to identify new opportunities to continue and develop their work, especially since the PMS service has ended. 2013-2018 - dependent on capacity</p>

Explore opportunities to target healthy lifestyle programmes based on identified local needs and opportunities.	Evidence shows poorer health outcomes and lower life expectancy for Gypsies and Travellers.	Various	Public Health Team (Helen Christmas-Lead)/YTT?	New	Part of wider approach to tackling health inequalities. 2013-2015
Explore opportunities to develop community health champion model within Gypsy Roma and Traveller communities.	Wider health champion programme due to be developed - need to ensure Gypsy Roma and Traveller communities benefit. May be potential to overcome some of the barriers to accepting health advice and information if it's provided by a trusted community member.	2013-2015	Public Health Team (Helen Christmas-Lead)	New	2014
Formally ask mental health and learning disabilities partnership board to undertake a piece of work around meeting the mental health needs of York's Gypsy and Traveller communities (and/or include this community in other needs assessment work that they undertake).	Studies indicate high incidence of depression but low levels of treatment.	YTT- developing proposals for investing in this priority area	Mental Health and Learning Disabilities Partnership Board-Cath Snape/YTT	New	2013-2015
Explore opportunities to increase uptake of vaccinations. Initial project to look at MMR uptake.	Cases of measles amongst Gypsy Roma and Traveller communities linked to historically low uptake of immunisations and vaccinations.	Work starting Jan 2013, targets TBC when plans developed. Links to be made to research by Prof. Cath Jackson	Health Protection Unit / Helen Christmas	New	2013
Seek agreement that the needs of Gypsy, Roma and Traveller communities will be actively considered by all Health and Wellbeing Board partners as part of Health and Wellbeing Strategy implementation and wider service developments.	Responsibility to tackle health inequalities - all areas of work need to take into account the needs of our most vulnerable communities / those with the worst health outcomes.	Monitoring to be developed - potentially part of Health and Wellbeing Strategy monitoring	Paul Edmondson-Jones / Health Inequalities Partnership	New	2013-2018

Reduce reliance on smoking, drugs and alcohol	Undertake bespoke publicity campaigns with the Gypsy and Traveller community promoting drug and alcohol treatments	YTT to contribute towards training and raising awareness to ensure holistic approach and increased uptake of support services	Commissioning and Contracts Substance Misuse- Leigh Bell	On Track	2013-2018
Other key areas of additional work have been identified, but need further development with partners before specific objectives can be identified and prioritised. These include: - oral health - nutrition - sexual health and particularly contraception - late booking during pregnancy - low literacy - how services work with cultural issues like different concept of timekeeping and stoicism - health and safety / accident prevention (including swimming) - alcohol and substance misuse	These are all areas where concerns have been raised. We need to use the health needs assessment and community and service input to prioritise.	Various.	Health inequalities partnership?	New	2015

Theme 3 - Improve Accomodation Supply and Standards	Progress to date - Completed / On track / Overdue - Not Met
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Objectives:	Why	Target/date	Lead*	Notes
3.1 - Plan for the future provision of Gypsy Roma and Traveller sites to accommodate future need				

Review appropriateness of existing Gypsy Roma and Traveller sites to meet needs and potential to accommodate additional pitches.	National best practice guidance has been updated in relation to facilities and standards. Need to ensure that the sites are managable and decent to live on. Current site provision is lower than assessed need (36 additional Gypsy & Traveller pitches and 19 Showmen pitches required in York according to the North Yorkshire Gypsy and Traveller accommodation needs assessment 2009).	June 2013	Supported Housing Manager	On Track	Linked to the development of Osbaldwick site and ongoing site improvement programme
Refresh Gypsy and Traveller Area Assessment (2008)	Best practice suggests these be reviewed after 4 years	Aug-13	Supported Housing Manager	New	Need to commission an update linked to NY approach
Develop plans to redevelop and expand the Osbaldwick site to meet need for additional pitches and grazing land	Increase number of pitches available for the Gypsy Roma and Traveller population in York	Bid submission made to the Homes and Communities Agency successful- on site late spring/ early summer 2013 for completion end 2013 , subject to planning	Supported Housing Manager	New	Programme in place to ensure scheme delivered within 2013/14
Extra pitch provision - Identify opportunities for new provision within the Local Plan. To include private developments and those for Showpeople	To meet identified shortfall in pitches identified through the Gypsy and Traveller Area Assessment (GTAA) and Show Peoples Area Assessment. To meet statutory need for allocated land for use for Gypsy Roma and Traveller and showpeoples sites.	Identify land for sites by March 2013	CYC Planning/ Supported Housing Manager	Completed	Work ongoing to identify possible land for building individual or multiple pitches for any landlord or individual to purchase and apply for planning permission. The draft Local Development Framework- June 11 advises new provision should be found by 2030
Review License agreement with reference the Mobile Homes Act 1983.	Need to offer most appropriate form of tenure for Gypsy Roma and Traveller communities	May-13	Temporary Accomodation Manager	On Track	
					Notes

3.2 - To refurbish the sites in a timely manner establishing a planned programme of improvement works

<p>Refurbishment of sites, following stock condition surveys and consultation with the travellers</p>	<p>Stock condition survey commissioned to identify the condition and lifespan of facilities provided on the sites</p>	<p>Planned programme agreed and to be delivered by March 2013</p>	<p>Supported Housing Manager</p>	<p>On Track</p>	<p>Criteria agreed and programme commissioned</p>
<p>Develop and implement a 'Travellers choice' capital programme</p>	<p>Need to develop a capital programme to ensure ongoing investment in the sites. In line with Tenants Choice programme for tenants in bricks and mortar homes</p>	<p>Policy document and Travellers version to be agreed by July 2013, review 2014</p>	<p>Supported Housing Manager</p>	<p>On Track</p>	<p>Ongoing capital funding to be secured.</p>
<p>Undertake a feasibility study of amenity space provision on the Osbaldwick and Clifton sites</p>	<p>No amenity and play space is available for the children on the sites nor within the immediate vicinity outside the sites</p>	<p>Jun-13</p>	<p>Temporary Accomodation Manager</p>	<p>New</p>	<p>Should form part of the Housing Services asset management plan, leading to recommendations for the LDF. Progress constricted by overall progress of the LDF</p>
<p>Consider options to provide on site facilities for multi agency support sessions and meetings.</p>	<p>No facilities exist on any sites to enable 1-2-1 or group sessions to take place between agencies and the Travellers. This has been identified as a priority through the strategy development work</p>	<p>Feasibility study to be carried out during consultation period of the Strategy and planning Osbaldwick re development up to April 2013.</p>	<p>Supported Housing Manager</p>	<p>New</p>	<p>Consider how a facility can be incorporated as part of the Osbaldwick re-development to improve management of the site and improve access to statutory and voluntary services - leading to reduced numbers of complaints, increased satisfaction amongst the community and improved outcomes across the Board</p>

Improve environmental standards on and around sites.	There are health and safety issues on and around some sites, which can be illegal and often costly to address. These impact negatively on customer satisfaction with the local area.	Reduce complaints and improve satisfaction amongst Gypsy Roma and Traveller and wider community with their local area and site. Undertake customer survey by March 2013.	Temporary Accomodation Manager	On Track	Improvements against this objective would improve relations with the local community as part of addressing issues around community cohesion
Monitor repairs system and ensure measures are implemented to reduce support staff time on sites with repairs operatives	Support workers are required to attend some sites whenever repairs are required in order to facilitate relationships between contractors and travellers. This is resource intensive and needs to be phased out in future	Reduce time spent accompanying contractors by Dec 2013.	Supported Housing Manager/ Responsive Repairs Planning and Heating Manager	New	Risk assessment to be reviewed and agreed with Asset Management. Gradual withdrawal approach to be agree where practical and in line with risk assessment.
3.3 - Gypsy and Traveller Allocations Policy					
Review policy with particular regard to the CBL allocations policy	Homechoice allocations policy allow bidding for properties. Need to consult with travellers to investigate whether would be beneficial if they could do the same for pitches	Review of and consultation regarding allocations policy- 01/12/2013	Temporary Accomodation Manager	New	
3.4 - Adaptations					
To review the appropriate installation of adaptations to the site and write into the policy and procedure.	Ensure grant applications and adaptations are identified and equipment installed in a timely manner in line with any improvement works on the sites.	Dec-13	Temporary Accomodation Manager	New	Considerable investment in upgrading of sites to eradicate Health and Safety issues and ongoing education work with travellers. Consideration to be given to joint funding de commissioned toy bus.
3.5- Customer Satisfaction levels					

Maintain and where possible improve levels of customer satisfaction with the local area and site.	There have been a number of site related issues over recent years, involving the role of enforcement action, site improvements and repairs, animal welfare and pitch allocation.	A minimum of 95% satisfaction with CYC management services each year. Reduction in complaints from local residents- reduction of 10% each year to 2018	Temporary Accommodation Manager	On Track	Annual survey to be means by which to assess improving satisfaction levels. Have your say to be used to monitor complaints
3.6- Continue to provide appropriate housing support to the Gypsy Roma and Traveller Community					
Increased and ongoing customer engagement to inform the development of future services and increased understanding of the needs of the growing Gypsy Roma and Traveller community.	To ensure the needs of customers are fully understood and test if services are responsive to these needs through satisfaction surveys	Higher levels of customer engagement from this customer group. Increased number of Gypsy Roma and Traveller households completing customer satisfaction monitoring returns each year or giving views in other ways.	CYC Housing / Service improvement team	AMD to undertake customer survey by December 2013.	Names of community members wishing to become more involved in monitoring Strategy and other issues gathered through recent consultation work.
Consult on establishing a Gypsy and Traveller resident group and gauge levels of interest.	There are no existing mechanisms within the Council for engaging the community other than surveys	Group to be established for consultation purposes to be maintained January 2013	York Travellers Trust/Housing/Service improvement Team	On Track	YTT facilitating a focus group on our behalf to engage and consult with the community on issues relating to the strategy. Need to identify those who can meaningfully engage in future and consider appropriate support and development opportunities
3.7- Ethnic Minority profiling and monitoring					
Ensure a Policies and Procedures document is developed outlining roles and responsibilities and standards on the cities Travellers sites.	This existing documents need to be consolidated and updated to ensure a clear, concise and user friendly document is available for all to refer to.	Ongoing	Temporary Accommodation Manager / Service Improvement Team	On Track	

Ensure that Gypsies and Travellers are included in the regular ethnic minority profiling and monitoring and ensure data is analysed and used to inform service improvement and development.	Gypsy Roma and Travellers are one of the cities biggest ethnic minority groups and are often reluctant to self identify as being from the community due to the risk of prejudice	Ongoing	Temporary Accommodation Manager / Service Improvement Team	On Track	Difficult to monitor this as data held on systems will only give back information following input. Not all members of the Gypsy Roma and Traveller communities will self identify for reasons including perceived risk of discrimination.
Expand the Housing Gypsy Roma and Traveller Newsletter to promote a multi agency approach	Used to promote good practice and aid communications within the travelling community and across internal and external agencies.	Ongoing	Temporary Accommodation Manager	On Track to commence new style from Spring 2013	
Ensure fair and equal treatment of offenders from the Gypsy, Roma and Traveller Community	High levels of disadvantage reported on release from prison amongst the community	TBA	NY Probation Service- Peter Hart	New	
Ensure fair and equal treatment of prisoners from the Gypsy, Roma and Traveller Community	High levels of discrimination reported by community in prisons	TBA	TBA	New	
Review procedures to enable effective multi-agency support work with travellers living on the roadside.	It is essential to engage with Travellers on the roadside at earliest possible opportunity to offer support and sign post to relevant agencies.	Aug-13	Temporary Accommodation Manager	On Track	Need to review in light of this Strategy
3.8- Management of the Cities Travellers sites					
Review the management arrangements for the Cities current three Local Authority run sites	Ensure a cost effective and sustainable approach to effectively managing the sites for the future	Jun-14	Supported Housing Manager	New	

Theme 4- Improving Community Safety				Progress to date - Completed / On track / Overdue - Not Met	
Objectives:	Why	Target/date	Lead*		Notes
Develop a citywide approach to the issue of tethered Gypsy Roma and Traveller horses	There have been a number of incidents and complaints over recent years regarding horses lose on highways, aswell as being tethered on unauthorised land	Develop a policy and procedures outlining the citywide approach and achieve Cabinet Member approval by March 2013	Steve Waddington	On track	
Establish a baseline figure for numbers suffering from domestic abuse within the Gypsy Roma and Traveller communities	It is believed that a higher than average incidence of domestic abuse exists within Gypsy Roma and Traveller polulation. Cultural barriers are believed to be one reason that women from these communities stay in violent relationships for longer than other women. A reluctance to deal with the police, coupled with a lack of knowledge about mainstream services, may complicate the situation.	Snap Shot Survey to be undertaken with the Gypsy Roma and Traveller community as a means to identify extent of issue. Ensure MARAC (Multi Agency Risk Assessment conference) database link to Gypsy Roma Traveller Community. Identify Refuge figures?	IDAS (Independent Domestic Abuse Services)-Jo Beilby	New	Use to promote legal requirements / good practice / news and events / promote other agencies and health and wellbeing
Continue to ensure women from within the Gypsy Roma and Traveller community have access to information and services relating to domestic abuse; including drop in Surgeries around safety planning, keeping themselves and children safe and what services are available.	Significant barriers exist to women from this community reporting incidences of Domestic Abuse	Ongoing	YTT/ IDAS- Jo Beilby	On Track	Ensure relevant advice and support is available re. domestic violence.

Address issues relating to Hate Crime experienced by the Gypsy and Traveller Community	High incidence suffered by the Gypsy Roma and Traveller Community and links to Hate Crime Strategy	TBC	Jackie Jackson	New	
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Theme 5 - Employment and financial inclusion

**Progress to date -
Completed / On
track / Overdue -
Not Met**

Objectives/Outcomes	Why	Target/date	Lead	Progress to date	Notes
Employment					
Develop a better understanding of the profile, aspirations and needs of the community to better support them in connecting with employment or business start-up opportunities.	Having a clear picture of this information will enable us to target and tailor support and advice to the community more effectively.	Carry out primary and secondary research to fully understand the profile, aspirations and needs of the community. Ensure closer working with YTT and ensure agreed actions / activities to the broader Employment & Skills Strategy for the city.	Julia Massey	New	
Ensure opportunities for schemes such as apprenticeships and work experience are targetted and accessible to members of the community.	There are lower levels of employment and skills amongst the community, than the wider population and a targetted and tailored aproach would be beneficial to address these inequalities.	Explore opportunities to promote apprenticeships and work experience schemes across the community.	Julia Massey/ Laura Ward-HR	New	Explore opportunities for Gypsy Roma and Travellers to be employed/ on apprenticeship by contractors in expanding the Osbaldwick site

Ensure members of Gypsy Roma and Traveller communities have same access to paid employment as general population.	Members of the Gypsy Roma and Traveller communities in work tend to be self employed and predominantly men. Whilst many women stay at home and fulfil childcare and housekeeping roles. More people are seeking paid employment including youngsters leaving school and college and there is a need to ensure appropriate skills are developed and equality of opportunity is allowed.	Develop closer links with key agencies including Job Centre Plus, Future Prospects, National Careers Service. Seek opportunities to bid for funding from Economic Inclusion Fund to support local initiatives. YTT to support 30 people per year into employment and to keep a job. YTT deliver Equalities and Diversity Training to job centres. 2013-2015	Julia Massey and YTT	On Track	
Financial inclusion					
Ensure a comprehensive debt counselling and budgeting support and advice service	A significant proportion of the Gypsy Roma and Traveller Community claim benefits and will be adversely affected by changes to the benefits system. Couple with low levels of literacy and computer skills support to manage their benefits and finances will be critical	2013-2014	CAB and YTT-funded by JRF	New	
Gypsies and Travellers are able to assert their legal rights at work	Members of the community report high levels of discrimination in all areas of their lives including employment	2012-14	Ali Jones- CAB	On Track	Advice delivered as part of the CAB Traveller Project, complex cases referred to the specialist CAB Employment Team

To ensure that individuals and families make best use of their current income and are able to resolve debt problems	Because many in the communities are on low incomes, the rise in the cost of living will make it harder to budget and debts may rise. Monthly payments of Universal Credits will mean greater need for effective budgeting	Support community to undertake appeals and through employment tribunals as required. 2013-14	Ali Jones CAB and Christine Shepherd YTT	On Track	CAB will deliver Money Management, as stand alone training sessions and as part of courses run by YTT, using the Small Changes booklet. CAB will provide money advice and, for complex cases, may referrals to CAB debt specialist.
Maximise access to in work and out of work benefits	A significant proportion of the community claim benefits, however many have lower levels of literacy and computer skills than the general population, and the changes to the benefits system, especially Universal Credits and the requirement to manage claims online present significant obstacles.	Identify the profile of those claiming out of work benefits within the community. Ensure appropriate advice and support is offered to maximise uptake.-2013-14	Ali Jones CAB & Christine Shepherd YTT	On Track	The JRF are funding a CAB Traveller Project, led by CAB in partnership with YTT, to make CAB advice services available to members of the communities. The project will supplement the work of YTT
Strategic Aim 6 - Community engagement and Partnerships				Progress to date - Completed / On track / Overdue - Not Met	
Objectives	Why	Target / date	Lead	Notes	
Publish a multi agency Gypsy Roma and Traveller handbook	To ensure that all Gypsy Roma and Travellers have the knowledge to identify and approach any agency they need to have contact with- incorporate myth busting and community cohesion element for wider community	Mar-14	TBA/ YTT to lead?	One already exists but needs updating	

Increase the number of joint assessments for vulnerable Gypsy Roma and Traveller customers	To ensure that all Gypsy Roma and Traveller have the knowledge to identify and approach any agency they need to have contact with	100% of vulnerable customers requiring a multi agency approach receiving joint assessment and or care planning	Temporary Accomodation Manager	On track	all known customers now receiving multi agency approach but need to ensure this continues.
To ensure that the York multi agency information sharing protocol is maintained and developed	To ensure that all Gypsy Roma and Travellers access the right service in a timely manner	All Gypsy Roma and Traveller new to area	CYC Travellers support, Environmental Services, Travellers Education, York Travellers Trust, Health Visitor liaison officer, Police	On track	
Raise awareness of Gypsy Roma and Traveller needs and way of life with elected members and the wider community through joint events / meetings.	Need to ensure a common understanding of the culture and traditions of Gypsy Roma and Travellers communities and explore improved community cohesion	Wider partnership event to be delivered in York- September	CYC/YTT	On track	New member induction training underway, including accompanied site visits for new members. All new staff offered site visits as standard. Need to build on sub regional myth busting training
Identify all staff and other agencies having contact with Gypsy Roma and Traveller customers and ensure they all complete equalities training re. Gypsies and Travellers.	Members of the community can be prevented from accessing statutory services if they perceive discrimination. Staff who are familiar with the culture and traditions of this community can offer more accessible and improved services.	By Dec 2013 and then annually thereafter.	Housing-TBA	On track	Need to build on sub regional myth busting training
Ensure a co-ordinated approach to implementing the forthcoming policy in relation to Gypsy Roma and Traveller horses. Ensure continued advice given on animal husbandry	Owning horses is a central part of the culture and traditions of the community and support nis needed to ensure the animals are managed and cared for well	Ongoing	Housing/ Environmental Health/ RSPCA	On track	

Develop an community engagement strategy with the GRT community	To ensure that the community's views are included in the development of services and management of the sites.	Develop approach by March 2014	Housing/ Neighbourhood management unit	New	
All agencies to follow information sharing protocol to ensure timeley response to Travellers new to area or passing through or changing location within area (agencies include: CYC Travellers support workers, Environmental Services, Travellers Education Service. York Travellers Trust, Liaision Health Visitor, Police)	A co-ordinated approach can ensure better quality and joined up responsive services, whilst avoiding duplication and preventing members of the community being missed	All Travellers new to area or newly re-settled in area referred to Liaison Health Visitor	Housing/ Environmental Health	On Track	(one already exists with CYC Housing but should be a muliti agency resource
Develop a partnership approach to improving community cohesion and engagement between the GRT Community and wider community	Develop a co-ordinated approach to ensuring the needs and aspirations of all communities are heard and an appropriate balance struck to enable them to live side by side and reduce tensions	Ongoing	Housing/ Neighbourhood Managment Unit/YTT	On Track	JRF event in summer 2013 and ongoing discussions with Mary Bailey underway
* CYC = City of York Council / PCT = York and North Yorkshire Primary Care Trust / CAB = Citizens Advice Bureau / YTT = York Travellers Trust / HARP = Housing and Resource project / IDAS = Independnet Domestic Abuse Service (formerly Womens Aid)					

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Cabinet

4 June 2013

Report of the Corporate & Scrutiny Management Committee

Community Engagement Scrutiny Review Final Report – Cover Report

Summary

1. This cover report presents the final report arising from the Community Engagement Scrutiny review – see Appendix 1, and asks Cabinet to approve the recommendations arising from the review.

Background & Review Objectives

2. In September 2012, having considered a scrutiny topic submitted by Cllr Barnes on 'Engaging the Disaffected', the Committee agreed to undertake a scrutiny review to look at the issues affecting levels of community engagement across the city, in the following three areas:
 - i. Community Engagement
 - ii. CYC Customer Services
 - iii. Financial Inclusion
3. A Task Group was set up to scope and carry out the work on the review on behalf of the full committee, and following some initial investigation, the following review remit was agreed:

To identify ways of empowering people and improving community engagement

Objectives:

- a. To improve communications between CYC and Parish Councils
- b. To improve communications in non-Parish Council areas.

Review Recommendations

4. In May 2013, the Corporate & Scrutiny Management Committee considered the Task Group's draft final report, and agreed to make the following recommendations to Cabinet:
 - i. Resident Association meeting dates to be included in the Council's Corporate Calendar, in the same way that Parish Council meeting dates are.
 - ii. Corporate Calendar to include both formal and informal ward committee meeting dates
 - iii. Introduce Resident Association and Parish Council Forum pages on the CYC website, for the Council to use to disseminate information quickly and regularly e.g. to highlight consultations etc
 - iv. Adjoining Parish Councils to be informed of significant planning applications which are likely to affect their parish
 - v. Training on the importance of the relationship with Parish Councils and Residents Associations should be included in the induction programme for new Councillors.
 - vi. Ward Councillors to receive the minutes from Parish Council and Resident Association meetings, and it should be considered good practice to attend PC & RA meetings
 - vii. In regard to council consultation, more time should be given to enable Parish Councils and Residents Associations to participate, as consultation needs to go to a meeting for discussion, not just to individuals.
 - viii. The council to ensure that feedback is given to PCs and RAs on their consultation responses
 - ix. Council to notify PCs & RAs of significant changes to services e.g. Christmas recycling arrangements, green bin charges etc
 - x. All Council service providers to use Parish Council/Resident Association notice boards and newsletters more to communicate council information relevant to the area
 - xi. Council documents should be checked for jargon i.e. continued use of Plain English
 - xii. Report authors to include appendix of abbreviations in reports where appropriate - to aid ease of reading. The list can be tailored to each committee and duplicated for all reports relevant to that committee, with revisions/additions where needed
 - xiii. Improve joint working at Ward Team Meetings through the adoption of the Statement of Intent shown at paragraph 41 of the final report at Appendix 1.

- xiv. Communications & Equalities Team to identify areas of the city where no Parish Council or Resident Association currently exists and identify a private resident association or some other type of community group to disseminate council information through.

Council Plan 2011-15

5. The recommendations arising from this review supports the council's aim to build strong communities and be a city full of active and self-reliant communities, where everyone has an effective voice in local issues and where there is a strong sense of belonging.

Implications

6. **HR** – The recommendations if approved, will lead to some additional work for officers across a number of CYC Service teams, although this will not require additional resources. For example, Democratic Services will be responsible for updating the Corporate Calendar and providing appropriate induction training for new Councillors (Recommendations i, ii, v). The Communities & Equalities Team will continue to work closely with Parish Councils and Residents Associations and they will absorb much of the work arising from the remaining recommendations e.g. update of RA & RC Forum pages on CYC website etc. They will also offer support to other service teams to ensure they fulfil the requirement to provide sufficient time for those groups to participate in consultations and raise awareness of significant planning applications etc.
7. **Legal** – There are no legal implications associated with the recommendations made in this report.
8. **Financial** – The recommendations outlined in the report will place additional workload across CYC teams however this should not lead to any additional resource requirements. There are therefore no financial implications associated with the report.

Risk Management

9. Without full and proper engagement of local communities across the city, there is a risk that the services provided by the Council will not fully reflect the needs of those communities. Any improvement to ways of engaging with residents identified as a result this review will assist in mitigating that risk.

Options

10. Having considered the scrutiny final report attached, the Cabinet may choose
- i. To approve the recommendations
 - ii. Not to approve some or all of the recommendations listed above.

Recommendation

11. Taking into consideration all of the information contained within the final report attached and its annexes, the Cabinet are recommended to:
- i. Approve the recommendations arising from the review, as shown in paragraph 4 above.

Reason: To conclude the Scrutiny Review in line with CYC Scrutiny procedures and protocols

Contact Details

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Chief Officer Responsible for the report:

Andrew Docherty
Assistant Director of ITT & Governance

Report Approved



Date

24 May 2013

Implications: Information was provided by the following Officers:

Legal – Andrew Docherty
Finance – Patrick Looker
HR – Mary Bailey

Wards Affected:

For further information please contact the author of the report

All

Background Papers:

See information contained within the final report attached

Appendices:

Appendix 1 –Final Report

Corporate & Scrutiny Management Committee

May 2013

Improving Community Engagement Scrutiny Review – Final Report

Background to Review

1. In September 2012, having considered a scrutiny topic submitted by Cllr Barnes on 'Engaging the Disaffected', this Committee agreed to undertake a scrutiny review to look at the issues affecting levels of community engagement across the city, in the following three areas:
 - i. Community Engagement
 - ii. CYC Customer Services
 - iii. Financial Inclusion
2. A Task Group made up of the following committee members was set up to scope and carry out the work on the review on behalf of the full committee:

Cllr Carol Runciman
Cllr Sian Wiseman
Cllr Chris Steward
Cllr Jenny Brooks

Scoping the Review

3. Initially, the Task Group agreed it would be useful to carry out a comparison between two wards with differing levels of deprivation and reasons for lack of engagement, and agreed to focus their review on Heworth & Rural West wards. They considered profile information on the two wards and compared levels of deprivation across those wards identified from the initial findings from the Big York Survey 2012.
4. The Big York Survey 2012 (BYS)
The BYS is a key component in meeting the objective in the council plan of being completely in touch with our communities. The results of the survey provide a key insight into the progress, understanding and public perception of the council's work to deliver the council plan priorities, and are used to help inform decisions around the allocation of resources and budget setting.

5. Due to the low number of responses from the two chosen wards, the Task Group agreed to group those two wards with similar wards, and use findings from those ward groupings to support their work on the review – see agreed ward groups below:

Rural Wards

Bishopthorpe

Wheldrake

Rural West

Skelton, Rawcliffe & Clifton Without

Strensall

Highest Deprived Wards

Clifton

Guildhall

Heworth

Hull Road

Westfield

6. In December 2012, the Task Group looked at the detailed results from the BYS 2012 together with a Cabinet report highlighting the concerns arising e.g.:
- Understanding of Protecting Vulnerable People priority - A higher than anticipated proportion of 'don't know' responses in relation to perceptions of progress on some of the council's priority areas, particularly around protecting vulnerable people.
 - Supply of affordable housing - 46% said that the supply of affordable decent housing needed improving.
 - Jobs Progression Options - one third of people were concerned that people had to commute out of York to work and 45% felt they would personally have to commute out of the York area to develop their career.
7. The Task Group learnt that action was already underway to address those concerns and therefore agreed there was no need for scrutiny to duplicate that work.
8. However, the BYS also showed that in regard to 'Influence on local area', only 29% of people agreed they could influence decisions affecting their local area, compared to 42% who disagreed, with 28% being neutral on the matter. The Task Group were therefore keen to understand how the Council planned to address this, particularly in wards containing Parish Councils, where there are no plans to develop a Community Contract (see paragraphs 23-25 below).
9. As a result on their initial investigation, the Task Group agreed the following review remit:

To identify ways of empowering people and improving community engagement

Objectives:

- a. To improve communications between CYC and Parish Councils
- b. To improve communications in non-Parish Council areas.

Information Gathered

i - Community Engagement

10. The Task Group acknowledged the importance of Community engagement to a healthy political system. The more engaged a community is in how it is governed, the more it is likely to get out of those who govern it.
11. Parish Councils and other local councils i.e. town, village, community or neighbourhood councils, are local authorities in their own right. They generally have a much closer relationship with the community than a Local Authority has. However, parish councillors and ward councillors frequently complain about how difficult it is to get their community involved in their council's business. It is often said, no-one is interested. However, major planning proposals, waste incinerators and such like are usually pretty effective in filling local council meetings with members of the public anxious to know how they might be affected.
12. In York, residents with concerns about social, environmental and economic issues in their area are encouraged to engage with their ward meetings. The Council welcomes suggestions from anyone who lives or works in a ward including young people.
13. The Task Group learnt that the Communities and Equalities Team (formerly Neighbourhood Management Unit) was working on ways of improving residents' access to information and ways of:
 - Encouraging people to bring forward ideas for their community
 - Fostering a greater understanding of local community issues
 - Getting people involved in their community and in voluntary activity
 - Making sure that what gets done is what the community most wants
 - Helping people see how their council tax is being used
 - Getting involved in local decision making on issues affecting their local area
14. In areas with parish councils, residents were being helped and encouraged to:
 - Understand how parish business affects them
 - Stand for election as local (parish) councillors

15. Parish Councils

There are 31 Parish Councils in the York area:

Acaster Malbis	Haxby Town Council	Osbaldwick
Askham Bryan	Heslington	Rawcliffe
Askham Richard	Hessay	Rufforth with Knapton
Bishopthorpe	Heworth Without	Skelton
Clifton Without	Holtby	Stockton-on-the-Forest
Copmanthorpe	Huntington	Strensall with Towthorpe
Deighton	Kexby	Upper Poppleton
Dunnington	Murton	Wheldrake
Earswick	Naburn	Wigginton
Elvington	Nether Poppleton	
Fulford	New Earswick	

16. CYC maintains a close working relationship with those 31 parish councils through the Yorkshire Local Councils Association (YLCA). York Branch is a membership organisation and nearly all of the local councils within the City of York area are members of that organisation. In particular CYC liaises with local councils through the Parish Council Liaison Group. The membership of the group is 5 local council representatives selected through the YLCA branch meetings, and an officer from the CYC Communities and Equalities Team. There is an open invite to the CYC portfolio holder to attend liaison group meetings. The purpose of those meetings is to provide regular contact between CYC and local councils to pick up key issues and to ensure ongoing dialogue. The liaison group also has responsibility for the Parish Charter. Those local councils who are not members of the YLCA are contacted directly by the Communities and Equalities team with key messages which are pertinent to all or groups of local councils.
17. In January 2013, the Task Group considered the Charter agreed by CYC and the YLCA on behalf of the 31 local/parish councils in York, which sets out how they will work together. The charter:
- includes a commitment to the principles of democratic local government;
 - acknowledges and recognises that parish and town councils are the grass roots level of local government. By working with local and parish councils CYC aims to act in partnership with local communities, while balancing the needs of the wider locality;
 - recognises that parish councils offer a means of shaping the decisions that affect their communities and of revitalizing or sustaining local communities;
 - recognises the strategic role of CYC and the equitable distribution of services which it has to achieve.

18. In March 2013, members of the Task Group met with the Parish Council Liaison Group to discuss their perceived barriers to improved communication and engagement with the Council. The findings from that meeting are shown at Annex A.
19. The Task Group recognised there were areas of the city not covered by a Parish Council. However, in many of those areas other organisations were fulfilling a similar role. The Task Group noted that Residents Associations (RAs) tend to be formed in non-parish council areas, although they noted there were areas of the city which were not covered by either a Parish Council or an RA.
20. Residents Associations
A Residents' Association is a group of local people who meet regularly to talk about things that affect them. They play an important role in building local communities by highlighting community concerns such as the environment and crime, and contributing to the making of policy that delivers services to tenants e.g. housing repairs. Anyone who is a resident within an RA's boundary can join, regardless of whether they are a council tenant or own their house.
21. For an RA to be recognised by the council it has to fulfill certain conditions to ensure it is democratic and representative of its community i.e.:
 - holding an inaugural public meeting when all residents are invited
 - adopting a recognised community group constitution
 - adopting the council's equal opportunities policy
 - holding an annual general meeting to which all members are invited
 - electing a committee
22. The Council offers help through each step of setting up and establishing an RA. They are encouraged to adopt a committee structure, where members are nominated for key posts such as chair, secretary and treasurer. A number of 'ordinary members' can also be elected although this is not always necessary.
23. The Council supports the work of RAs in a number of ways. For example, it produces a bi-monthly magazine 'Working Together' containing news about residents' associations and training opportunities that residents and tenants might benefit from. Some of that training is free or is offered at a subsidised rate. Recognised RAs also receive a support grant to pay for running costs such as meeting room hire, newsletters and stationery, a yearly estate improvement grant and a small training budget to send members on external training courses. The amount of those grants depends on the number of tenants in the RA area.

24. The Council's neighbourhood management officers also help to identify issues in an area and come up with solutions that can be implemented. Councillors, council officers, estate managers and the safer neighbourhood police team will often attend meetings (when invited) to aid RAs in their consideration of those issues.
25. There are currently 20 RAs recognised by the council, each with its own geographically defined area – see list of RAs below:

CYC Funded RAs	Ward
Bell Farm	Heworth
Dodsworth	
Muncaster	
Tang Hall	Heworth & Hull Rd
CAMLOW	Micklegate
Clementhorpe	
Nunnery	
Carr	Acomb
Chapelfields	Westfield
Cornlands & Lowfields	
Foxwood	
Kingsway	
Clifton	Clifton
Copmanthorpe	Rural West
Dringhouses	Dringhouses / Woodthorpe
Dunnington	Derwent, Heslington & Osbaldwick
Fulford	Heslington & Fulford
Groves	Guildhall
Navigation & Walmgate	
Lindsey	Holgate

Private RA's Supported by CYC	Ward
Sovereign Park	Acomb
Chase	Dringhouses/Wood
Badger Hill	Hull Road
Claremont Terrace	Guildhall

26. In regard to the Rural West Villages, the Task Group learnt that volunteers were being sought to get involved and set up RAs in those communities.
27. **York Residents' Federation** - This umbrella group for the Residents' Associations (RAs) in York, aims to represent the interests of residents and to promote their right to be involved in developing policies on housing and

other issues. It gives help and support to the RAs listed above, as well as encouraging the establishment of new associations. It also works as a sounding board for service improvements and encourages local initiatives.

28. The Federation holds formal public meetings on the 3rd Thursday of each month, and meets informally on the 1st Thursday of each month. Any resident can attend the formal meetings. Although the meetings are mainly about issues of concern to council tenants, there are often guest speakers talking about more general topics e.g. cold calling zones and the work of the Older Citizens Advocacy York. The Federation also raises issues of common concern across RAs. It helps to identify training needs among RA members and works with other local, regional and national organisations to provide external training and education to meet those needs.
29. The Task Group was informed that overall feedback from Residents Associations in the York area showed a need for improved communication between them and wards councillors. With this in mind, in March 2013 members of the Task Group met with the Residents Association Federation to discuss their perceived barriers to improved communication and engagement with the Council. The findings from that meeting are shown at Annex B.
30. Having met with both the PCLG and RA Federation, the Task Group agreed that in many cases their concerns around engagement and communication with the Council were similar and therefore the Task Group were able to identify a number of draft recommendations which would address a number of the concerns raised by both organisations – see paragraph 64 below.
31. Finally, the Task Group noted that not all areas of the city were covered by either a Parish Council or Residents Association. They therefore agreed it would be useful if the Neighbourhood Management Team identified a private resident association or some other type of community group in those areas that the council could disseminate information through.
32. Community Contracts & Action Plans
As Ward Councillors, the Task Group was already aware that Community Contracts were in development in many wards, enabling communities to have a greater understanding of their ward, the challenges within the ward, the services and facilities available, as well as how to actively become involved. Also, that new methods of communication were being trialled, including the use of social media and Your Ward Online.
33. In December 2012 the Task Group considered an example Ward Action Plan (for Heworth) together with information on how it was created and evidence used in support. At the same time, it was confirmed that none of

the wards in the rural group (see paragraph 6) had an action plan in place. The Head of Neighbourhood Management confirmed she had met with the parish councils in those wards, to learn how they were currently engaging with their community on issues within their parish, and to encourage the introduction of action plans. However the general consensus of Parish Councils was that they already had a good understanding of the challenges within their parishes, and therefore could see no benefit to producing an action plan. The Task Group acknowledged their view.

34. However, the Task Group recognised the benefit of improving community involvement in ward action planning and service monitoring, and agreed that over time it could lead to an increase in the number of residents who felt they could influence decisions in their local area, thereby improving the figures in the BYS findings shown in paragraph 9.
35. Ward Budgets
At a national level, the Coalition Government's promotion of the "Big Society" idea is leading them to take an interest in many aspects of local activism, local self help and community engagement and so there is a strong governmental interest in participatory budgeting, which York has a successful track record in.
36. Each year the wards in York are given a budget to fund initiatives and projects which will support their ward priorities and lead to improvements in their local area. In 2012-13, to make sure that budget made a real difference in the wards, CYC launched an online survey for residents to identify their ward concerns. This was also made available through community builds in a hard copy format. This together with statistics and feedback from service providers will help shape ward priorities for their ward for 2013-14.
37. The Task Group queried whether all Parish Councils and Residents Associations had a clear understanding of how Ward processes worked within their ward, in relation to setting ward priorities, working collectively on the community contract and identifying relevant resources.
38. Ward Team Meetings
The Task Group learnt that the Communities and Equalities Team was currently developing a number of documents to support Councillors in their ward team meetings e.g.:
 - A generic list of interested parties, from which Ward Councillors could tailor their invitees to a meeting based on the issues to be discussed. The list should include all the appropriate individuals/organisations to support ward councillors in their consideration of the issues around the

priorities they have set as part of their ward action plan, including representatives from any local Parish Councils and Residents Associations where they exist within the ward

- An information sheet on each ward and its Ward Councillors for new attendees/interested parties at ward team meetings.

39. Overall, the Task Group recognised that across all wards, Parish Councils, Residents Associations, and other local bodies such as Neighbourhood Watch Groups, Gardening Clubs, Planning Panels etc (any organisations that bring together groups of residents), had much to offer in the way of community liaison. And, that they were a source of local information that could be better utilised to inform discussions around Community Contracts and local priorities etc. They therefore agreed it would be useful for representatives from those bodies to participate in ward team meetings and/or ward meetings to contribute to those discussions.
40. Finally, the Task Group acknowledged the importance of a good working relationship between ward committee members and the need for an understanding of each party's role, in order to manage expectations. To help improve that working relationship, the Task Group agreed to recommend the introduction of a 'Statement of Intent' setting out some principals for working together which all ward team members could be encouraged to sign up to - see draft statement of intent shown below:

Principles for Working Together at a Ward Team Meeting - Statement of Intent

Ward Councillors shape the decisions that affect the ward they represent and the communities within their ward. They chair Resident Forum meetings and ward team meetings which are open to representatives from the major public sector agencies operating in the area, the voluntary sector and community representatives.

In regard to the working relationship between ward team members, all parties are encouraged to sign up to the following principals:

Resident Forum Team Members will:

- Work together with mutual respect and ensure effective two-way communication
- Ensure issues/developments from their area or area of work, are communicated effectively to all members
- Use personal skills, experience and networks to ensure that the work of the ward team is effective in addressing local needs

- Work collaboratively and share resources where appropriate
- Act as community advocates rather than on behalf of any particular organisation (except where there is an agreement that the interests of a particular organisation represent an issue of importance to the ward as a whole).
- Work together to promote sustainable social, economic and environmental development in their ward.
- Where appropriate, respect the confidential nature of information shared by public sector agencies.
- Recognise the strategic role and priorities of the Local Authority and other public sector members, and the equitable distribution of services and resources which they have to achieve.

41. CYC Communications

The Task Group recognised that the Council's communication with residents was a key factor in improving community engagement. The Head of Strategy, Partnerships & Communication provided information on the variety of ways in which the Council currently communicates with the public.

42. The Task Group recognised that for a long time, the Council had been publishing a range of newsletters etc (Your Voice, Your Ward), noting that special editions were sometimes produced to address specific issues in specific wards. However, the Task Group were pleased to note that in more recent times, the Council had introduced social media i.e. Twitter and Facebook to its methods of communication.
43. The Task Group were informed that the Council now employs 1 FTE to monitor and respond to comments and requests made by the public via social media. It was confirmed that the Council received approximately 200-250 social media comments a day which required a response - approx 15-20% of the total social media comments received daily. Those comments related to council services, issues with service delivery, requests for services etc.
44. The Communications Team were currently managing all of the Council's social media in order to assess the amount of work being generated and to decide who would be best placed to carry out that work. In the long term, it was likely that individual CYC service teams would receive and respond directly to the comments and requests relating to their service, being generated via social media.
45. In addition, the Council had revised the look and feel of its website and its content had been rewritten to improve access to information and enable

residents to provide feedback. Also that work was ongoing to improve the Council's 'Do it Online' options. The Task Group queried the Council's agreed response times and were informed that were included in CYC's Customer Services Charter i.e. 1 day for written responses, and 4 hours for social media responses.

46. In regard to quality controlling the Council's communication output, the Task Group acknowledged it was not possible for the Communications Team to take responsibility for it all due to the sheer quantity. Therefore the onus was on individual service teams to use appropriate methods for communication based on agreed guidelines i.e. tone, font, use of images and colour, use of abbreviations and plain English in reports etc, and to seek advice from the Communications team where necessary.
47. The Task Group noted that the Council's Communications Team was always seeking new ways of reaching out to residents and new avenues for disseminating information. For example, the Council has recently seen some good results coming from the distribution of information through GP surgeries. In return, the Task Group highlighted its findings in relation to PCs and RAs and suggested the Communications Team ensure :
 - PC and RA notice boards are used to get information out into communities.
 - More time is allowed for consultation with PCs and RAs to allow them sufficient time to participate and;
 - PCs and RAs are always provides with appropriate feedback on their consultation responses.

ii – CYC Customer Services

48. CYC Customer Contact Centre
To ensure a fair comparison of the information provided in support of this review, the same ward groupings shown in paragraph 6 were used when considering statistical information from CYC's Contact Centre.
49. In January 2013 the Task Group received information on the number and type of issues being reported via the Contact Centre, showing the level of community engagement across the relevant wards during 2012 – see Annex C. They recognised the need for the Contact Centre to be able to access up to date information on council services to allow them to respond accurately and thoroughly to enquiries at first contact stage.
50. Having considered the channels used and the number of CRM interactions in 2012, the Task Group queried the use of fax as a first point of contact. They learnt that residents often fax their documents in support of their

benefit claims. The majority of the fax interactions reported were for CIS Checks (73%) and change of circumstances (24%). In many cases, a resident may call first but then be asked to fax their documents, which creates 2 contacts. The Contact Centre do not promote that access channel as a first point of contact choice, however they do need to keep it especially as some of the older people in the deaf community still prefer to use that method over mini-com or Type-talk.

51. Overall, the Task Group were pleased to note that the Contact Centre was working well. However, in regard to the Council's website, the Task Group recognised the need to increase the options for self serve, and encourage more residents to register for online accounts. They agreed the look and feel of the council's website needed improving and suggested lessons could be learnt from the Family Information Service website.
52. CYC Community Services
The Task Group were interested to learn whether residents ever seek information/advice on council services via other routes (other than the Customer Contact Centre). In particular, they questioned whether users of the following mobile community services ever sought information on other council services:
 53. URBIE (CYC mobile youth club for young people) - The Task Group learnt that information received from ward team meetings, PCSO's, local members of the community and other CYC Services was being used to determine the group(s) targeted by URBIE.
 54. In the north of the city, the URBIE bus goes out three times a week:
 - Tuesday 4.00pm till 6.30pm at Orchard Park. It then moves onto Strensall from 6.30pm until 9.00pm
 - Wednesday 6.00pm – Haxby/Wigginton (no end time as yet due to being a new session)
 - Thursday 6.30pm – Tang Hall (no end time as yet due to being a new session)
 55. In the south of the city, the URBIE bus is currently limited due to staffing issues, and only goes out twice a week (Thursday 4:00- 6:00pm and 7:00- 9:00pm). The early session can vary in where it goes but the later session goes into Foxwood.
 56. URBIE officers confirmed they had received no specific requests for specific council services such as housing or benefits. However during general conversations with young people, they often raised awareness of the issues of housing and benefit for them, and had highlighted the role of Castlegate

in giving advice, and the use of websites such as CYC and the young people's survival guide.

57. Mobile Library Services - The Task Group received information on the mobile library service which provides a range of books for adults and children, including large print books, audio books and language courses. Many of the same services offered through local libraries are also offered through the mobile library service, such as access to community information and children's activities e.g. Summer Reading Challenge. The vehicle also has disabled access. Timetables for each ward indicating where and when the mobile library is in the area, can be accessed via the council's website – see:
<http://www.york.gov.uk/info/200428/libraries-location-and-opening-hours/475/libraries-location-and-opening-hours/14>
58. Mobile Library Service officers confirmed they often received a range of enquires e.g.:
- Health Issues e.g. *“My doctor says I need this operation do you have any info about the condition and being in hospital? Can I use your wifi/PCs to book the time?”*
 - Job Issues e.g. *“Can I look at the Press for jobs? / How do I apply for a job online? / Can I learn more about this company I have an interview with? / I need to update my CV”*
 - Financial Issues e.g. how to budget, latest stocks and shares, ‘Which’ magazine, courses to learn how to manage budgets
 - Council Services e.g. *“How do I report a broken lamp post? / How do I get a council meeting agenda/minutes?”* Or requests for information on planning applications / councillors / schools / community asset transfer / right to challenge / CYC website access / payments online etc
 - National Govt Information e.g. VAT online, passport and driving licence applications etc
 - Community Information e.g. on forthcoming events, reading groups, focus for community activity, how to volunteer etc
59. Finally, the Task Group received feedback from the council's mobile toy library service. They learnt there had been no requests for other council services via the service, which visits communities in and around York. The purpose built bus is used by childminders, playgroups, nurseries and other groups that involve children. It offers a range of good quality toys, books and play equipment (age range from 0 to 5 years), and advice and information on play and toys. The Toy Bus visits areas around the city

and surrounding area - see timetable on the council's website:

<http://www.yorkchildrenscentres.org.uk/toybus>

iii – Financial Inclusion

60. In regard to the introduction of Universal Credits, the Task Group were pleased to note the pro-active approach being taken by CYC's Contact Centre to contact residents ahead of those changes taking affect, to help them understand its affect on the benefits they would receive in the future. The Contact Centre hoped it would reduce the number of residents who were unaware of the forthcoming changes and allow them to direct affected residents to the appropriate support and guidance.
61. The Task Group also received information on a recent community based project offering financial support to residents in the Heworth Ward area:

York Citizens Advice Bureau (CAB) – Prosperous Communities Project

The aims of the project was to provide the advice people need for the problems they face and to improve the policies and practices that affect people's lives. The mission was to empower clients by giving them the information they needed, so they could decide how to resolve their own problems.

The project (funded through Community York Grant -CYC voluntary sector funding)_created an Advice Hub at Tang Hall Community Centre to pilot an innovative, multi-disciplinary approach to providing the advice residents need, under one roof. Led by CAB but with workers from Housing Options, North Yorkshire Credit Union, Future Prospects and an experienced CAB adviser, the project provided advice on claiming in and out of work benefits, prepared residents to meet the challenges and opportunities of Universal Credits, helped resolve debt problems and provided money management advice including budgeting, financial planning and making informed decisions.

Tang Hall Community Centre was chosen as the venue for the drop-in sessions, as it complimented plans to establish a Health and Wellbeing Centre on the site with York Mind, and a whole series of sport and social activities located at the Centre.

62. The Task Group were pleased to learn that since the Hub started in September 2012, there had been 11 x 2.5hr sessions and a total of 33 clients had been seen and assisted with their problems. They also acknowledged the success of the Hub, which up to December 2012 had

identified and assisted with the claiming of £21,043.36 of previously unclaimed benefits, and helped clients to deal with £42,062.19 worth of personal debt. The Task Group questioned whether there would be opportunities in the future to extend the project to cover other areas in the city, and it was confirmed that Community York Grant would be available again in the next financial year.

Council Plan 2012-15

63. A core capability of the Council Plan is for the Council to be completely in touch with its communities. To achieve this, and be a city of active and self-reliant communities, the Council is introducing new ways for residents to interact with the Council and improving communications. The aim of this review is to identify ways of optimising that communication and improving levels of engagement with local communities across both rural and suburban areas of the city.

Review Recommendations

64. In May 2013, the Corporate & Scrutiny Management Committee considered the Task Group's draft final report and draft recommendations and agreed to propose the following recommendations to Cabinet:
- i. Resident Association meeting dates to be included in the Council's Corporate Calendar, in the same way that Parish Council meeting dates are.
 - ii. Corporate Calendar to include both formal and informal ward committee meeting dates
 - iii. Introduce Resident Association and Parish Council Forum pages on the CYC website, for the Council to use to disseminate information quickly and regularly e.g. to highlight consultations and to display agendas and minutes from PCs and RAs etc
 - iv. Adjoining Parish Councils to be informed of significant planning applications which are likely to affect their parish
 - v. Training on the importance of the relationship with Parish Councils and Residents Associations should be included in the induction programme for new Councillors.
 - vi. Ward Councillors to receive the minutes from Parish Council and Resident Association meetings, and it should be considered good practice to attend PC & RA meetings
 - vii. In regard to council consultation, more time should be given to enable Parish Councils and Residents Associations to participate, as consultation needs to go to a meeting for discussion, not just to individuals.

- viii. The council to ensure that feedback is given to PCs and RAs on their consultation responses
- ix. Council to notify PCs & RAs of significant changes to services e.g. Christmas recycling arrangements, green bin charges, and to put this information on the PC & RA web pages etc
- x. All Council service providers to request via Parish Clerks and RA secretaries the use of Parish Council/Resident Association notice boards and newsletters to communicate council information relevant to the area
- xi. Council documents should be checked for jargon i.e. continued use of Plain English
- xii. Report authors to include appendix of abbreviations in reports where appropriate - to aid ease of reading. The list can be tailored to each committee and duplicated for all reports relevant to that committee, with revisions/additions where needed
- xiii. Improve joint working at Ward Team Meetings through the adoption of the Statement of Intent shown at paragraph 41 above.
- xiv. Communications & Equalities Team to identify areas of the city where no Parish Council or Resident Association currently exists and identify a private resident association or some other type of community group to disseminate council information through.

Implications

- 65. **HR** – The recommendations if approved, will lead to some additional work for officers across a number of CYC Service teams, although this will not require additional resources. For example, Democratic Services will be responsible for updating the Corporate Calendar and providing appropriate induction training for new Councillors (Recommendations i, ii, v). The Communities & Equalities Team will continue to work closely with Parish Councils and Residents Associations and they will absorb much of the work arising from the remaining recommendations e.g. update of RA & PC Forum pages on CYC website (re recommendation iii) etc. They will also offer support to other service teams to ensure they fulfil the requirement to provide sufficient time for those groups to participate in consultations, and raise awareness of significant planning applications etc.
- 66. **Financial** – The recommendations outlined in the report will place additional workload across CYC teams however this should not lead to any additional resource requirements. There are therefore no financial implications associated with the report.
- 67. **Legal** – There are no legal implications associated with the recommendations made in this report.

Risk Management

68. Without full and proper engagement of local communities across the city, there is a risk that the services provided by the Council will not fully reflect the needs of those communities. Any improvement to ways of engaging with residents identified as a result this review will assist in mitigating that risk.

Contact Details

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Report Approved **Date**

2 May 2013

Implications: Information was provided by the following Officers:

Legal – Andrew Docherty
Finance – Patrick Looker
HR – Mary Bailey

Wards Affected:

All

Annexes:

Annex A – Findings from meeting with Parish Councils

Annex B – Findings from meeting with Residents Association Federation

Annex C – Statistical Data from Customer Contact Centre for 2012

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Community Engagement Scrutiny Review

Notes from meeting of members of the Community Engagement Task Group with Parish Council Liaison Group (PCLG) on 13 March 2013

PCLG Representatives present: Peter Powell (Chairman), Gerry Cheetham, Peter Jesse, Brian Mellors. Plus Andrew Towleron (YLCA Officer), Mora Scaife - CYC

Key Points –

- The difference between central wards within the inner city boundary and parished ward was noted. The Council has a regular dialogue with the Housing Associations within the city; but these have selective views from the ones outside the inner city. There is therefore a different relationship emphasis between the inner and outer city housing areas.
- Parished wards operate in different ways dependant in many cases on the attitudes of the elected Member towards Parish Councils. Where there is strong liaison, there appears to be more activity and a willingness to work together.
- Many local councillors engage with their local PCs (many Ward Cllrs are also Parish Cllrs) Many attend PC monthly meetings, but some don't – the PCLG felt this should be consistently the case.
- PCs preferred method of communication was face to face – Support from the NMU was a great help and so were ward councillors who were in touch.
- In some areas of the CYC administration, communication with PCs was unfortunately not always satisfactory or meeting the specifications of the agreed local charter.
- Reduced staffing levels at the Council, were to the disadvantage of PCs and had lead to CYC failing to reply to correspondence within the time scales set out in the Local Councils Charter.
- Many PC Clerks and residents found the new CYC website difficult to trawl. They queried whether Area forums could be provided via CYC's

website where links to all the relevant types of info provided by CYC could be found.

- PCs would like to have a better understanding of the budget decision-making process.
- People will often respond if there is an amount of money to be spent in their area, even if the amount is small. PCs could help to inform the decisions around use of available ward committee funding as well as for their own funds.
- Parishes had completed their budgets for 2013/14 before the end of January and the precepts had been set without knowledge of likely costs of the new planning process to those parishes. CYC were attempting to keep down their own costs but unfortunately, adding to the costs of parishes.
- Members of the Liaison Group queried what had happened regarding the proposed training courses for the introduction of updated planning procedures which were scheduled to take place in March, as halfway through March no information had been sent out to Parish Councils.
- It was stressed that many of the planning documents, particularly, for proposals within industrial estates, were far too large to be displayed on computers or, in many cases on screens in our meeting rooms - As some types of development were covering larger areas of floor space, it was important that every detail was able to be examined, so that nothing would be missed, particularly in retail outlets where the safety of customers is paramount.
- Earlier consultation is needed (where consultation is appropriate) – using the Neighbourhood Management Unit (NMU) to enable PCs to submit responses in time. Sufficient time should be given as consultation needs to go to a meeting for discussion, not just to individuals.
- There is often a lack of consultation on changes to CYC services e.g. Christmas recycling arrangements. A basic criteria on what should be consulted on could be agreed.

- The reduction in the number of litter bins and salt bins, without notice was an area of concern in many parish areas. They felt they could have helped suggest which litter bins were least used and which most.
- PCLG were pleased that Information on the PCLG and PCs was being provided online via the council website, to encourage more individuals to get involved.
- PCs were pleased that the council included the dates of PC meetings in the council corporate diary, but suggested that formal and informal Resident Forum meeting dates should be included too (formally known as ward committee meetings)..
- Clashes of dates are not helpful to the attendance of ward councillors at PC meetings and parish Cllrs at resident forum meetings and ward team meetings - resident forum meeting dates need fixing early to avoid this which would enable better attendance by Parish Cllrs.
- Ward Team meetings were variable.
- PCs notice boards & newsletters etc could be used to publicise events and consultations e.g. NMU could advertise resident surveys on PC notice boards etc to encourage more residents to participate and improve response levels
- Regular meetings with local councillors are needed, especially (but not only) with new councillors. The importance of the relationship with PCs should be included in new councillor induction programmes.

In conclusion emphasis was placed on the fact that Parish Councillors are volunteers, giving up of their own time with only a part time clerk.

Community engagement was improving but there is still more to do. PCs are a good channel for communication both ways. PC minutes could go to local ward councillors (electronically). Timings and dates of meetings should be made known well in advance to enable greater attendance and responding to communications to meet CYC's timescale is sometimes difficult.

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Community Engagement Scrutiny Review

Notes from meeting of members of the Community Engagement Task Group with RA Federation on 7 March 2013

Representatives came from the Federation, Dringhouses and Woodthorpe, Foxwood, Cornlands and Lowfield, Kingsway, Muncaster, the Groves, Clifton, Nunnery Lane and Micklegate.

Key Points –

- Some local councillors attend RA's monthly meetings but some don't – they would like that to be consistently the case. Estate Managers are also important and should be present if possible.
- Community engagement has been improving but there is still more to do.
- RA minutes should go to local councillors (electronically).
- The Federation is important to bring everyone together and is a good channel for communication both ways.
- Information on the Federation was being provided online via the council website, to encourage more individuals to get involved. The Task group agreed it would be helpful if the same information could also be made available offline for those residents with no internet access.
- Clashes of dates are not helpful to the attendance of councillors at RA meetings – the council should include dates of RAs in the council corporate diary (which are regular) in the same way as Parish Council dates are included.
- Clashes of dates with resident forum meetings (formerly called ward committee meetings) are particularly regrettable and resident forum dates need fixing early to avoid this which should encourage better attendance. The inclusion of RA meeting dates in the council's corporate calendar would help mitigate this problem.
- Council documents should be checked for jargon (the need for Plain English has come up at previous meetings).

- Early consultation is needed (where consultation is appropriate) – using the Neighbourhood Management Unit (NMU) and its officers to alert RAs to submit responses in time. Sufficient time for consultation should be given as consultation needs to go to a meeting for discussion, not just to individuals.
- NMU officers use resident surveys and these could incorporate consultations or notify residents that there is a consultation so that communication improves and the response rates are raised.
- People will often respond if there is an amount of money to be spent in their area, even if the amount is small. RAs also have their own funds, just as PCs do.
- There was considerable resentment of the lack of consultation on some services, especially on such items as salt bins, litter bins and Christmas recycling arrangements. They felt they could have helped here, e.g. they could have suggested which litter bins were least used and which most.
- There was a lot of disquiet about not locking parks and once again, RAs had not been consulted. They would like to have more input during the budget decision-making process in order to better understand the rationale behind it.
- Their preferred method of communication was face to face – Cindy was a great help and so were councillors who were in touch.
- They emphasised the need to publicise meetings properly – whether they were formal or informal did not matter.
- RAs' notice boards could be used to publicise events and consultations.
- They would like time to be able to give feedback, especially if a deadline came before their next meeting (this is also a common problem with PCs).
- It was pointed out that not all areas are covered by RAs e.g. the Shambles – their views are needed too.
- Regular meetings with local councillors are needed, especially (but not only) with new councillors. The importance of the relationship with RAs should be included in new councillor induction programmes.



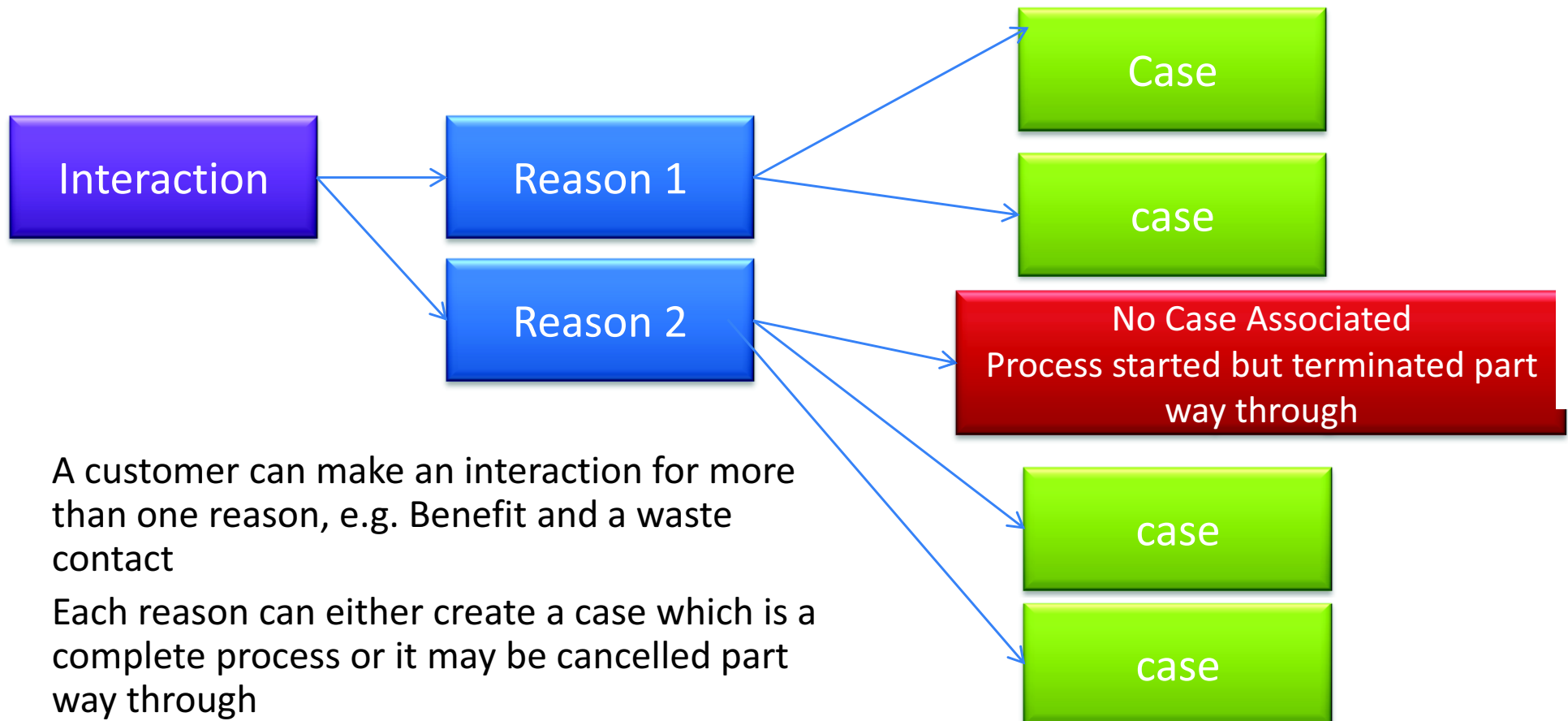
Community Engagement Scrutiny Review

Customer Contact Centre - Statistical Data for 2012

Introduction

- Around 235,000 records have been analysed between Jan and Dec 2012
- Each contact has been linked to a ward via the person making the call (interaction address)
- From this you can see:
 - The channel used for the interaction
 - The reason for the call
 - Whether a case has been created, some contacts get terminated or abandoned half way through. This could be due to eform problems or customer changing mind.
- Note:
 - some contacts come from outside the York area.
 - Not all contacts to the council are recorded on the CRM
 - Some contacts don't get recorded on LAGAN

Understanding CRM Process

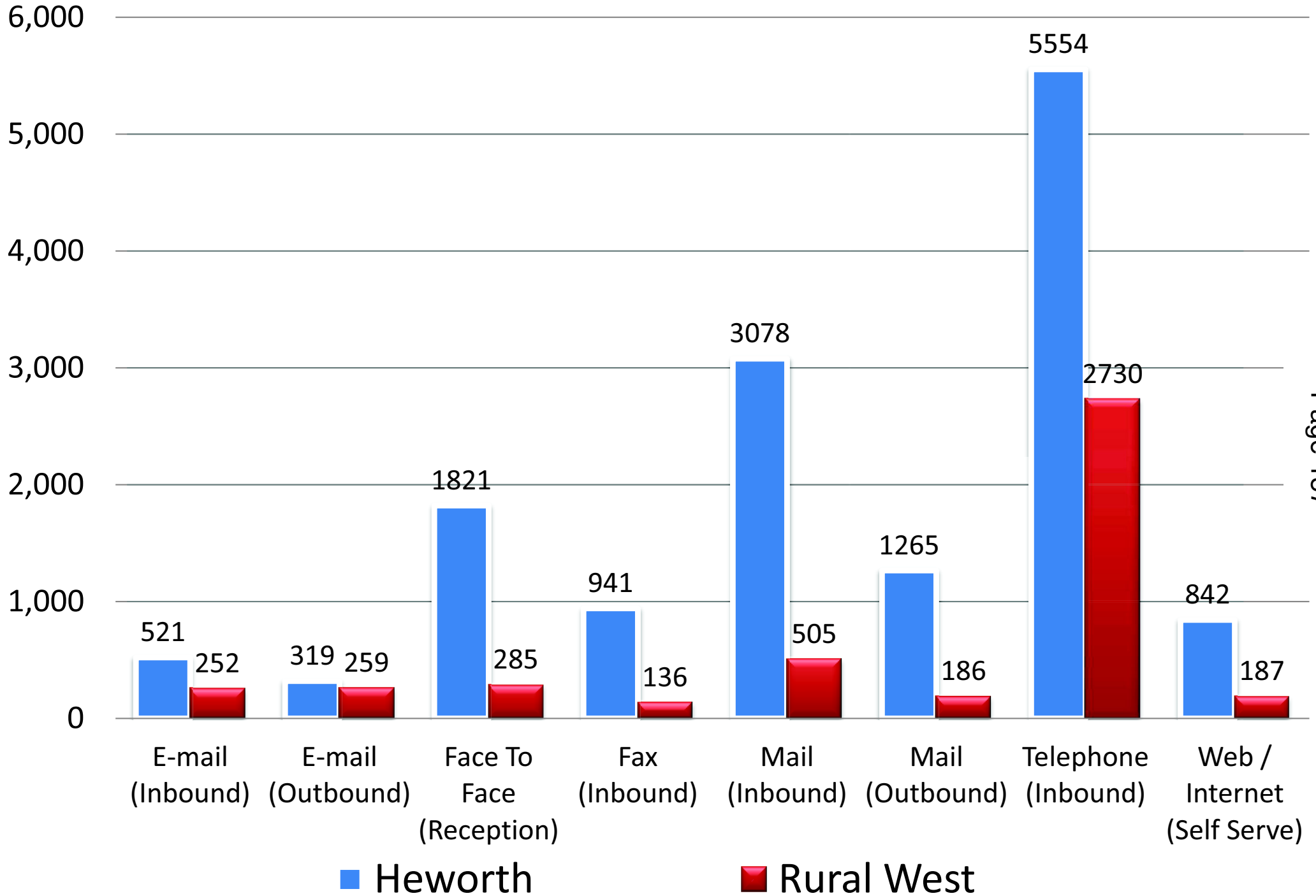


- A customer can make an interaction for more than one reason, e.g. Benefit and a waste contact
- Each reason can either create a case which is a complete process or it may be cancelled part way through
- Each reason could create several cases, e.g a benefit call may create a change of address and a new claim.

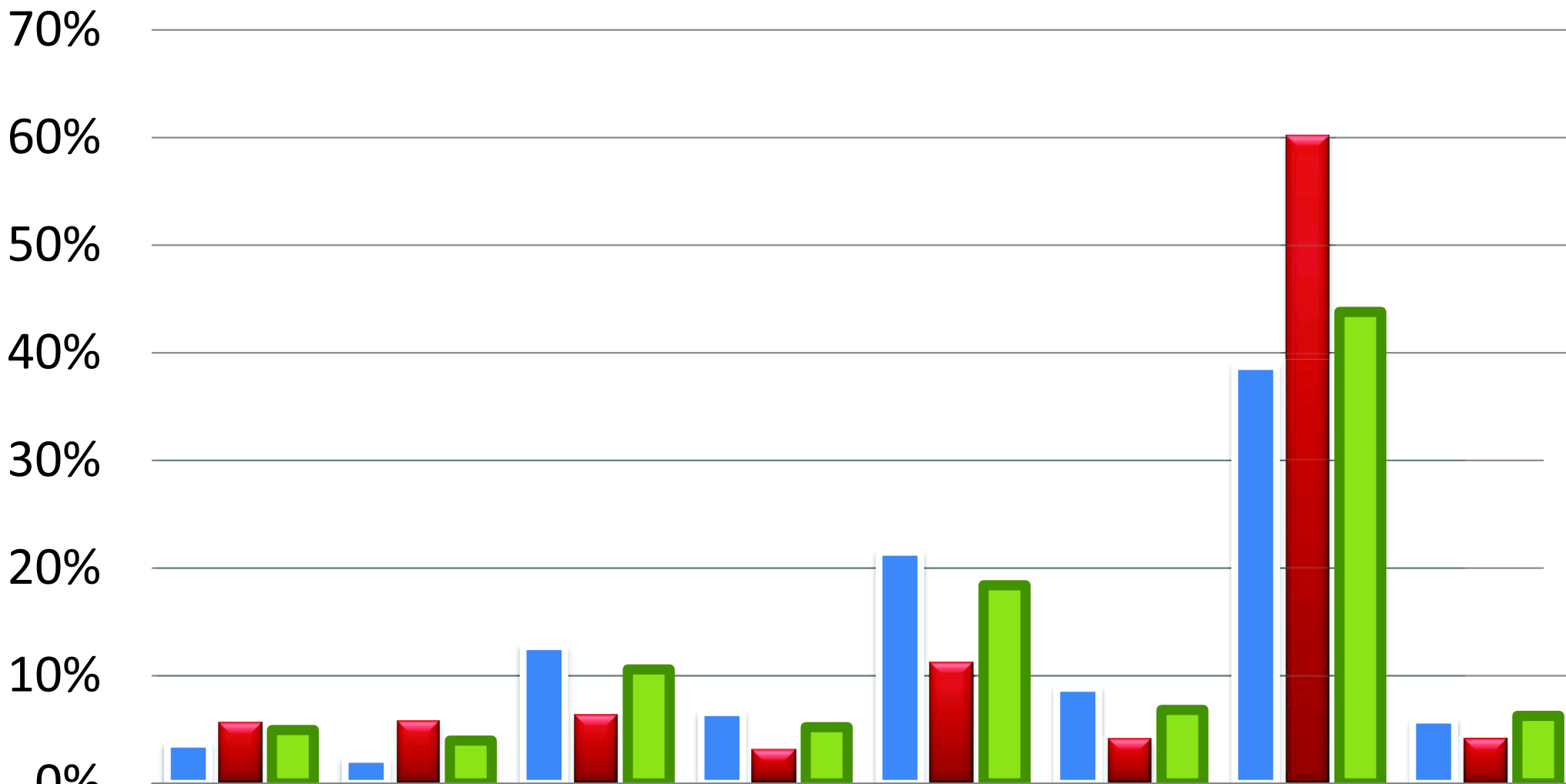
Summary

- Heworth generates 3 times the amount of contact compared to RWY (14342 vs. 4541 interactions)
 - Considering Heworth has 13,725 people in the ward and Rural West York has 10,518, then the level of contact from Heworth is significantly higher per 1000 population
 - Heworth Contact = 1045 per 1000 population
 - Rural West York = 432 per 1000 population
- 60% of contact comes via the telephone in Rural West York compared to 38% in Heworth ward
- Postal Mail proportion in Heworth is double, e.g. due to the type of contact (i.e. Benefit claims).
- A higher proportion self serve in Heworth, e.g. again due to type of contact (e.g. Student discount self serve)
- Face to face visit proportion is double in Heworth, e.g. due to closer proximity to city centre
- Slightly more contact comes in between 9am and 11am for Rural West.

CRM Number of Interactions by channel 2012



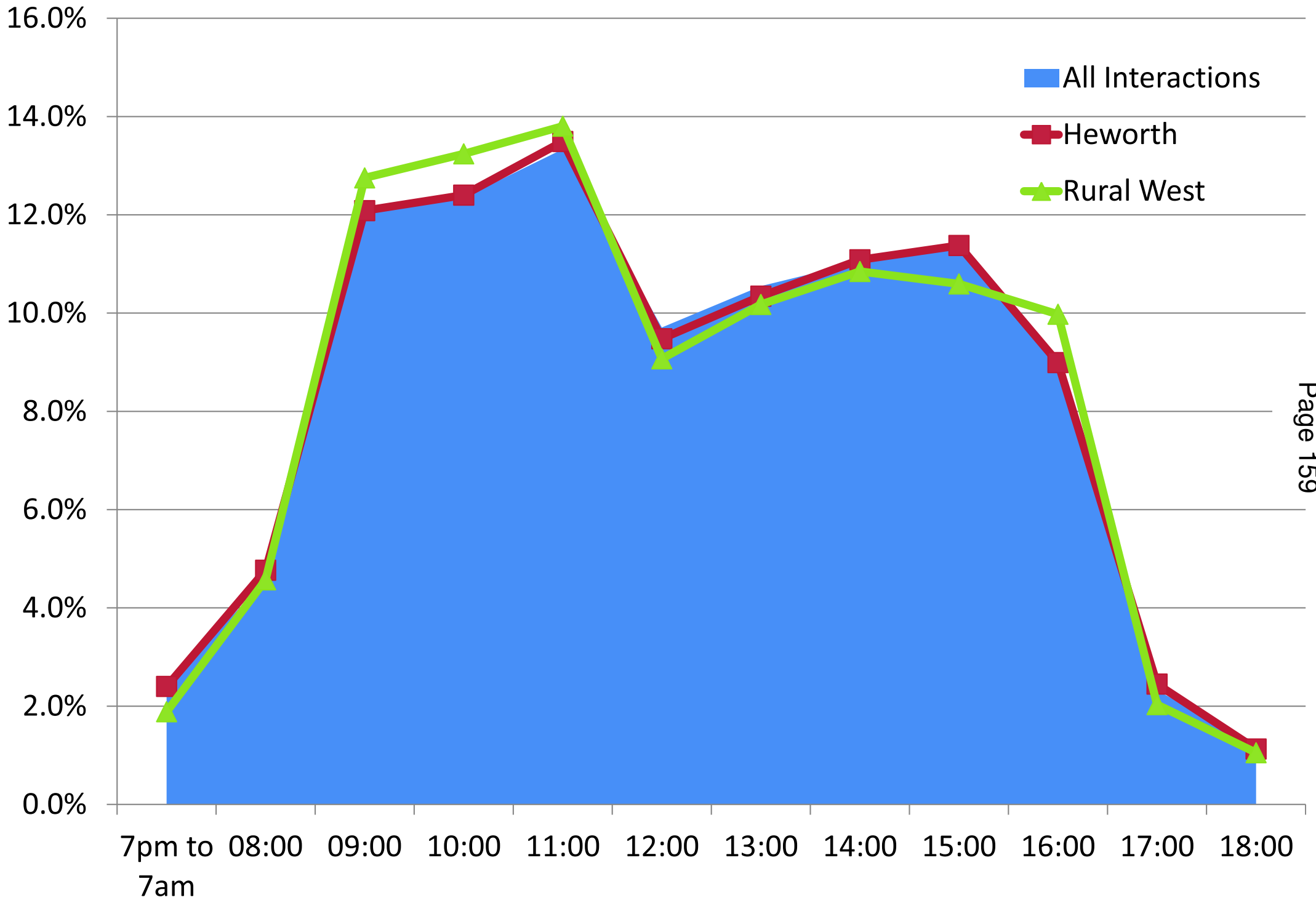
CRM – Proportion of Interactions by channel 2012



	E-mail (Inbound)	E-mail (Outbound)	Face To Face (Reception)	Fax (Inbound)	Mail (Inbound)	Mail (Outbound)	Telephone (Inbound)	Web / Internet (Self Serve)
Heworth%	3.6%	2.2%	12.7%	6.6%	21.5%	8.8%	38.7%	5.9%
Rural West%	5.5%	5.7%	6.3%	3.0%	11.1%	4.1%	60.1%	4.1%
York%	5.0%	4.0%	10.6%	5.2%	18.4%	6.8%	43.8%	6.3%

■ Heworth% ■ Rural West% ■ York%

Timeline of contacts for 2012

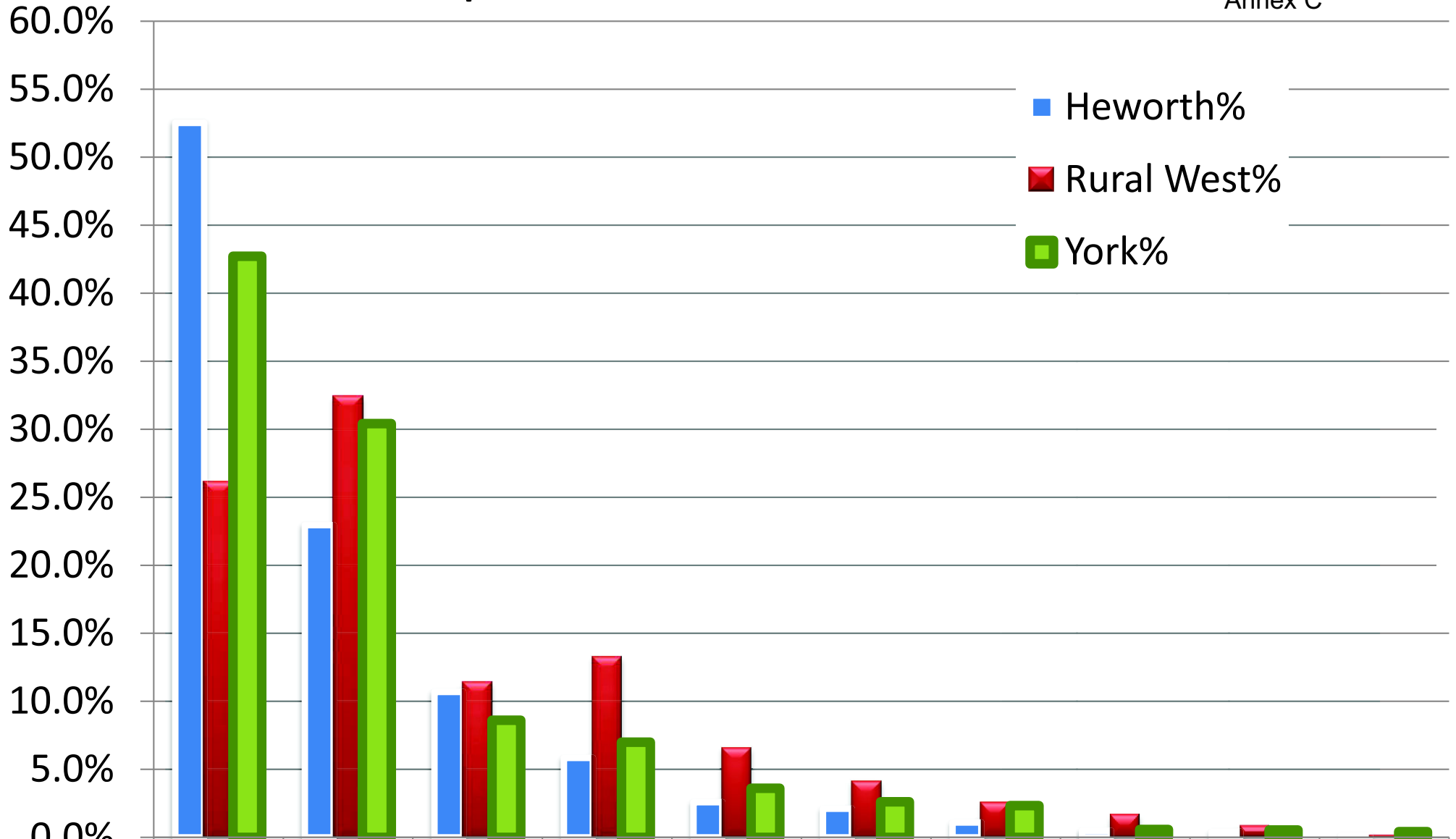


Reason Summary

- People living in Heworth ward tend to contact more for benefit reasons than those in Rural West York
 - Benefit contact takes up just over 52.5% of contact in Heworth compared to Rural West York at 26.1%
- People living in Rural West York tend to contact more about environmental issues than Heworth.
 - 13.2% contact about rubbish, waste or recycling in Rural West York compared to 5.8% in Heworth
 - 6.6% contact about roads, highways and pavements compared to 2.6% in Heworth
 - 2.5% contact about street care compared to 1.1.% in Heworth
- Council tax takes up the highest proportion in Rural West with 32.4% of contacts compared to 23% in Heworth

Top 10 Reasons for Contact 2012

Annex C



	Benefits	Council Tax	Sign Posting	Recycling Rubbish & Waste	Roads Highways And Pavements	Feedback	Street Care And Cleaning	Environmental Health	Complaint	Spam
Heworth%	52.5%	23.0%	10.7%	5.8%	2.6%	2.1%	1.1%	0.5%	0.4%	0.1%
Rural West%	26.1%	32.4%	11.3%	13.2%	6.6%	4.1%	2.5%	1.6%	0.8%	0.2%
York%	42.7%	30.4%	8.6%	7.0%	3.6%	2.6%	2.3%	0.6%	0.5%	0.4%

Top 10 Reasons for Contact in 2012

Reason	Heworth	Rural West	York	Heworth%	Rural West%	York%
Benefits	8661	1440	99967	52.5%	26.1%	42.7%
Council Tax	3785	1786	71195	23.0%	32.4%	30.4%
Sign Posting	1762	625	20141	10.7%	11.3%	8.6%
Recycling Rubbish & Waste	962	729	16365	5.8%	13.2%	7.0%
Roads Highways And Pavements	425	362	8435	2.6%	6.6%	3.6%
Feedback	346	226	6113	2.1%	4.1%	2.6%
Street Care And Cleaning	179	139	5447	1.1%	2.5%	2.3%
Environmental Health	79	88	1360	0.5%	1.6%	0.6%
Complaint	68	44	1259	0.4%	0.8%	0.5%
Spam	24	9	983	0.1%	0.2%	0.4%
	16492	5514	234040	100.0%	100.0%	100.0%

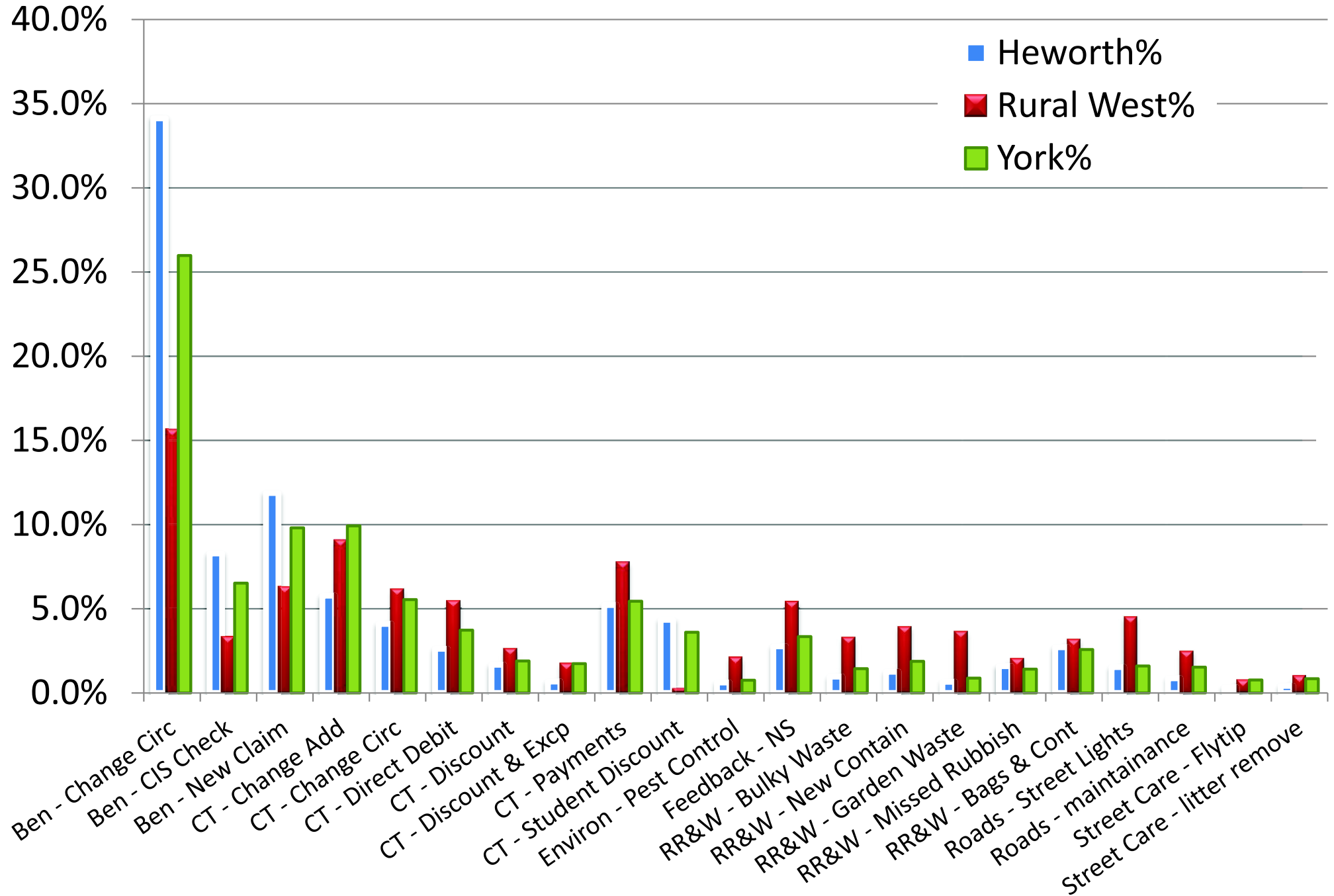
Top 10 Reasons for Contact in 2011

Reason	Heworth	Rural West	York	Heworth %	Rural West%	York%
Benefits (200008)	8633	1736	109639	43.5%	25.9%	40.2%
Council Tax (200028)	2867	1622	60927	14.5%	24.2%	22.3%
Sign Posting (800001)	5204	1277	45002	26.23%	19.1%	16.5%
Recycling Rubbish & Waste (200084)	1262	911	20130	6.4%	13.6%	7.4%
Feedback	530	259	8843	2.8%	3.9%	3.2%
Roads Highways and Pavements (200083)	523	240	8119	2.6%	3.6%	3.0%
Customer Portal	282	166	7015	1.4%	2.5%	2.6%
Street Care And Cleaning (200089)	135	169	5808	0.7%	2.5%	2.1%
Environmental Health (200040)	110	115	1742	0.6%	1.7%	0.6%
Complaint	68	54	1253	0.3%	0.8%	0.5%
Grand Total	19841	6692	272749	100.00%	100.00%	100.00%

Cases Created Summary

- The following looks at the top 20 types from cases created for the whole of York and how this compares in RWY and Heworth
- Just over 90% of cases created comes from these top 20 types
- The biggest type for both is a change of circumstance contact for benefits with a higher proportion in Heworth than Rural West (26% vs 16%)
- New benefit claims makes up 11.9% of cases compared to 6.3% in RWY.
- A higher proportion of council tax payment and direct debit cases are created in Rural West York.
- As you would expect student discount cases take up a much higher proportion of cases created than RWY – due to high student population.

Top 20 cases created by type



Top 20 Overall Cases (by type) created

Cases Created - Top 20	Type	Heworth	Rural West	York	Heworth%	Rural West%	York%
Benefits (200008)	Change Of Circumstance	4136	641	46149	34.1%	15.6%	26.0%
Benefits (200008)	CIS Check	1004	136	11580	8.3%	3.3%	6.5%
Benefits (200008)	New Claim	1439	258	17425	11.9%	6.3%	9.8%
Council Tax (200028)	Change of address	700	371	17634	5.8%	9.0%	9.9%
Council Tax (200028)	Change Of Circumstance	497	252	9852	4.1%	6.1%	5.5%
Council Tax (200028)	Direct Debit	318	224	6626	2.6%	5.5%	3.7%
Council Tax (200028)	Discount	203	108	3380	1.7%	2.6%	1.9%
Council Tax (200028)	Discount And Exemptions	82	71	3095	0.7%	1.7%	1.7%
Council Tax (200028)	Payments	633	317	9673	5.2%	7.7%	5.4%
Council Tax (200028)	Student Discounts And Exemptions	526	10	6400	4.3%	0.2%	3.6%
Environmental Health (200040)	Pest control	75	85	1339	0.6%	2.1%	0.8%
Feedback	Neighbourhood Services	336	222	5950	2.8%	5.4%	3.4%
Recycling Rubbish & Waste (200084)	Household Waste - bulky waste collection	117	134	2563	1.0%	3.3%	1.4%
Recycling Rubbish & Waste (200084)	Household waste - new containers	153	160	3339	1.3%	3.9%	1.9%
Recycling Rubbish & Waste (200084)	Household Waste Collection - Garden Waste	80	149	1561	0.7%	3.6%	0.9%
Recycling Rubbish & Waste (200084)	Household Waste Collection - Missed Rubbish	193	83	2516	1.6%	2.0%	1.4%
Recycling Rubbish & Waste (200084)	Recycling - Bags and Containers	329	129	4583	2.7%	3.1%	2.6%
Roads Highways And Pavements (200083)	Lighting - Street Lights	186	184	2844	1.5%	4.5%	1.6%
Roads Highways And Pavements (200083)	Road maintenance	106	101	2727	0.9%	2.5%	1.5%
Street Care And Cleaning (200089)	Flytipping	40	31	1363	0.3%	0.8%	0.8%
Street Care And Cleaning (200089)	Refuse - Litter - Removal	51	40	1501	0.4%	1.0%	0.8%
	Top 20 % of total	11204	3706	162100	92.4%	90.3%	91.3%
Total Types	Grand Total	12120	4106	177610	100.0%	100.0%	100.0%

Overall Summary

- Due to the different demographics in each of these wards you would expect the type and channel of contact to be different
 - Far more students and lower income residents live in Heworth therefore as you've seen benefit calls are high
 - More houses in Rural West York have gardens therefore generating more calls about bulky and garden waste.
 - The proximity of Rural West to York and the nature of their contact also makes residents more likely to call and email the council.

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Cabinet

4 June 2013

Report of the Learning & Culture Overview & Scrutiny Committee

Libraries Scrutiny Review Final Report – Cover Report

Summary

1. This cover report presents the final report arising from the Libraries Scrutiny review – see Appendix 1, and asks Cabinet to approve the recommendations arising from the review.

Background & Review Objectives

2. At a meeting of the Learning & Culture Overview & Scrutiny Committee in September 2012, the committee received an update on a previously completed scrutiny review of library provision across the city together with a briefing on the current provision. The Committee agreed they wanted to investigate further local library provision across the city and their use as community hubs providing other council services, in order to ascertain whether the Council is making best use of library buildings and if more could be developed as community hubs to better serve residents in their surrounding locale. The Committee set up a Task Group to carry out the review on their behalf, and agreed the following objectives for the review:
 - i. To increase the number of people going into libraries
 - ii. To make better use of library buildings (whilst not undermining the integrity of the library service)
 - iii. To provide greater access to Council and third sector services, and provide more opportunities for community engagement on local issues.

Review Conclusions

3. Overall the Task Group agreed that where possible it would be helpful to increase the opening hours in those library buildings where the layout of the building and/or the availability of additional rooms, would allow for their alternative use.

4. Communities should be encouraged to use the buildings and the space they provide for community purposes, complementing other community facilities in the vicinity.
5. Whilst library buildings are open for community use, where at all possible and where self-service facilities are in place (or could be provided in the future), the library opening hours should be extended to provide a basic level of library service without the need for library staff.
6. Information on a range of council services (including public meetings and how to get involved), together with contact information, and similar appropriate information from the council's partners and third sector organisations should be made readily available in Libraries either on notice boards or via leaflets etc. The Task Group also agreed it would be useful if all libraries displayed more community information and details on how to volunteer and participate in responding to issues affecting their local community.
7. The Task Group agreed it would be useful to have a definition of what a community hub modelled around a community library was. They therefore suggested the following:

'A Community Hub puts the local library at the heart of the community providing a flexible and welcoming space where local residents can come together for a wide range of community activities'

Review Recommendations

8. As a result of their work on this review, the Task Group has drafted the following recommendations for the consideration of the full Learning & Culture Overview & Scrutiny Committee:

i. The Library Service to:

- a) adopt the following definition of a community hub modelled around a community library and commit to implementing community hubs throughout the city:

'A Community Hub puts the local library at the heart of the community providing a flexible and welcoming space where local residents can come together for a wide range of community activities'

- b) Consider the customer base for each library to identify ways of encouraging more use
 - c) Consider ways of increasing the number of volunteers and volunteering roles
 - d) Improve marketing for libraries and their facilities through a variety of mediums to the community and organisations
 - e) Identify the community hub elements currently available at each library and investigate how other elements may be introduced in the future to meet the aims of the agreed definition
 - f) Investigate the introduction of a fair trade refreshments / cafe at all community libraries
 - g) look at the Big Survey responses in detail to try to understand the reasons behind the figure of 13% of respondents who had stated a lack of transport as the reason they did not use libraries, and investigate the use of Dial-a-ride to improve access
 - h) Investigate the possibility of ring-fencing a proportion of the income raised by each library for re-investment into supporting the specific needs of its local community.
- ii. Each Community Hub to:
- a) Clearly define its opening hours and the services it offers and when, and ensure these are appropriately advertised so that it is clear when the building is available for alternative use.
 - b) Increase its opening hours to enable more opportunities for community use wherever possible.
 - c) Provide flexible space so that it may be used for a variety of purposes e.g. moveable shelving
 - d) Maintain self-service machines in its community library to enable a basic level of library service throughout its opening hours, without the need for library staff

e) Provide display boards and/or leaflets on:

- council services, public meetings and contact information
- the council's partners and third sector organisations
- community events and activities etc
- volunteering and participating in responding to issues affecting the local community

Reason: To complete the work on this review in line with scrutiny procedures and protocols.

Council Plan 2011-15

9. The recommendations arising from this review supports the council's aim to build strong communities and be a city full of active and self-reliant communities, where everyone has an effective voice in local issues and where there is a strong sense of belonging.

Implications & Risk Management

10. **HR** - The Head of Libraries, Information & Archives has confirmed there would be no HR implications associated with the implementation of the proposed recommendations, even if the proposed introduction of a Social Enterprise to operate the Council's Library and Archives services were to proceed.
11. An assessment of the HR implications associated with the introduction of a Social Enterprise will be presented in a future report to Cabinet. All HR changes will be managed in accordance with the CYC Supporting Transformation policy.
12. **Legal** – There are no specific legal implications flowing from the recommendations. The Council does have a statutory duty to provide a comprehensive and efficient library service. The Service also needs to ensure that appropriate agreements are in place for any building hires.
13. **Financial** – There are no financial implications associated with Recommendations (i) a-c & e, and (ii) a, d & e.
14. In regard to recommendation (i) d, the cost of marketing will depend on the mediums used. The intention is to advertise via the council's website, council newsletters, Your Ward, within library buildings etc therefore the costs will be minimal.

15. In regard to recommendations (i) f, g & h, there are no financial implications associated with carry out the recommended investigative work. In regard to recommendation (i) f, fair trade or rainforest alliance goods are no more expensive and are already in use in the current library cafes. In other libraries, the plan is to introduce small drinks machines which will be self financing following a model in Northants libraries. In regard to recommendation (i) g, the Library Service plans to investigate opportunities for sponsorship i.e. good news story for a private sector firm. In regard to recommendation (i) h, the Library Service currently has an income target that needs to be met in order for the service to remain within budget. If income is above budget (and the overall service is within budget) the Service Manager has discretion to vire budgets to fulfil service aims. However following a move to a Social Enterprise, it may be easier to implement this recommendation through different ways of working with the community.
16. In regard to Recommendation (ii) b, extending community hub opening hours may increase costs in relation to staffing and premises. However it may be possible to recoup that cost through the use of volunteers, and charging for the use of the building, which will be easier in a social enterprise. The costs and potential charges would need assessing for each hub.
17. In regard to recommendation (ii) c, at some libraries movable shelving has already been introduced allowing better use of the space available, and it may not be very expensive to add to that. Where plans already exist to refurbish or extend library buildings, any furniture will be costed into the overall plan to make it easier for other uses of those buildings. Those plans will be initiated if and when funding becomes available.
18. In regard to recommendation (ii) e, there would be no cost to the council as long as the notice/display boards were already available and the leaflets and notices were printed by others. There may be an additional minimal cost to Democratic Services if a decision were taken to provide a hard copy of each agenda for public decision making meetings at all community hubs.

Options

19. Having considered the scrutiny final report attached, the Cabinet may choose
 - i. To approve the recommendations

- ii. Not to approve some or all of the recommendations listed above.

Recommendation

- 20. Taking into consideration all of the information contained within the final report attached and its annexes, the Cabinet are recommended to:
 - i. Approve the recommendations arising from the review, as shown in paragraph 8 above.

Reason: To conclude the Scrutiny Review in line with CYC Scrutiny procedures and protocols

Contact Details

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Chief Officer Responsible for the report:

Andrew Docherty
Assistant Director of ITT & Governance

Report Approved



Date

23 May 2013

Implications: Information was provided by the following Officers:

Legal – Andrew Docherty
Finance – Richard Hartle
HR – Mary Bailey

Wards Affected:

For further information please contact the author of the report

All

Background Papers:

See information contained within the final report attached

Appendices:

Appendix 1 –Final Report



Learning & Culture Overview & Scrutiny Committee

1 May 2013

Libraries Scrutiny Review – Draft Final Report
Report of the Libraries Scrutiny Review Task Group

Background to Review

1. At a meeting of the Learning & Culture Overview & Scrutiny Committee in September 2012, the committee received an update on a previously completed scrutiny review of library provision across the city together with a briefing on the current provision. The Committee agreed they wanted to investigate further local library provision across the city and their use as community hubs providing other council services, in order to ascertain whether the Council is making best use of library buildings and if more could be developed as community hubs to better serve residents in their surrounding locale. The Committee set up a Task Group to carry out the review on their behalf, and agreed the following objectives for the review:
 - i. To increase the number of people going into libraries
 - ii. To make better use of library buildings (whilst not undermining the integrity of the library service)
 - iii. To provide greater access to Council and third sector services, and provide more opportunities for community engagement on local issues.

Background to Library Provision

2. It is recognised that the most successful library services work in close partnership with local councils and local people, to tailor their services to meet local needs. Underpinning this, libraries aim to be welcoming, neutral and safe places for communities to come together and help develop the ties that are essential for local wellbeing and quality of life.
3. Nationally, all public libraries are focussed around a common purpose i.e. :
 - To develop and enhance the literacy, digital and information skills of residents to enable them to become active citizens.

- Support learning through access to knowledge and content, and provide space and support to learn, and;
- Support businesses and entrepreneurs in an effort to contribute to the sustainability and regeneration of local communities.

4. Library Provision in York

The range and variety of services offered by libraries across the UK varies to reflect local community priorities. In York, the core service offered at every library is:

- Free Internet access and free Wi-Fi
- A children's area & young people's area
- Fiction and non-fiction books for children, young people and adults in a range of formats
- Large print books and audio books
- Reference books and enquiry service
- Online reference sources
- Information and advice for learning and work
- Books to support your learning
- Information about local services
- Adult Learning course information
- Reading Groups
- Story times for under fives
- Family and local history
- Newspapers and magazines
- Community events
- Surgeries e.g. ward councillor, future prospects
- Community space

5. The Use of Libraries as Community Hubs

As a result of the libraries scrutiny review completed in 2005, the Council agreed a vision for the library service – one that put learning at the heart of the service and centred on the principle that libraries should not just be libraries but places that add value to their communities in a whole host of ways i.e. they should be spaces that are:

- Modern, contemporary - designed to meet the needs of the communities they serve
- Outward looking - connected with the surrounding landscape and community, drawing people in
- Welcoming - where staff are proactive in helping people make sense of the complex world of information sources
- Customer first - combining the design principles of a modern layout of a bookshop with the traditional values of a library service

- Engaging – inspiring people to join a reading group or a homework club, listen to storytelling, sign up to an evening class, discover their family history, have a coffee, meet new people, surf the internet, access any book ever published, look for job opportunities, learn with their families, hire the latest DVD, access information that enables them to make informed life choices and supports independent living
6. This vision for the library service has influenced everything that the service now does. It led to the development of a partnership between libraries and adult education which delivers the concept of library learning centres – or Explore Centres as they have become known. There are now three Explore library learning centres – Acomb, New Earswick and York city centre.
 7. Along with the core library services listed above, York’s Explore Centres also offer the following wider range of services:
 - Changing Places facility
 - Cafe
 - Archive and local history centre
 - ICT suite
 - More in depth support for research and information queries
 - Big name author events
 - Exhibitions
 - Adult Education enrolment & Learning rooms
 8. The Explore concept is now recognised and popular. Visitors and issues have increased at all three centres, bucking a national decline in library use. The centres are seen by local people as the hub of their community and there are a wide range of activities taking place in the flexible spaces. CYC’s library staff had built strong links into the community and this now needs to be developed further by becoming more integrated into the library vision.
 9. Current partnerships and relationships have developed on an almost ad hoc basis e.g. a ward committee meeting held at Acomb spawned the idea for this to become a regular option across all of the libraries. Similarly, a spontaneous ‘knit and natter’ session at Acomb inspired a number of similar groups across other libraries in the city, and there are now thriving groups using a majority of the libraries.

10. Future Vision for Libraries Across the City

The vision for libraries is that they become the place within the local community where residents can go for information on:

- their community and council services
- how to become more involved in their community and the decisions that affect its development

Information Gathered

11. In order to explore how this might be developed strategically across the service, the Task Group agreed to explore the current opportunities for accessing such information at a public library.
12. The Task Group agreed to carry out site visits to a number of libraries to see and experience the services being provided, and to meet with staff and talk with library users. The libraries chosen were:
13. **Acomb** – York's second busiest library with around 10,000 visits per month. It was the first Explore Library Learning Centre offering a range of facilities (as shown in paragraph 7 above).
14. The Task Group were very impressed with the Acomb Explore and agreed it offered an ideal range of facilities in a fully accessible building, in the right location for the community it served.
15. The Task Group also noted the provision of a direct dial phone for housing benefit enquiries and learnt that Library Services had partnered with the benefits service to introduce the phone advice service allowing customers to drop in and use the phone to get through to a member of the housing team for advice. The Task Group learnt that the take up of this service was not high. However they recognised that it was a cost effective method of providing access to advice and a resource that could be explored at other libraries.
16. **Tanghall** - After Acomb, this is the second biggest community library with an average of 5,000 a month through the door. It is situated next to a health centre in one of York's more deprived areas, and is set across 2 floors. It offers a meeting room and ICT suite, both of which are used by the council's adult education partners to deliver courses to members of the public.
17. In comparing the library to the Acomb Explore, the Task Group agreed the reception area at Tanghall could be better utilised to provide access to more community/council information. Discussion took place around

future options for the library and the possibility of expansion. The Task Group learnt that there was some room for extension at the current site, and that architect plans had been produced to show how it might work.

18. However, work was currently ongoing to look at the best ways of developing the nearby, and the Task Group learnt that there was a suggestion that a community hub with space enough to consolidate a full range of public and voluntary sector services be built on the school site. This would allow for a new purpose-built Explore centre to replace the current library, providing a bigger and better library and learning service with all of the usual community hub facilities.
19. The Committee also noted the current community provision provided at the nearby community centre on Fifth Avenue and agreed that any development either at the current library site, or in the future at the Burnholme School site, would need to be properly considered so as not to effect the viability of that community centre.
20. **Strensall** – A small community library, open 18 hours a week with an average of 2,000 a month through the door. The staff had developed excellent links with the local community to the extent that the library is a key part of community life within the village e.g. taking part in summer fetes, being a venue in the village jubilee celebration etc.
21. Discussion took place around the current opening hours for Strensall library and the possibility to extend those hours to allow use of the building for other purposes – perhaps allowing a voluntary sector partners to hire the space. The Task Group recognised there was limited space in the building and there may be accessibility issues. They also questioned whether the library was in the right location for the village, but recognised there were no other council owned properties in the village suitable for such use.
22. **Clifton** – A purpose-built, half time library and learning centre. Discussion took place around the location of the library and the size of the community it serviced. The Task Group noted there was some room for extension on the site and that architects plans had previously been drawn up. However, they agreed that the location of the library was not ideal based on the size of the community it serviced, but recognised there were no better placed council-owned buildings available in the vicinity. The Task Group queried where the library patrons were coming from, as that might help identify a better location for the library.

23. The Task Group also noted that the library was very traditional in its provision and layout etc, although its patrons did not appear to have a problem with that (possibly due to the majority of patrons being of an older age range and therefore more used to a traditional library). They were pleased to learn that there were plans to renew the shelving with moveable units which would allow the space to be opened up for other uses. The Task Group agreed this may encourage groups to use the library for alternative purposes.
24. The Task Group's detailed feedback from their visits is shown at Annex A.
25. Other Community Provision
In considering a move towards those four libraries becoming community hubs, the Task Group looked at what other community provision currently existed in their local vicinity, as they recognised it would not be helpful to take opportunities for generating income away from other nearby community facilities. They also received information from CYC Asset Management on other council owned buildings in the areas surrounding those libraries which were currently being used by community groups and where residents were accessing council and/or third sector services.
26. Finally, the Task Group received information from the council's mobile community services on the types of enquiries they often receive from members of the public about other council/community services e.g.:
 - **Mobile Library Service** confirmed they often receive a range of enquires:
 - Health Issues e.g. *"My doctor says I need this operation do you have any info about the condition and being in hospital? Can I use your wifi/PCs to book the time?"*
 - Job Issues e.g. *"Can I look at the Press for jobs? / How do I apply for a job online? / Can I learn more about this company I have an interview with? / I need to update my CV"*
 - Financial Issues e.g. how to budget, latest stocks and shares, 'Which' magazine, courses to learn how to manage budgets
 - Council Services e.g. *"How do I report a broken lamp post?/ How do I get a council meeting agenda/minutes?"* or requests for information on planning applications / councillors / schools / community asset transfer / right to challenge / CYC website access / payments online etc

- National Govt Information e.g. VAT online, passport and driving licence applications etc
- Community Information e.g. on forthcoming events, reading groups, focus for community activity, how to volunteer etc
- **URBIE** (CYC mobile youth club for young people) confirmed they had received no specific requests for services such as housing or benefits. However during general conversations they often raise awareness of the issues of housing and benefit for young people, and have highlighted the role of Castlegate in giving advice, and the use of websites such as CYC and the young people's survival guide.

27. Recent Public Consultation on Local Libraries

Finally, the Task Group considered a report highlighting feedback from a recently completed public consultation on local libraries - see Annex B. Having noted that 13% of respondents stated a lack of transport as the reason they did not use the libraries, the Task Group suggested that the Libraries Service team look at those responses in detail to try to understand the reasons behind that figure and explore solutions.

Concluding Work on the Review

28. At their final meeting in early April 2013, the Task Group considered the difference between a community centre and a community hub built around a community library i.e. the provision of a community space but with the addition of professional library skills (including a children's specialist and a reader development specialist), promoting reading and literacy, giving free access to impartial information, enabling digital inclusion, and supporting lifelong learning and skills.
29. Learning in York's community libraries was provided through flexible learning in ICT suites. This included literacy and numeracy to level two, family learning courses, IT courses, ECDL etc. Many libraries also offered employability sessions and traditional adult learning e.g. calligraphy, Pilates, Spanish etc.
30. Where the space allowed, a Community hub would also aim to provide a range of other services and information, and provide opportunities to become involved, which might include the following (in addition to the provision listed at paragraph 4):
- Local history events
 - Community engagement activities

- Access to information on public meetings and council decision making
- Councillor surgeries
- Meetings of self organised groups e.g. craft groups, reading groups
- Council services outreach programmes
- Government outreach programmes
- Drop in sessions for third sector organisations e.g. Macmillan, age uk, etc
- Children's activities
- Cultural, art activities and exhibitions, craft fairs, photography exhibitions
- Health information
- Wifi, Internet access
- Support for start up businesses
- Refreshments / cafe

31. The Task Group noted that the meaning of 'Community Library' had expanded to include a range of different models, from partnerships between a Local Authority and a community to independent single. Elsewhere some libraries are run by volunteers. However, volunteer run libraries need to fundraise for all their revenue so they tend to use their space in different ways in order to raise money, which moves the focus away from the provision of a library service, resulting in more of a community centre approach. The Task Group agreed that it may be beneficial to have a proportion of any income raised by a community hub ring-fenced to enable the service to re-invest the money in ways which will specifically support the needs of its community. Community hubs should clearly define their opening hours and which services are being offered when.

32. Finally, the Task Group received an update from the Head of Library Services on the ongoing work to draft a business plan for a social enterprise to operate the Council's Library and Archives services. The Task Group were reassured to hear that full consideration had been given to the associated legal, property and HR implications. And, that staff and library customers had been consulted.

Conclusions

33. Overall the Task Group agreed that where possible it would be helpful to increase the opening hours in those library buildings where the layout of the building and/or the availability of additional rooms, would allow for their alternative use.

34. Communities should be encouraged to use the buildings and the space they provide for community purposes, complementing other community facilities in the vicinity.
35. Whilst library buildings are open for community use, where at all possible and where self-service facilities are in place (or could be provided in the future), the library opening hours should be extended to provide a basic level of library service without the need for library staff.
36. Information on a range of council services (including public meetings and how to get involved), together with contact information, and similar appropriate information from the council's partners and third sector organisations should be made readily available in Libraries either on notice boards or via leaflets etc. The Task Group also agreed it would be useful if all libraries displayed more community information and details on how to volunteer and participate in responding to issues affecting their local community.
37. The Task Group agreed it would be useful to have a definition of what a community hub modelled around a community library was. They therefore suggested the following:

'A Community Hub puts the local library at the heart of the community providing a flexible and welcoming space where local residents can come together for a wide range of community activities'

Council Plan 2012-15

38. The recommendations arising from this review supports the council's aim to build strong communities and be a city full of active and self-reliant communities, where everyone has an effective voice in local issues and where there is a strong sense of belonging.

Recommendations Arising from Review

39. In May 2013, the Learning & Culture Overview & Scrutiny Committee considered the draft recommendation proposed by the Task Group, and agreed to propose the following recommendations to Cabinet:
 - i. The Library Service to:
 - a) adopt the following definition of a community hub modelled around a community library and commit to implementing community hubs throughout the city:

'A Community Hub puts the local library at the heart of the community providing a flexible and welcoming space where local residents can come together for a wide range of community activities'

- b) Consider the customer base for each library to identify ways of encouraging more use
 - c) Consider ways of increasing the number of volunteers and volunteering roles
 - d) Improve marketing for libraries and their facilities through a variety of mediums to the community and organisations
 - e) Identify the community hub elements currently available at each library and investigate how other elements may be introduced in the future to meet the aims of the agreed definition
 - f) Investigate the introduction of a fair trade refreshments / cafe at all community libraries
 - g) look at the Big Survey responses in detail to try to understand the reasons behind the figure of 13% of respondents who had stated a lack of transport as the reason they did not use libraries, and investigate the use of Dial-a-ride to improve access
 - h) Investigate the possibility of ring-fencing a proportion of the income raised by each library for re-investment into supporting the specific needs of its local community.
- ii. Each Community Hub to:
- a) Clearly define its opening hours and the services it offers and when, and ensure these are appropriately advertised so that it is clear when the building is available for alternative use.
 - b) Increase its opening hours to enable more opportunities for community use wherever possible.
 - c) Provide flexible space so that it may be used for a variety of purposes e.g. moveable shelving

- d) Maintain self-service machines in its community library to enable a basic level of library service throughout its opening hours, without the need for library staff
- e) Provide display boards and/or leaflets on:
 - council services, public meetings and contact information
 - the council's partners and third sector organisations
 - community events and activities etc
 - volunteering and participating in responding to issues affecting the local community

Reason: To complete the work on this review in line with scrutiny procedures and protocols.

Implications

- 40. **HR** - The Head of Libraries, Information & Archives has confirmed there would be no HR implications associated with the implementation of the proposed recommendations, even if the proposed introduction of a Social Enterprise to operate the Council's Library and Archives services were to proceed.
- 41. An assessment of the HR implications associated with the introduction of a Social Enterprise will be presented in a future report to Cabinet. All HR changes will be managed in accordance with the CYC Supporting Transformation policy.
- 42. **Legal** – There are no specific legal implications flowing from the recommendations. The Council does have a statutory duty to provide a comprehensive and efficient library service. The Service also needs to ensure that appropriate agreements are in place for any building hires.
- 43. **Financial** – There are no financial implications associated with Recommendations (i) a-c & e, and (ii) a, d & e.
- 44. In regard to recommendation (i) d, the cost of marketing will depend on the mediums used. The intention is to advertise via the council's website, council newsletters, Your Ward, within library buildings etc therefore the costs will be minimal.
- 45. In regard to recommendations (i) f, g & h, there are no financial implications associated with carry out the recommended investigative work. In regard to recommendation (i) f, fair trade or rainforest alliance goods are no more expensive and are already in use in the current

library cafes. In other libraries, the plan is to introduce small drinks machines which will be self financing following a model in Northants libraries. In regard to recommendation (i) g, the Library Service plans to investigate opportunities for sponsorship i.e. good news story for a private sector firm. In regard to recommendation (i) h, the Library Service currently has an income target that needs to be met in order for the service to remain within budget. If income is above budget (and the overall service is within budget) the Service Manager has discretion to vary budgets to fulfil service aims. However following a move to a Social Enterprise, it may be easier to implement this recommendation through different ways of working with the community.

46. In regard to Recommendation (ii) b, extending community hub opening hours may increase costs in relation to staffing and premises. However it may be possible to recoup that cost through the use of volunteers, and charging for the use of the building, which will be easier in a social enterprise. The costs and potential charges would need assessing for each hub.
47. In regard to recommendation (ii) c, at some libraries movable shelving has already been introduced allowing better use of the space available, and it may not be very expensive to add to that. Where plans already exist to refurbish or extend library buildings, any furniture will be costed into the overall plan to make it easier for other uses of those buildings. Those plans will be initiated if and when funding becomes available.
48. In regard to recommendation (ii) e, there would be no cost to the council as long as the notice/display boards were already available and the leaflets and notices were printed by others. There may be an additional minimal cost to Democratic Services if a decision were taken to provide a hard copy of each agenda for public decision making meetings at all community hubs.

Contact Details

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Chief Officer Responsible for the report:

Andrew Docherty

AD ITT & Governance

Report Approved

Date

22 April 2013

Implications: Information was provided by the following Officers:

Legal – Andrew Docherty

Finance – Richard Hartle

HR – Mary Bailey

Wards Affected:

All



For further information please contact the author of the report

Annexes:

Annex A - Site Visits - Information Gathered

Annex B - Report on Recent Libraries Public Consultation

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Libraries Scrutiny Review

Findings from Visits to Libraries on 8 January 2013.

Libraries Visited: Tang Hall, Strensall, Clifton & Acomb Explore.

All the staff were very enthusiastic and there was good evidence of a lot of community library work. All the libraries have open access computers, children's sections and self issuing machines (which are becoming more accepted by customers).

Acomb Explore

This purpose built library was expanded and rebranded in 2005 and footfall has increased from 180 per week to 600+. The building is an open and accessible space, built on one level with no barriers to access. There is a widely used Changing Places facility and a very popular Cafe.

The library itself is in one room with the children's library differentiated. Bookshelves are moveable. There are 4 meeting rooms (one the Learning Centre with computers) plus the cafe area. The rooms are available for hire up until 9pm. They received a 'Good Place to Come' Award from the Children's Society for being an inclusive and accessible building with facilities for all. Housing Benefits direct line for advice but HB staff no longer hold advice sessions. There are 12 staff, with 4 working at any one time.

Community links- Fostered close links with the visually impaired gardening group 'Green Shoots' and the local Rotary Club to create the garden. Has an excellent relationship with local schools, regular back and forth visits; including strong links with local special needs school. Fast response ambulance housed on site

Activities - Flexible Learning Centre with Adult Ed tutors offering English and Maths; Range of bespoke courses based on demand, i.e. laptops, digital cameras, eBook; basic computer offer that: 1-1 Sessions, Computer Essentials and Online Basics ran by Library Staff; classes in Spanish, Italian, French, Watercolours, Lip Reading and Pilates.

Councillor surgeries; Police surgery and links with local PCSOs; Westfield Ward meetings; Allotment group meetings; Display space for local issues; Annual Craft Fair; Weekly Craft Club; Children's Reading Group; Two reading groups that meet in the Library and three others that meet outside; Local History Sessions.

Volunteers - They have a number of volunteers who do shelving and also offer work experience.

Development ideas - This is already a very busy library with lots of community activity. This does restrict the time available for staff to go out into the community and that is something that they think can be developed.

Tanghall Library

This is full time, purpose built library on 2 floors. The library is on the ground floor with the adult library in one room and the children's library in another. Upstairs, with lift access, are the Adult Education room/I.T. centre (12 computers) and a meeting room (big enough for 12 people). There is also a small office/staff room with hot desks that are used by other Council employees. The main adult library has movable furniture to make a larger space for activities.

Community links - Staff visit all the local schools, children's centres and playgroups and these groups also visit and borrow materials for projects. There is a good relationship with the clinic situated on the site, and the library offers services to mothers taking children to the clinic. They support the Home Book service and visit new customers to understand their interests.

Activities - Children's Friday book group (not too popular so looking to change days) ; adult book group (does better in better weather); story times for babies, toddlers and children; craft group; social media drop in; flexible learning courses; drop in 121computer support; help with homework (a homework club folded for lack of support/funding?). However, pupils still come in to do homework - they still print homework for free. Used to have some troublemakers but this has been sorted out; crèche on Wednesday to support Adult Ed courses.

Volunteers - 2 who do story telling and 4 who do shelving.

Development ideas - There has been an approach from JRF who are looking at ways to support community services to the residents of Derwenthorpe. Might there be some funding available from them?

There is scope for more events in the library, particularly for children. This does need some funding but there is scope to hire out the meeting room and use any profits specifically to reinvest in this library.

There is space to increase information on Council and partner services.

There is a meeting room that could be used for surgeries.

They would love a cafe!

Strensall Library

This is a half time library with one member of staff. It is situated in a converted shop in the centre of the village at the heart of the community. Library is on a bus route with a bus stop outside. Children's library is in a separate space. 2 PCs are available for public use. If bookshelves were movable it would be possible to open up the space. There is no separate meeting room and it always closes by 5pm.

Community links - There is a proactive relationship with local schools and playgroups. All children from the local primary school visit at least once a year and the librarian visits to the school relate to the work they are doing. Librarian also goes out to visit community groups such as Brownies. Runs stalls at summer fairs. There are strong links with the Army base. The library also serves Sheriff Hutton. Information displayed on council or charity events. Staff can redirect queries on services.

Activities - Well established book group (full); homework support; story time; support for CYC reading challenges; drop in 121 computer support; visits to community groups and village events; craft events. Local PCSO drops in.

Volunteers - 1 who does story time 3 times a week.

Development ideas - Scope to use the building outside library hours with any income used to improve library stock that would be Strensall specific. Staff would also like some equipment to use at events.

There are basic information leaflets available but there is little scope to develop this or use the library for surgeries because of the lack of a separate room and the single staffing aspect. Would also love a cafe!

Clifton Library

This is a purpose built, half time library. There is one big room with the children's library differentiated. There is a separate room (staff area) used by Adult Ed as a Learning Centre. The bookshelves are not moveable so it is difficult to make the most what could be a large space. No private meeting rooms. They have 5 part time staff but there are only ever 2 on at a time. Occasionally they will single staff but only if there is someone in the Learning Centre. Some anti social behaviour after dark from play park next door.

Community links - There is links with 5 primary schools, 18 nurseries and the children's centre, and support is given to the family groups at Burton Green School. The Staff tend to go out as the location of the library is poor and difficult to access by bus. When the Central Library was closed they picked up a lot of customers who liked the fact there is parking, and some have

stayed. They also get customers who work in the area so find it convenient. They have a number of regular elderly users.

Activities - 3 reading groups; Adult Ed classes in library; 121 computer support; story times - popular, up to 30 at a time; after school club; police surgeries; activities for children in holidays; support for Home Book service; Runs classes when library closed; play group visits.

Volunteers - 1 who does story time and 3 who do shelving. Could use more but only if they can commit to a regular weekly slot.

Development ideas - Could develop reading groups if there were more resources. People do come in to ask about other council services. If building is being used when library not open, public still come in to try and take out books. Shelving system is v inflexible. If the shelves were moveable there would be more scope to use the building out of library hours, but with no separate room there is little that could be done when it is open. There are no facilities' to make even basic refreshments.

There are basic information leaflets available but there is little scope to develop this or use the building for surgeries because of the lack of a separate room.

The Manager does not feel that a cafe would be successful partly because of the poor location. Not on public transport route. Long way from schools. "If we were starting from scratch we would not put a library here!"

Library Consultation 2012

Highlight Report

This report presents the findings from the 2012 Library Consultation. A total of 1601 surveys were completed:

- 1340 by postal survey in library
- 84 by online survey
- 177 from children/young people

Of these there were 1340 responses from adults (83%) and 177 from children. It was not possible to categorise the 84 online responses.

The Business Intelligence Team project managed the survey and the fieldwork was carried out during November by an independent market research agency.

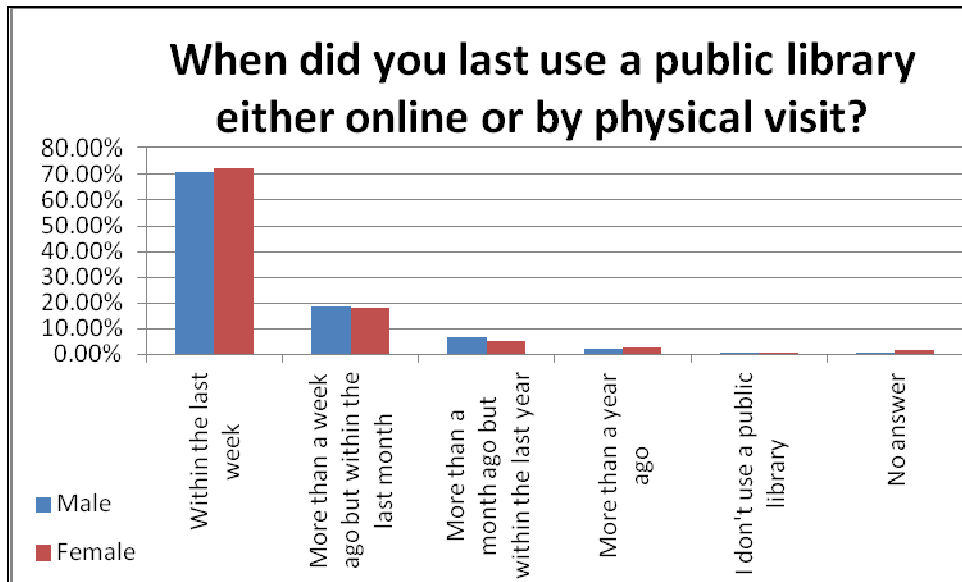
Of those who answered any equalities questions 946 people (65%) of adults disclosed their gender – 69% were female and 31% male.

Age grouping was disclosed by 64%, the majority who answered this question were in the over 55 age group (63%), other groups were 45-54 (15%), 35 -44 (12%), 25 -34 (8%), 16 -24 (2%).

However there is a need to be cautious with some of this data as over a third of those who completed the questionnaire did not give gender or age information. In terms of any other equalities profiling the numbers are too small to be useful.

Q 1 Public library usage

72% of respondents had used a library within the last week, 19% within the last month and 6% within the last year. Children and online respondents stated a slightly lower percentage in terms of use in last week but almost 30% of children had used a library within the last month.

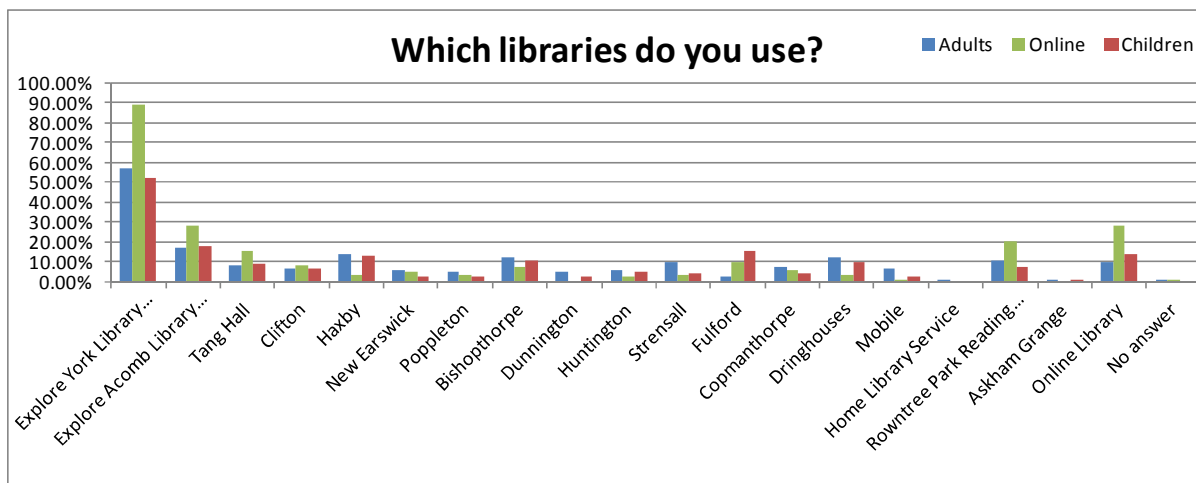


Q2 Which libraries used

Explore York and Explore Acomb were the most used by all groups

Explore York by 58% and Explore Acomb by 17%.

Other libraries with more than 10% of responses were Haxby 13%, Bishopthorpe 12%, Dringhouses 11%, Rowntree Reading cafe 10.5% and online 11%. Of those that made an online response around 29% used online library.

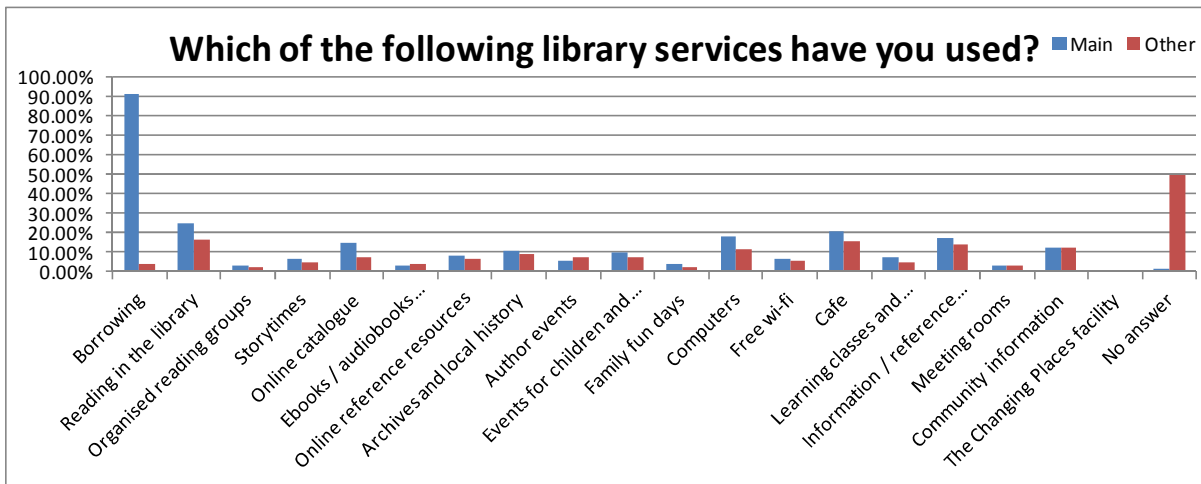


Q3 Services used

We asked adults and online survey respondents what services they used. Borrowing was the most common answer with over 90% listing this as the main service, around 25% mentioned reading, 21% the cafe, 18% using computers, 17% reference materials, 11% archives and local history, 15%

using the online catalogue, almost 10% events for families, and 12% for community information.

When asked to list other services used the response were fewer but still highlighted reading in the library, cafe, reference usage, and computer usage and community information.



Q4 What would make people more likely to use library service if they don't currently use.

Over 80% of people did not answer the question. Better range of books and convenient opening hours were the most mentioned but still in quite small numbers, less than 10%

Q5 what types of information would you like to find

Looking at the adults and online responses the four most frequently mentioned were community information 52%, information about books and authors 49%, travel information 42%, learning/education opportunities 40%. Health information was mentioned by 30%, information about the council 26%, tourist information 25% jobs/careers information by 19%, national government services 10%.

Many respondents ticked several of these which indicate how libraries may be able to continue to develop to become more of a community hub in future.

Around 17% of people did not answer the question.

Q5b Linked question where do you get information from

Adults and online respondents highlighted libraries as a place where they get information 76%, Internet 69% - (although less among the over 55 group), local newspapers 58%, other local media 36%, council Publication 35%, Local radio 28%, Council website 28%, social networking sites 11%.

Again people may have responded to more than one option.

As a question on information was also asked in the recent Big York Survey some comparison is discussed later in the report.

Q6. Would any of the following encourage you to borrow more.

Around a quarter made no response. Adults and online views were; lots of copies of bestsellers and prize-winners 34%, staff or public recommendations 33%, easier renewal methods 27%, flexible loan periods 25%, themed displays 20% and no fines 15%.

Q7 Adult learning – what would you like to see

28% made no answer.

Those that answered highlighted: availability of books and other materials to support learning 46%, being able to sign up for courses 40%, specific study space in larger libraries 28%, full range of leisure based courses 28%, space where people can come together to learn from each other 21%, specific areas where you can get a wide range of information 18 %, support for making online applications and web searching 14%, course to help you prepare for work 11%.

Future

Q8 Where would you like to find in library/learning service

The majority of people selected the in current buildings option with 81% doing so. All the other options were far lower, the next most popular was in a community building e.g. community centre 28%. Online was selected by 14%, in building with other public services such as doctors surgeries 11% and In other building that you use such as supermarkets 7%.

This would indicate very strong support for the current buildings but combined with earlier questions would mean there is potential for expanding what is available in libraries. Options of having library services in new locations would need to be tested further to gauge support – for example among those who do not currently use libraries.

Q9 Which would you most like to see in the future (ranking question diff of interpretation)

Many people did not actually rank this and lots several people did not answer. The highest number of answers were to:

- Keeping the library opening hours at current levels - very important 72 %
- Keeping all the current libraries - very important 69%
- Buying more books - very important 55%
- Children's activities - very important 23%
- More weekend opening - very important 24%
- Running more adult education courses - very important 17%
- Providing more computers/other technology - very important 15%
- Having more events in libraries - very important 14%, - not important 25%
- Creating new places to access library services -very important less than 10% with over 30% saying not important
- Improving cafe/refreshment facilities very important less than 10% - with 42% saying - not important

Q10 Willingness to get involved in development of services

Less than 1% reported that they already volunteered and 16% did not answer this question. While only 35% wanted to be involved as a user or customer. 9% would consider serving on a committee to help make major decisions about the future of the services and 24% would attend a meeting at local library to help make decisions on local opening hours, books to be bought or how the community uses the building. In addition 23% would consider volunteering to help with an event, read to children, or deliver books to housebound. A further 9% would join a Friends Group.

This does indicate a core of people who would be interested in getting involved – in some cases in more than one way.

Q10 a How much time would you be prepared to give (check number of answers linked to Q10)

33% did not answer and 21% said not at all. Answers did not quite tie up with previous question as few highlighted a weekly commitment with only 8% saying they would consider a weekly commitment during the day and 4% a weekly commitment at evening/weekends.

More would consider a monthly commitment or specific times for a one off event both 15%. 19% would consider involvement on an occasional basis.

Q11. Volunteering opportunities

People ticked more than one option sometimes – not clear if they would take up more than one opportunity also 73% of people did not answer this question so it is difficult to gauge how much support is available.

Answers were; helping older people to get online - 7%, helping to archive - 11%, helping to run an event - 8%, reading stories to young children 12%.

Q12 Any roles you'd like to see set up

95% of people did not answer. The few that did, suggested reading to children or elderly or delivering books.

Q13 How could we use library buildings better

70 % gave no answer. Suggestions included range of events, better use by community groups, mother and toddler or children's groups, book clubs, longer opening hours, renting out space.

This suggests people may not be aware of all the events or opportunities offered by current libraries

Q14 Any other services you'd like to see delivered through local library

86% gave no answer. Suggestions included Citizens Advice, council service pay point, local information but all were very small numbers.

Children's Responses

177 responses from children were received, although we need to be cautious due to numbers as not really enough to base any decisions on. In the main children used the library for borrowing 92%, reading in the library 50% and 47% had taken part in the summer reading challenge.

The major factor that would make them use the library more would be a better range of books which just over 50% suggested. Around half did not answer what they'd like to see to help with homework but top answers were History, Maths and Science.

Children said they would like to see more information on books and authors, information on history, travel and buses, jobs and careers but these were small numbers.

64% said they got information from libraries, 73% from the Internet, 30% from newspapers, 20% from social networking, and 15% from Shine. Several answered with more than one response.

They could be encouraged to borrow more with better displays, lots of copies of bestsellers and prizewinning books, being able to return books when you want, no fines.

No enough answered about volunteering to use the information.

Commentary

The survey has had a good response rate with the majority of responses being collected from libraries. There is a possible issue about non-library users and whether they have been involved enough for us to find out why they don't use libraries and what would encourage them to do so..

There are concerns about the low level of equalities data which makes it difficult to draw conclusions about level of use for particular groups. The only group we can draw enough on is age profile of 55+ due to numbers but over a third did not give us and such information so it is difficult to generalise.

Comparison with Big York Survey - Summer 2012.

The survey which had 1117 respondents (equality profiled) asked a question about library usage and found that 20% had never used a public library, 22% had used it within the last year, around 16% within the last month and a similar percentage within the last week.

In asking why people did not use the library the majority of those responding said it was because they did not need the services (57%), other response included opening hours (12%) or lack of transport (13%)

The survey also asked a question on volunteering just over half had done no volunteering in the last year but 16% volunteered at least once a week and 10% at least once a month. The main reasons given were not enough time two thirds or never thought about it 19%.

In terms of how people get information the BYS found that for the 55+ age group less than 4% used social media. Overall one in three people used the council website to find information and three in five used local newspapers. The evidence from library users does suggest that although the 55+ plus group do not use online or internet as much as other groups they are using at a level way above what was suggested by the Big York Survey. As library users they may well be more sophisticated users.

Recommendation - need to get a view from groups that may have not responded/been excluded?

Some people have given us postcodes we could possibly look at these to see which libraries people use which might flag up where people use one of the explore libraries as well as their local library.

We could run any of the questions against the 55+ age profile

In future in order to encourage more people to fill in the equalities questions the sheet need to be attached to the questionnaire in some way as frequently gets lost from the main questionnaire which has reduced our data here.



Cabinet7th June 2013

Report of the Cabinet Member for Finance, Performance and Customer Service

Rights and Responsibilities for Customer Contact

Summary

- 1 This report asks Cabinet to approve the policy and procedures as referenced within the report and contained in Annex B.

Background

2. The council has a good relationship with customers across a variety of communication channels, and customers have the opportunity to feed back to the council using our compliments and complaints process where the service is better or worse than expected.
3. The move to West Offices has created additional opportunities to interact with our customers face to face and in conjunction with partner organisations. To help support, educate and mitigate potential issues arising and to set customers expectations when arriving at West Offices or interfacing with the telephone teams or electronically, a set of Customer Service Standards have been developed. These are in line with both customer and staff views and set out how we should treat customers whenever we have contact with them. These are detailed in Annex A and can be found at:

http://www.york.gov.uk/info/200167/customer_services/698/customer_service_standards

4. These standards are designed to provide a framework for our interactions with customers/residents . This is supported by the proposed policy for responding to those customers whose behaviour is persistent and potentially vexatious.
5. The council is committed to providing an excellent customer service regardless of how customers choose to contact us. To help us achieve this, our staff will:
 - always wear a name badge or tell customers who they are speaking to;

- provide their service in a courteous, responsive and timely manner irrespective of age, gender, cultural/religious background, disability, sexual orientation or need;
 - inform customers of how long they can expect to wait if they have requested the use of a council service;
 - where applicable, tell the customer of any associated costs with the council service they have requested;
 - have the right skills and behaviours to deal with the customer's enquiry;
 - provide a timely response to enquiries when the customer contacts us. We will always provide an apology if responses are not provided within these times.
6. We will constantly review and refresh our approach set down in the Customer Strategy to make sure that we continue to meet our customers' needs and expectations and ultimately remove unnecessary frustration for our customers when contacting us.
7. We also feel it is important to let customers know what they can do to help us to achieve this. We ask that customers:
- are courteous to all staff at all time;
 - treat everyone with respect regardless of how they contact us;
 - when they visit us, help us to ensure we have a safe and welcoming environment;
 - tell us in a timely manner when things go wrong;
 - provide additional information in a timely manner if asked for by a member of staff .
8. It is important that we deliver services right first time, and most of the time we do. Sometimes, however, things can go wrong or we fail to meet expectations. We want customers to tell us when this happens. Feedback in the form of comments and/or complaints are important to us.
9. All complaints are handled within the council's three stage complaints policy and procedures. These can be viewed when accessing the web site or by asking for this information when visiting West Offices. Any matters which contribute to the failure of our standards, including staff competency and behaviour will be managed through the appropriate performance management arrangements.
10. Very occasionally, some customer contact is considered to be inappropriate. On occasions council staff and councillors have found themselves subject to

abuse or threats. As a responsible employer the council has a duty to respond to such behaviour.

11. In the event of the above the council may need to restrict the way we allow individual customers to communicate with us. It must be stressed that the attached policy 'Dealing with abusive or vexatious customers' (Annex B) is intended for the very few occasional times where behaviour is wholly inappropriate, aggressive, and over a long period of time.

Consultation

12. The Audit and Governance Committee was consulted on a draft of these procedures on 19 March 2013, and its comments have been incorporated into the proposed policy.

Options

13. Cabinet may express support for the current proposals or suggest amendments or additions.

Analysis

14. Not relevant for the purpose of the report.

Council Plan

15. This report contributes to the achievement of the Customer Strategy within the Core Capabilities and deliver across all priorities within the Council Plan.

Implications

16. **Legal** – the council has a legal obligation to protect the health and welfare of its staff. Taking the steps described in this report may be necessary in a limited number of cases to comply with that duty.
17. **Equalities** – the proposed procedures recognise that some groups of customers have particular difficulties which may contribute to their behaviour being inappropriate and ensure that such issues are considered in decision making.

Recommendation

18. Cabinet is asked to approve the adoption of the procedures set out in Annex B to this report.

Reason

To ensure that the Council has clear arrangements in place to deal with abusive or vexatious customers.

Author:	Cabinet Member and Chief Officer Responsible for the report:		
Andy Docherty Assistant Director, Governance and ICT Telephone: 01904 551004 Pauline Stuchfield Assistant Director HR & Customers Telephone: 01904 551706	Cllr Dafydd Williams, Cabinet Member for Finance, Performance and Customer Service Ian Floyd Director of Customer and Business Support Services Telephone: 01904 551100		
	Report Approved	√	Date 17 th May 2013
Specialist Implications Officer(s) <i>List information for all</i>			
Wards Affected: <i>List wards or tick box to indicate all</i>		All	√
For further information please contact the author of the report			

Background Papers

None

Annexes:

Customer Service Standards - Annex A

Vexatious or Abusive Contact Policy and Procedures - Annex B

Customer Service Standards

The York Customer Centre is responsible for all 'first point of contact' telephone, face to face and email interaction with City of York Council. We are committed to providing you with an excellent customer service regardless of how you choose to contact us. To help us achieve this, our staff will:-

- Always wear a name badge or tell you who you are speaking to
- Provide their service in a courteous, responsive and timely manner irrespective of age, gender, cultural/religious background, disability, sexual orientation or need
- Inform you how long you can expect to wait if you have requested the use of a Council Service
- Where applicable, tell you of any associated costs with the Council Service you have requested
- Have the right skills and behaviours to deal with your enquiry

Responding to you

We recognise that you expect a timely response to your enquiry when you contact us. To achieve this, we aim to:-

- Answer your telephone call within 20 seconds*
- Speak to you within 10 minutes of your arrival at our office*
- Respond to your email by close of business the following working day*
- Call you back by close of business the following working day if you have left a voicemail on our 'out of hours' voicemail facility*

*You will always be provided with an apology if you did not receive a response to your enquiry within these times. Full information on our current response times will be available shortly. In the meantime, you can find details of how many customers we had contact with by checking the information displayed at our reception points or by clicking on this link to let you know how we are doing.

Help us to help you

We have explained how we will provide you with an excellent customer service and how we will respond to you. We also feel it is important to let you know what you can do to help us do this **(please also refer to our Standards of Conduct with our Customers document <insert**

link> which outlines implications to you if you behave in a way which affects the health, wellbeing & performance of our staff).

http://www.york.gov.uk/info/200167/customer_services/698/customer_service_standards

We ask that you:-

- Are courteous to all staff at all times
- Treat everyone with respect regardless of how you contact us
- When you visit us help us ensure we have a safe & welcoming environment
- Tell us in a timely manner when things go wrong
- Provide additional information in a timely manner if asked for by a member of staff

Information Provision

Customer Services handle a variety of legislative enquiries relating to Council Tax & Benefits. Sometimes, this information can be difficult to interpret and understand. To help you to understand this information we will:-

Explain any legal requirements in a plain, simple to understand language and in a format of your choice, including in languages other than English

- Make clear what are legal requirements and what are recommendations or good practice
- Provide a written response where appropriate or if requested
- Provide you with leaflets or other information

Ongoing service improvement

We work hard to deliver your services right first time, most of the time we do. Sometimes however things can go wrong or we fail to meet expectations. We want you to tell us when this happens. Your feedback (comments, compliments & complaints*) is important to us. If we receive feedback from you we will:-

- Forward general comments onto the related service area. Your comments will be used to help inform the service areas of any improvements they can make in the future

- Let the individual concerned know you have complimented them on the service you received
- Take the details of your complaint (including your expected outcome) and forward these onto the relevant service area who will be responsible for contacting you within 5 working days (subject to the three stage complaint policy)

*The council has a three stage complaint policy which can be viewed by clicking on this link to our corporate complaints policy.

http://www.york.gov.uk/forms/form/5/have_your_say

During 2013 we will be conducting an annual survey to check if we are providing you with a good service. We will review the results of the survey and make changes to our service where appropriate. The results and improvements made will be published on this website or, will be available in other formats upon request

Getting in touch with us

Get instant access to a variety of Council services by registering for our do-it-online service by visiting www.york.gov.uk/DoltOnline/Pages/Default.aspx

By email to: ycc@york.gov.uk

By telephone on (01904) 551550 (office opening hours are Monday to Friday, 8am to 7pm)

Alternatively you can write to us at:

City of York Council, West Offices, Station Rise, York, YO1 6GA.

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City of York Council – Dealing with Abusive or Vexatious Customers

Policy statement

The Council aims to deliver excellent service in a manner which is respectful to its customers. Council staff and Members equally have the right to be treated with respect. The effective administration of the Council cannot be allowed to be curtailed through customer's actions nor will the Council tolerate behaviour which might impact on the health and well being of its staff. The Council wishes to be open about the steps it will take to manage these situations Accordingly the Council has published the following procedures.

Introduction

1. On very rare occasions the City Council may need to restrict the way we allow individual customers to communicate with us. This may be because a customer has behaved in an abusive, harassing or aggressive way towards a member of staff, or it may be because a customer's actions **seriously** impede effective public administration. An example of this may be a customer who, repeatedly sends aggressive e-mails about an issue, perhaps to numerous members of staff, over an ongoing period of time.
2. Behaviour which is abusive, aggressive or which seriously impedes effective public administration is unacceptable. These procedures set out how such unacceptable behaviour should be addressed.
3. On occasions the activities of a customer may amount to a criminal offence of harassment. If this may be the case then advice can be sought from legal services who will consider whether the case ought to be referred for police investigation or some other legal action. This should be a last resort. Most cases should be capable of being addressed within these procedures.

4. These procedures will predominantly be relevant to customers who make contact by e-mail but are equally applicable to other forms of contact.

Specific categories of Customer

It is important to stress that this policy is expected to cover very few individual cases. It is not intended to deal with the vast majority of customer contact, many thousands of individual cases, which often may be difficult to deal with. Staff are trained to deal with complex and difficult issues and will continue to do so. This policy is intended to deal with the very small minority of occasional cases of extreme behaviour which may threaten the health and wellbeing of staff/members.

5. Some customers may contact the Council at times of great stress and on occasions their behaviour may at times be inappropriate, particularly on the telephone. It is not intended that these procedures should be used to deal with incidents of this kind. Staff are trained to deal with such issues and manage any difficulties customers may be experiencing.
6. The Council also has dealings with people who have mental health or other problems which can affect their behaviour. Such problems do not make unacceptable behaviour acceptable. However, where staff are aware that they are dealing with a customer who has such problems and are aware that they are receiving support services then efforts will be made to involve support workers in securing a solution.
7. Some customers may wish to make a complaint about the Council. All complaints are handled within the Council's complaints procedures. In some cases this may mean escalating the complaint within those procedures or referring the complainant directly to the Ombudsman.

Process for restricting contact

8. In a very small number of cases the Council may consider it necessary to restrict the ways in which a customer can contact the Council.
9. Unacceptable behaviour should normally be addressed in the first instance with a polite warning given by the staff member dealing with the contact.
10. If unacceptable behaviour continues then it may be necessary to take some more formal action. This may include restricting the number of people that the individual is allowed to contact and/or to restrict the volume, type or times of contact that the Council will accept.
11. In the most serious cases the Council may decide to prevent a Customer from using a particular access channel to the Council such as telephone or e-mail. In these circumstances the Council will have to ensure that the Customer is still able to contact the Council through other means.
12. It is not essential that the Council has put in place other measures to restrict contact before reaching that stage but use of such measures must have been considered.
13. A decision to implement restricted contact must be approved by the Director of Customer and Business Support Services (Ian Floyd) or the Assistant Director Governance and ICT (Andy Docherty). If authorised to do so, the Council's ICT team will make arrangements to ensure that any e-mail sent to a Council e-mail address is automatically forwarded to the relevant contact person or, where appropriate, blocked from the Council's systems.
14. Any restrictions on contact should be confirmed in writing by the authorising officer who will explain, who the customer can contact, how and when. The reasons for the action should also be explained. If the customer then continues to make contact with people outside these arrangements they should be reminded of the appropriate way of contact and the call or correspondence passed to the correct person. Any representations made by the

Customer will be considered by the authorising Officer in considering whether the restriction should be maintained.

Recording and review of restrictions

15. A confidential central log of those who have restricted contact with the Council will be maintained and reviewed every six months by the Director of Customer and Business Support Services. Services who have requested a block must also advise the authorising officer if circumstances have changed justifying a lifting of existing restrictions.

Contact with elected Members

16. A decision to restrict e-mail contact will impact on the Customer's ability to make direct contact with their Ward Councillors. Where this is known to be an issue consideration must be given to making appropriate alternative arrangements to ensure that the customer is able to make contact with their Councillors. Ward Councillors should be consulted on those arrangements.



Cabinet**4 June 2013**

Report of the Cabinet Member for Health, Housing and Adult Social Services

Update on the Council's Elderly Persons' Homes (EPH) Modernisation Programme**Summary**

1. This report provides an update on the council's Elderly Persons' Homes (EPH) Modernisation Programme and proposes to proceed to tender to secure two new care home facilities – at Burnholme in the east of the city, and at Lowfield, Acomb (as part of a community village for older people) in the west of the city.

Background

2. At its meeting on 15 May 2012, Cabinet considered a report that outlined a programme of modernisation which would see the council's current Elderly Persons' Homes (EPHs) replaced by two new care homes, providing lifetime care in specialist settings designed to support people with dementia and high dependency care needs. The report noted that the council should also consider, at a later date, whether or not a replacement for Haxby Hall was required based on future projections of demand and affordability. This work has now been completed and officers consider that a third care home at Haxby Hall is not required.
3. This modernisation programme is part of the council's wider ambition to support the development of York as a 'Dementia Friendly City', and to support frail elderly people to be able to live in their own homes and communities for longer.
4. The development of a new 'household model' of residential care has drawn on many examples of innovative care and settings in the UK and Europe. The council is now in a position to progress to tender for its care home modernisation programme. This report sets out that programme.

5. The care home modernisation programme is essential because the council's current EPHs, all built in the 1960s and 1970s, are reaching the end of their lives as fit-for-purpose care homes. The majority of places are provided for frail elderly people but the greatest demand now and expected in the future is for specialist dementia and high dependency care.
6. The current CYC homes were not designed to support people with dementia and high dependency care needs and so the physical environment understandably falls some way short of care homes being built today to modern standards and incorporating best practice dementia design.
7. For example, only 31 out of the 230 bedrooms in CYC's remaining seven EPHs have en-suite facilities, and room sizes and day facilities fall well below an acceptable modern specification. Narrow corridors and door openings make wheelchair access difficult, and access to secure gardens and outdoor space (particularly important to dementia sufferers who enjoy walking) is relatively limited in most of the homes.
8. At the time of writing the council is carrying 17 'frail elderly' vacancies across its seven homes. This is largely because the council homes do not have enough of the dementia care places that are most needed. However, our EPH managers continue to adapt and tailor our care homes and provision to meet demand as far as is possible within obvious physical and financial constraints.
9. At present, if a resident's care needs increase to a level that requires nursing care they have to move to a nursing care home. A key feature of the council's vision is for care homes where the built environment is large and flexible enough to be able to switch between the type of care that can be provided - dementia care, high dependency care, nursing care, and respite care. Once admitted to such a care home, a resident should not have to move home again even if their care needs increase.

Consultation

10. A large public consultation exercise undertaken in summer 2011 revealed significant public support for the council's vision for:
 - a) Modern residential care homes focused on providing specialist dementia and high dependency care.

- b) Built to a higher specification in relation to, for example, room sizes, en-suite facilities, access to secure outdoor space, and dementia-friendly design.
 - c) Care homes that can deliver the concept of 'lifetime care' explained in paragraph 9.
11. As the details of the modernisation programme have been developed, key stakeholders - including current EPH residents and relatives, EPH managers and staff, Trade Unions, Care Management and Health partner colleagues – have been kept informed and engaged on a regular basis through a mix of meetings, briefings, and correspondence. Representatives from key voluntary sector partners such as Age UK York, York Older People's Assembly, and the Alzheimer's Society, have also been engaged in an EPH Wider Reference Group that meets every three to four months. See full membership at Annex A.

The Care Home Modernisation Programme

12. The May 2012 Cabinet report proposed building at both Fordlands in Fulford and at Lowfield in Acomb (as part of a community village for older people) and also noted that the council should consider at a later date whether or not a replacement for Haxby Hall was also required based on future projections and affordability.
13. Since May 2012 significant further work has been undertaken to explore the projected future demand for specialist residential care, to consider the developing supply of local residential and nursing care provided by the independent sector, to reflect on the limitations and constraints of the Fulford site which came to light in Autumn 2012, and to explore the potential opportunities provided by the Burnholme site.
14. Despite the significant financial challenges facing the council, it remains committed to modernising the residential care available to older people with high levels of dependency. Having taken account of the factors outlined above, the Cabinet is recommended to issue a combined tender for the building and operating of:
15. **Two new specialist residential care homes** at Burnholme (72 places) in the East of the city, and Lowfield (90 places) in the West – providing 162 places in total, including 20 respite care places.

16. Since the May 2012 Cabinet report members of the EPH project team have researched care homes/villages within the UK and Europe and developed our understanding of the model of care that can be provided within the new developments.
17. As a result of this research it is proposed that the two new care homes should provide a 'household model' of residential care whereby residents will live in self-contained households that are home to a maximum of 12 residents – 'a home within a home'. Such households will provide a more domestic and homely environment than a traditional large care home. Each household will have a domestic kitchen and open plan communal spaces that will help promote a sense of community, whilst also supporting the staffs' care and observation of residents. The residents' own bedrooms, with en-suites, will be close by thus ensuring that privacy and dignity can be achieved for all residents.
18. As well as providing a more domestic setting, the household model facilitates the grouping of residents by care need (eg level/type of dementia) or by background/interests. It also allows greater flexibility as, so long as the design is right, the focus of a household can be shifted to respond to changing needs. This will help ensure that the homes are as 'future-proofed' as possible.
19. The care home at Burnholme will be located to the south of the Burnholme Community College sports hall on land adjacent to St Aelred's Primary School which has not been used for some years. Access to the building will initially be from Darnbrook Walk.
20. Burnholme College will be closing in the summer of 2014 and Asset and Property Management are currently exploring options for the future use and development of this site to provide community facilities and meet council priorities. Proposals will be reported to Cabinet later in the year followed by a public consultation. It will be the intention to incorporate access to the care home from the Burnholme site as part of any design, and to ensure it links into the uses which this site will be put to. This is anticipated to provide a permanent access from Bad Bargain Lane.
21. **A Community Village for Older People** on the old Lowfield school site in Acomb. This will include a care home (90 places), a Community Hub, and a range of other housing accommodation for older people. The council's vision is of a community village that:

- Is available & affordable to all older people in York.
 - Features dementia-friendly design with a heavy emphasis on outdoor living – including private and shared outdoor spaces.
 - Provides a mix of housing accommodation types and tenures for older people (25% of which to be affordable housing) that will free up other (family) housing in the city. All of these homes will be wheelchair accessible, built to Lifetime Homes standard, and capable of being kitted out with assistive technology.
 - The Local Plan indicates that at least 72 dwellings could be developed on the Lowfield site. The care on site can offer support to people in these dwellings if needed and so offer the opportunity of a dispersed (within a village) sheltered with care type model.
 - Provides village residents with a ‘care pathway’ that runs from independent living right through to end-of-life care.
 - Features a Community Hub and communal spaces that will draw in both village residents & members of the wider Acomb community.
22. The council will fund the building of the two new care homes and so retain ultimate ownership of the buildings and the land on which they stand, but the care homes will be designed, built, operated and maintained by an external provider.
23. In February 2013, the council in setting its budget for 2013-2015 concluded that, in order to make the modernisation programme affordable, it would seek an external partner. The potential benefits of procuring a single external provider of the care across both sites are outlined in paragraph 34.
24. The 162 care places in the two new facilities are expected to meet the projected increased demand for residential dementia care places and will be supplemented by commissioning any additional places required from local independent sector provision. We have seen new developments opened by the independent sector since the public consultation in 2011 and, together with the Independent Care Group, we are working on a market development statement to encourage providers to also respond to the changing needs of older people.

25. We also expect that continued improvements in supporting more people in their own home, together with the development of other models of accommodation (eg sheltered housing schemes and the dwellings in the Lowfield community village) will help to limit the increasing demand for care in registered homes.

Financing of the Modernisation Programme

26. The primary financial parameter within which the project is seeking to operate is the existing revenue budget of providing the current service. It is from this budget that both the capital cost of building the new homes, and the operational cost of the facilities will be met.
27. The proposal is that the council finances the construction of the homes, and seeks a build and operate solution. It will be essential to be able to match up the capital and revenue costs in order to determine the extent to which the scheme can be accommodated within existing budget provision. Only once the council has been through a full procurement will the actual costs be known and then allow for proper consideration as to affordability from the existing budget. The procurement process will seek both capital and revenue tenders, which will then allow the council to consider the actual financial implications of the project.
28. With regards to the capital costs, it is estimated that the total costs could be in the region of £25-£30m to build the new facilities. Some £5m is likely to be able to be funded from capital receipts associated with the project (the sale of the current seven EPH sites and a potential capital receipt for the land for housing at Lowfield), but the remainder will need to be financed from borrowing by the council (unless the Developer was to be asked to complete a full design, build and finance scheme). Therefore the borrowing to be financed is likely to exceed £20m.
29. In order to stay within the existing revenue budget, and be able to finance the capital costs, it is estimated that the tender price will need to be towards the lower end of the estimated £25m-£30m. The procurement process will seek to develop a solution that can be met from the council's existing budget provision. It is not expected that the project will deliver further savings, with the likely need to use the entire budget to fund the capital/revenue operating costs of the new service.

30. A further report will be brought back to Cabinet/Council once the procurement process has been completed, to consider more fully the detailed financial implications.
31. Until the full procurement has been completed, there clearly remains a risk that the project may not be able to be delivered within the existing budgetary provision. There are a number of risk factors to be considered, including overall build costs, extent of market interest, and the overall economic picture, which will impact upon the procurement. In addition, there are potential timing issues regarding cash flow in the construction period which will need to be considered.
32. Given the scale and complexity of this procurement, preparation and delivery costs are estimated to be up to £500k. This estimate includes the costs of a wide range of specialist advice and support (eg legal, design, technical, procurement, commercial, site surveys). These costs can be met from the existing capital programme budget for the EPH modernisation programme (£662k) although there is the risk that, if the care home developments do not happen for any reason (eg a failed procurement exercise), the project costs would need to be written off.

Procurement Approach

33. It is proposed that the council procures a provider (or consortium of providers) that can design, build, operate and maintain the two care homes at Burnholme and Lowfield, and the wider Community Village for Older People at Lowfield.
34. One of the key messages from the soft market testing exercise carried out with potential developers in 2012 was the intrinsic link between the design (capital costs) and operation (revenue costs) of care homes. Letting a design, build, operate and maintain (DBOM) contract will deliver the council:
 - a) guaranteed build and fit out costs
 - b) guaranteed running costs
 - c) incentivised efficiency of operation
 - d) optimal design and care quality solutions
 - e) a scope that gives greater market appetite.

35. The Project Team considered a number of procurement options and has recommended a Competitive Dialogue procurement route. This route will enable the council to explore with bidders different (design and operating model) solutions for achieving the same, desired outcomes. Compared to a restricted procurement process, Competitive Dialogue allows the council to discuss and clarify issues with bidders to achieve a best value solution. Every effort will be made to limit the amount of dialogue with short-listed bidders to a few key aspects, with the council's core, minimum requirements being clearly set out in its contract specification.

Timescales

36. The modernisation programme has evolved in response to the development of the new model of care and the changing financial landscape. The single procurement exercise will start in June 2013 and it is anticipated that, subject to planning permission, construction of the new care homes will start in 2015 and they will become operational in 2016.
37. Annex B shows the key stages of the procurement and construction process with indicative dates.
38. The table below indicates which of the two new care homes the residents of the current seven council EPHs are most likely to move to. As explained in the council's 'Moving Homes Safely' protocol, however, residents will be offered a choice of where they move to and so the alternative option will still be open to them and their relatives.

Until 2016	2016 Burnholme	2016 Lowfield
Grove Haxby Hall Morrell Oakhaven Willow Windsor Woolnough	Grove Haxby Hall Willow Woolnough	Morrell Oakhaven Windsor

Council Plan

39. **Protecting vulnerable people** is one of the council's five key priority areas identified in the Council Plan 2011-2015.
40. The population growth of older people is already placing greater demand on council services and budgets with increased numbers of people seeking support from social care. The council's overarching objective is to safeguard people, to promote their independence and give them choice and control over their daily lives. The Council Plan outlines three key actions that are relevant to, and will contribute to the success of, the care home modernisation programme:
- a) **Care facilities.** Providing great facilities that support dedicated high quality care for people with dementia and other specialist needs.
 - b) **Investing in services to support people in the community.** Investing in telecare equipment and doubling the capacity of the Re-ablement Service to support more people to continue to live in their own homes.
 - c) **Safeguarding adults and promoting independence.** Operating effective safeguards to protect vulnerable adults whilst also promoting individual budgets so that people can exercise greater choice and control over their lives.
41. Another of the council's five key priority areas is to **Build Strong Communities**. Particularly relevant to the Lowfield Community Village development is the council's commitment to increasing the supply of affordable housing and to making better use of the existing housing stock.

Implications

Financial

42. The financial implications are considered in the main body of the report (see paragraphs 26-32).

Human Resources (HR)

43. This is a significant change programme, which impacts on approximately 276 employees currently employed in our seven current EPHs.
44. Work is ongoing to predict and carefully manage our staffing levels over the next three years in order to maximise options for staff.
45. We are continuing to consult with staff on the changes, and staff are eligible to transfer to the new provider under the Transfer of Undertakings (Protection of Employment) Regulations 2006. The new employer will have ample opportunity to meet and consult with staff far in advance of the transfer date.

Equalities

46. An Equality Impact Assessment (EIA) for the care home modernisation programme was produced for the November 2011 Cabinet Report. It particularly highlighted the potential implications of the modernisation programme for the health, security and wellbeing of frail residents and also female members of staff who are older and also carers themselves.
47. In response, the council developed and followed a 'Moving Homes Safely' protocol which it followed when (in the first phase of the modernisation programme) it closed Fordlands and Oliver House in March 2012, to ensure that residents' moves to their new homes were as well planned and carefully managed as possible. Likewise, careful planning and management of staff vacancies enabled the council to avoid compulsory redundancy for Fordlands and Oliver House staff, and staff were able to transfer into similar posts in the other seven council care homes.
48. As explained in paragraph 11, an EPH Wider Reference Group has also been established to act as a sounding board for the development of plans as the implementation of the modernisation programme unfolds. The project team also continues to use established channels to communicate with, and gather the views of, EPH managers and staff, care management staff, and Health colleagues.

Legal

49. Internal Legal Services are working with external solicitors to provide all procurement and contract advice to support the project.

Property

50. As part of the Asset Management Review detailed in the Council Plan all vacant EPH properties will be included and best use of the sites will be identified. If there is no requirement to reuse then the sites will be sold and used to fund the project. If any of the sites are to be reused then either other sites will be identified as a result of the review to obtain the capital funding required, or, a revenue stream will be used to fund the additional prudential borrowing.

Procurement

51. Various procurement routes have been considered and it has been agreed that the most appropriate method is the Competitive Dialogue route which provides use with greater flexibility to work with bidders through the dialogue process to refine the requirements in line with budgetary constraints.
52. A soft market testing exercise for the Lowfield development alone in 2012 suggested there is significant interest in this opportunity. What cannot be known until we go out to the market is how many quality bidders will come forward, either as individual organisations or in consortiums. A minimum of three quality bids will be required to proceed from pre-qualification to the next stage in order to have a viable procurement process.

Housing

53. The development of a community village at Lowfields offers a significant opportunity to encourage older people to downsize from family housing. However, in the current housing market and wider recession there is a risk that the build out of the housing may be protracted. This will need to be managed carefully with an emphasis on supporting providers who can offer flexibility of tenure choices such as increasing the number of homes for rent if the sales market is slow. In any event, the building of the housing will be phased and the impact of this on the care home and existing community must be minimised. It will be essential that the successful bidder for this scheme will be able to demonstrate a willingness and ability to integrate affordable housing across the

community village, and ensure this affordability is not compromised by high service charges.

Risk Management

54. The proposals outlined in this report have significant, long term financial implications for the council and there is clearly an inherent risk attached to any project of this size and nature. The financial estimates have been verified as far as possible however, there is a risk that the tenders could come back at a higher cost than estimated, resulting in an ongoing budget pressure for the council. There is also a risk that the existing sites may not realise the anticipated level of capital receipts included in the financial model and this will need to be carefully monitored.

Recommendations

55. Members are asked to:
- a) Agree to the approach outlined in the report, that is:
- To fund the building of care homes at Burnholme and Lowfield (plus a Community Hub) and seek a capital receipt for the land at Lowfield on which a range of other housing accommodation for older people will be built.
 - The two care homes to feature a 'household model' of residential care focused on meeting the needs of residents with dementia and high dependency care needs.
 - To proceed to tender (in a single procurement for both sites) to procure an external provider that will Design, Build, Operate and Maintain the Burnholme care home and the Lowfield Community Village for Older People.

Reason: To replace the council's existing care homes that are no longer fit-for-purpose with modern facilities designed to meet the needs of residents with specialist needs.

- b) Approve estimated project costs of up to £500k (paragraph 32) in order to complete the procurement process.

Reason: So that the project can progress.

- c) Agree to receive a further report be submitted to Cabinet and Council once the procurement process has been completed.

Reason: To consider in full the financial implications of the project.

Contact Details

Authors:	Chief Officers responsible for the report:		
Graham Terry Assistant Director (Adult Commissioning, Modernisation, and Provision)	Kevin Hall Interim Director of Adults, Children and Education		
Tracey Carter Assistant Director (Finance, Asset Management, and Procurement)	Ian Floyd Director of Customer and Business Support Services		
	Report Approved	✓	Date 23 May 2013
	Cabinet Member Responsible for the report: Cllr Tracey Simpson-Laing Cabinet Member for Health, Housing and Adult Social Services		
Specialist Implications Officer(s) Finance – Debbie Mitchell (Ext 4161) HR – Hannah Morley (Ext 4505) Equalities – Chris Weeks (Ext 4357) Legal – Emma Kerr (Ext 1087) Property – Ian Asher (Ext 3379) Procurement – Zara Carter (Ext 2930) Housing – Paul Landais-Stamp (Ext 4098)			
Wards Affected: <i>List wards or tick box to indicate all</i>			All ✓
For further information please contact the author of the report			

Background Papers:

Cabinet Report - 15 May 2012: Implementing the Review of the City of York Council's Residential Care Homes for Older People.

Annexes

Annex A – Membership of the EPH Wider Reference Group

Annex B – Key stages and indicative dates

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EPH Wider Reference Group

This group of key voluntary sector stakeholders was formed in March 2012. It has since met five times. The group meets roughly every 3 months or at key project milestones. At its first meeting the group agreed its purpose was:

- To be kept informed and up to date with the work of the various work streams within the modernisation programme – including the design of the new facilities, and the care service model, and communication with all interested parties.
- To bring a wealth of knowledge and experience together, to share ‘intelligence’ picked up from other work/projects/visits that should influence the work of the EPH modernisation programme.
- To comment on, and provide challenge to, the council’s current thinking and plans at key stages in the EPH modernisation programme.

Organisations Represented
Age UK York
Alzheimer’s Society
Churches Together
City of York Council – including Cabinet Member
‘Dementia Without Walls’ project
LGBT Forum
Older Citizens Advocacy York (OCAY)
York Blind & Partially Sighted Society (YBPSS)
York Carers’ Forum
York CVS
York Older People’s Assembly (YOPA)
York Racial Equality Network

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Key stages and indicative dates

Stage	Indicative Dates		
	Best	Middle	Worst
Commence procurement process	Jun-13	Jun-13	Jul-13
Winning bidder selected	May-14	Aug-14	Oct-14
Planning submission	Jul-14	Jan-15	Feb-15
Construction starts	Jan-15	Nov-15	Dec-15
Care homes operational	Spring 2016	Autumn 2016	Winter 2016

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Cabinet

4 June 2013

Report of Cabinet Member for Finance, Performance and Customer Service

Update on Financial Inclusion Work

Summary

1. This report highlights progress made in establishing a Steering Group to drive forward financial inclusion policy and actions as agreed by Cabinet in November 2012. The report also notes the decision of the Financial Inclusion Steering Group (FISG) to allocate £80k funding to the Citizen's Advice Bureau (CAB) as the council's contribution to their successful bid to the Big Lottery Advice Service Transition Fund.

Background

2. The Cabinet report approved on 6 November 2012 set out Financial Inclusion Policy and Actions, including the definition that this area of work should be concerned with ensuring "*access to the financial tools and products that people need to fully participate in modern day society*". This includes access to responsible credit, bank accounts, savings, and debt and benefits advice.

The November Cabinet paper went on to set out strategic aims to meet the following outcomes:

- a) Pressure on family budgets will be relieved by increased access to financial tools and products and corporate deals for e.g. food, and energy;
- b) The financial capacity and capability of individuals will be improved, along with raised awareness of benefit entitlement and reform;

- c) Comprehensive customer profiling will lead to the development of a clear and coordinated offer for CYC customers, including sympathetic debt recovery and charging policies;
- d) Financial support will be offered via innovative community outreach settings, particularly aimed at vulnerable and marginalised families.

It was recognised that regular reports should come back to Cabinet to keep Members informed of progress in this work.

Financial Inclusion Steering Group and Work Programme

- 3. In response to the Cabinet report a Steering Group was assembled with membership spanning each of the council's directorates, York Citizen's Advice Bureau and South Yorkshire Credit Union. The group meet six weekly and have developed Terms of Reference based on coordinating the city's approach to Financial Inclusion. Members are working together to develop a tactical approach to investment and better coordination of financial inclusion related activities for the next 3 – 5 years. The Group's purpose and core business have been agreed as:

'To ensure that local people have the knowledge of and access to appropriate services, allowing them to make more informed choices to achieve and maintain financial stability'.

- i. To equip individuals with the knowledge and skills to improve and manage their lives by providing clear, coordinated advice and information, and to support them in an increasingly turbulent economic environment to make the right choices to bring about financial stability.
- ii. To increase the awareness and understanding of the benefits system and to improve access to services.
- iii. To maintain an overview of corporate deals (e.g. for food, fuel etc.) aimed at reducing the cost of living for those in poverty.
- iv. To align and co-ordinate existing activity and target areas of need.

In the three meetings to date, apart from agreeing governing documents, the group have developed a Communication Strategy for Financial Inclusion and they are in the process of mapping out all FI related activity taking place across the city. This will be used to assess where services could be better coordinated and where gaps need to be filled. Links have also been made with the

overarching Poverty Programme Board to ensure that actions across the two groups are not duplicated. The policy and actions agreed by Cabinet form the group's work programme (Attached as Annex A) and have been mapped against current CYC and CAB activity.

As indicated, membership of the Steering Group now includes the CAB and South Yorkshire Credit Union, and reports on progress, joint working, and financial matters (South Yorkshire Credit Union) are included on each agenda. Both the CAB and South Yorkshire Credit Union are operating from West Offices, and this is already bringing benefits, and further opportunities to work together.

The group maintain an overview of the York Financial Assistance Scheme (YFAS), which came into force on 1 April 2013. Monitoring information regarding claims made against the fund since the beginning of April highlight the following:

- Enquiries received 392
- Applications made 217
- Awards made 107
- Value of awards £8,929
- Referrals to Foodbank 16
- Some initial software issues are being resolved with suppliers.
- Trusted partner network needs to be developed with external/internal partners
- Scheme to be reviewed by early autumn.

Current FISG work plan priorities include:

- Consideration of options to target support at households in fuel poverty to enable them to reduce fuel expenses using Energy Saving Trust data;
- Developing options for the purchase of low cost household goods using accessible and affordable credit;

- Increasing the profile of the South Yorkshire Credit Union both to CYC staff and externally;
- Developing the York Financial Assistance Scheme following the group's regular review of benefit issues and local impact of the fund.

Big Lottery Advice Service Transition Fund

The Citizen's Advice Bureau submitted a bid to the Big Lottery Advice Service Transition Fund in January as a partnership project to transform advice provision in the city. The project that was proposed met many of the Financial Inclusion Policy aims and was built on the Fairness Commission recommendation to develop a shared citywide system for advice provision.

The project aims are to:

- Develop a single multi organisation referral system and process to ensure that customers 'tell us once';
- Develop options to allow partner agencies to share appointment bookings;
- Gather data, customer profiling and analysing the data to plan work where there is a need or a gap identified;
- Establish a quarterly advisors forum;
- Create and deliver two tier training sessions for advice services in York providing consistency across the city;
- Develop a single, multi organisation website providing information to customers and advisors;
- Explore other media for advice provision.

A request was made to the Financial Inclusion Steering Group in January 2013 requesting a partnership contribution of £80,000 from the Financial Inclusion funding allocation. This request was agreed. The project funding total is £327,932 (£247,932 from Big Lottery and £80,000 from CYC) and would be delivered over two years. It was recently confirmed that the Lottery bid was successful and the project is expected to begin in July 2013.

Consequently, a partnership agreement is being developed to monitor the project outcomes and the Council will be working closely with the CAB to progress the key objectives of the project.

Council Plan

This workstream links in with the following themes in the Council Plan:

- Build Strong Communities; financial inclusion and public health
- Protect vulnerable people; supporting families, health and wellbeing Board and Fairness Commission
- Create Jobs and Grow the Economy; Helping residents into training and employment

Implications

4. **Financial:** Cabinet agreed a budget provision of £300,000 towards the work in relation to financial inclusion. This included provision for set up costs associated with the South Yorkshire credit union, and also some project resource. To date neither of these have needed to be called upon, The South Yorkshire Credit Union is operating within the Customer Centre of West Offices, and project resource has been met from existing staff resources. Cabinet agreed that the Financial Inclusion Steering Group manage the £300,000 fund, identifying opportunities for investment as appropriate. The proposed £80,000 contribution to the CAB Lottery application is the first call on this budget.
5. **Human Resources (HR):** None.
6. **Equalities:-**None

Recommendations

7. Cabinet are asked to note the progress made in establishing a city-wide framework for improving the financial wellbeing of York's residents and to note the successful application to the Big Lottery Funded Advice Service Transition Project.

Reason: To update Cabinet on progress made in gaining financial inclusion for resident's across the city.

Contact Details:

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	Report Approved	√	Date 3 May 2013
Specialist Implications Officer(s) <i>List information for all</i>			
Wards Affected: <i>List wards or tick box to indicate all</i>		All	√
For further information please contact the author of the report			

Background Papers:**Annexes****Annex A – Financial Inclusion Work Programme**

Policy (P) Action (A)	Activity	ASTF project	CAB Activity	CYC Activity
P1	Use corporate buying power to purchase cheaper food			Policy Team: Investigating options as part of Without Walls citywide Anti-poverty action plan
P2	Use corporate buying power to purchase cheaper white goods			Housing: (pending) promoting smarter buy scheme - discounts for tenants
P3	Use corporate buying power to purchase cheaper transport			Policy Team: Investigating options as part of Without Walls citywide Anti-poverty action plan
P4	Use corporate buying power to purchase cheaper energy deals and work to reduce fuel costs		<p>To come: Campaign work to encourage York residents to switch to cheaper fuels and avoid switching scams. Work targeted at York residents living in fuel poverty.</p>	<p>Energy Smart Club: switch energy supplier and get a better tariff. Housing: Promoting fuel switch via Streets Ahead and frontline staff Housing: Department of Energy and Climate Change (DECC) funding recieved to pilot three schemes testing key elements of the Green Deal framework. To date: 51 have recieved free advice and information; 42 recieved free assessment and free energy performance certificate; 19 homes had external wall insulation; 16 homes recieved free loft insulation; 14 recieve cavity insulation on extensions and 1 home recieved a 'A' rated boiler. Housing: older person drop in sessions in Tanghall, will be completed in June. Work included helping to lift people out of fuel poverty. Completed Housing: Extension of the Local Advice telephone line service operated by the Yorkshire Energy Partnership (for CYC) gave residents information about local schemes in particular the local Carbo Emission REduction Target (CERT) and Community Energy Savngs Programme (CESP). Completed Housing: With additonal CERT funding York private secotr householders recieved 897 helped with either loft or cavity insulation or both. This equates to £341,000 of funding drawn down. Completed Housing: CESP hull road programme delivered 221 loft insulations; 19 cavity walls; 30 solid insulation; 47 heating and 32 PV panels. Completed Housing: A grant of £18,000 from Department for Health gave advice to older people on how to keep warm over Winter.</p>
P5	Use corporate buying power to purchase cheaper furniture			Policy Team: develop comparative business case looking at Smarter Buys and other alternatives

P6	Use corporate buying power to purchase cheaper electrical equipment			Policy Team: develop comparative business case looking at Smarter Buys and other alternatives
P7	Improve access to financial tools and products	✓		<p>Future Prospects financial inclusion: accessing childcare, tax credits, doctors surgeries, troubled families, mental health and those with learning disabilities, ex-offenders, NEETS, redundant or soon to be redundant.</p> <p>Housing: working with primary schools - introducing CAB family money advice project and housing drop in session in schools.</p> <p>Housing: Money Matters - 3 publications to help CYC tenants to manage their own finances better (including basic bank accounts)</p> <p>Housing: work underway to introduce a housing and debt project beginning in MAy aimed at Tanghall residents.</p>
P8	Coordinate debt and benefits advice across the city	✓ ✓	<p>CAB ongoing: working with customers to overcome serious debt problems. Aimed at York residents with high levels of unsustainable debts.</p> <p>CAB ongoing: helping customers with complex benefits cases.</p>	<p>Future Prospects: aiming to expand through integrated service of York Learning (Future Prospects; Education; York Training Centre) delivering m management city wide including focus on west office delivery</p> <p>Completed Benefits: in liasion with Houisng all affect customers of reducsiotn in benefits have been contacted. Signposting and advice has also been given.</p>

P9	Raise financial literacy / awareness levels across York		<p>1:1 money counselling Short course Animated workshops to help people manage money better. Ongoing: Specialist debt advice, General advice, Housing debt project, Family money advice Outreach activity: traveller and gypsy; refugees; 'greater' Acomb; Tang Hall & 'outer' York. Completed Small Changes: better money management booklet printed</p>	<p>Future Prospects financial inclusion: Doctors surgeries, troubled families, mental health and those with learning disabilities, ex-offenders, NEETS, redundant or soon to be redundant. Adult Ed: Small Changes animation workshop on managing money Adult Ed: Small changes booklet Adult Ed: courses - help your child with maths, maths GCSE etc Adult Ed: embedding numeracy literacy and maths service wide in their work Housing: working with primary schools - introducing CAB family money advice project and housing drop in session in schools. Housing: Quarterly tenants magazine used to help tenants with debt issues. Housing: Money Matters - 3 publications to help CYC tenants to manage their own finances better (including basic bank accounts). Further funding has been received and will allow 2 more publications to go out with rent statement June and September.</p>
P10	Work with partners to develop comprehensive customer profiling systems to track customer need.	✓ ✓	CAB Lottery Bid: work on this will be addressed via the ASTF project.	Policy Team & York Advice & Information Partnership developing Project following successful Big Lottery Bid.
P11	Develop innovative new approaches to community outreach to deliver financial support packages for those who need it most.	✓	5 outreach activities: Traveller & gypsy, refugees, 'greater' Acomb, Tang Hall, 'outer' York	<p>Housing: Tanghall multi agency drop in session Housing: Older person drop in sessions - improving access and raising awareness. Housing: Food bank is moving to Tanghall to sit within the advice hub. Housing Estate Management team have been trained to issue food bank vouchers.</p>
A1	Secure part time Financial Inclusion Coordinator			Completed Policy Team: Policy Team providing coordination for Financial Inclusion
A2	Secure full time specialist debt and benefits advisor			Audit on provision: being lead by Steve Waddington
A3	Establish two-tier financial inclusion governance structure	✓	CAB Lottery Bid: work on this will be addressed via the ASTF project.	<p>Financial inclusion Steering group: established Networking group: decision to establish has been deferred until the remit of the YAIP is clarified.</p>

A4	Promote greater awareness of CYC Corporate debt policy			Promotion: policy promoted when created and has been shared with partners. New promotion: to begin in Summer 2013
A5	Initiate work around customer profiling and identification of vulnerable customers	✓ ✓	CAB Lottery Bid: work on this will be addressed via the ASTF project.	Housing Options: targetting advice and support to tenants affected by LHA changes (ends Summer 13) Maintaining HB changes impact table: ongoing (summarising main changes and local impact analysis)
A6	Maximise use of CYC benefits advice capacity.			Housing: improving access to CYC benefits advisors and working in partnership within the community. Benefits: introducing referral form YFAS - York's Financial Assitance Scheme to easily identify where a customer needs referring to another agency
A7	Trial data sharing protocols with the voluntary sector	✓ ✓	CAB Lottery Bid: work on this will be addressed via the ASTF project.	Data sharing: sharing of tenant level impact information with social landlords, Housing Options and 'troubled families' team
A8	Provide citywide training framework for frontline advice staff	✓ ✓	CAB Lottery Bid: work on this will be addressed via the ASTF project.	Policy Team & York Advice & Information Partnership developing Project following successful Big Lottery Bid.
A9	Better coordinate citywide debt and benefits advice and activity such as money management courses.	✓ ✓	Small Changes: short course on money management Housing debt project: prevent people losing their homes Family money advice: lifting families out of poverty by maximisation of benefits.	Future Prospects: aiming to expand through integrated service of York Learning (Future Prospects; Education; York Training Centre) delivering m management city wide including focus on west office delivery Housing: improving access to CYC benefits advisors and working in partnership within the community. Housing: promoting importance of bank accounts, raising awareness of loan sharks. Housing: working with Barclays to offer basic bank accounts. Further work to happen in September. Housing: Money Matters - 3 publications to help CYC tenants to manage their own finances better (including basic bank accounts) Policy Team:: Contact with York's Illegal Money-Lending Team, work will be happening to link in with further funding opportunities.
A10	Develop City Access Points for provision of multiple sources of support and advice	✓	CAB Lottery Bid: work on this will be addressed via the ASTF project.	Libraries: providing signposting for customers Housing: (Pending) Tanghall food bank

A11	Extend presence of advisors in GP surgeries			Future Prospects: working from doctors surgeries until March 2014
A12	Establish Community buying groups e.g. fuel cooperatives		Fuel poverty campaign to encourage people to switch to cheaper fuels being explored.	Energy Smart Club: switch energy supplier and get a better tariff. Older Persons Housing Drop: lifting people out of fuel poverty
A13	Extend access to basic bank accounts			Housing: promoting importance of bank accounts, raising awareness of loan sharks. Further work with Barclays will begin in September.
A14	Monitor and measure outcomes	✓	CAB Lottery Bid: Formal measures will be agreed and reported back to Lottery. Report on progress will be given to FI steering group via an SLA. CAB: SLAs are reported back to individual teams who are funding work.	New work: future work which will be funded via the FI group will require measures to be established and reported back to the group. Current work: Measures recorded in a variety of ways, updates requested via Policy Team.

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Cabinet**4 June 2013**

Joint Report of the Leader/Cabinet Member for Finance,
Performance and Customer Service

Super-Connected Cities Progress Report**Summary**

1. The City of York Council (CYC) was one of twelve successful Super-Connected City Programme Round 2 winners announced by the Department of Culture, Media and Sport (DCMS) as part the Autumn Statement 2012.
2. York's submission secured an initial £2.75m from this programme to enhance citywide digital connectivity across a range of exciting and innovative projects (which is in addition to the implementation of York's public sector digital network which has been recognised as a public sector exemplar). This report describes the eight innovative York projects to be taken forward under the Super-Connected Cities (SCC) programme, highlights progress and the proposed governance arrangements. It recommends that the Cabinet should approve the Council's contribution to the programme of £869,000 and suggests that a Digital Strategy should be put in place to steer new investments guided and advised by a Digital York Board.

Background

3. York's Super-Connected City (SCC) proposals were designed to complement and build on existing digital initiatives underway or planned, and therefore an understanding of the need for digital investment and the current and planned investments is an essential pre-requisite to understanding the SCC proposals.
4. The importance of enhancing York's digital connectivity was recognised in the 2011 Council Plan which set a target of 95% of

all businesses (and premises) having the opportunity to have minimum connection speeds of 25 megabits per second (Mbps) by the end of 2014/15 and was in line with the national BDUK targets.

5. The overall benefits of enhanced digital connections include, inter alia:
 - An opportunity for businesses to operate more efficiently and to develop new products and services, particularly for knowledge based industries that are driving economic growth in York and the wider City Region. Faster broadband can reduce operating and capital costs, especially through cloud computing, and can help reduce barriers to entry for new and expanding businesses. Independent research suggests that Gross Value Added (GVA) can increase across the UK economy by £15 for every £1m invested;
 - Enhanced quality of life for residents through improved digital experiences - faster down/up loads, TV replay service, surfing, social media and to game playing online simultaneously. In the education and health sectors, new products using broadband services will help those wishing to learn and provide new ways of supporting the vulnerable and elderly;
 - Environmental benefits as high quality and interactive voice & visual channels mean businesses can keep in touch with customers while they cut down on travel and the ability to upload large data files making remote working from home achievable; and,
 - Facilitating “digital by default” as public sector organisations, including the Council, exploit faster connections, which if augmented by services, will make realistic the provision of public services via digital networks.

6. The current levels of digital connectivity across the City, can be at best described as “average” as suggested in Table 1: York’s Digital Dashboard. Average fixed broadband speeds of 11 Mbps highlight the scope for significant improvements if we are to achieve the Council Plan target of 25 Mbps for the majority of York’s business and residents.

Table 1: The York Digital Dashboard

	York	UK	York Performance Relative to UK Average (ii)
Average Fixed Broadband Speeds	11.0 Mbits	12.7 Mbits	Below
Connections Operating Below Universal Standard of 2 Mbit/s	10.3%	10.0%	Average
Premises with Opportunity to access Superfastbroadband (30 Mbits download)	70.5%	65%	Average
Premises Accessing Superfastbroadband	5.7%	7.3%	Below
Households with Access to Internet	67.5%	67.7% (iii)	Average

Notes:

- (i) Data provided from OFCOM "Infrastructure Report – 2012" other than "Households with Access to the Internet" which is from the 2011 Acxiom Lifestyle survey.
- (ii) Average is defined (by CYC) as being within 10% of UK mean
- (iii) 67.7% of households with access to the Internet is an England figure rather than a UK figure (a UK figure is not available)

7. To address the digital York gap a number of initiatives are in place, outside of the Super-Connected Cities programme, and these are described below.

Commercial Investment Enhancing Connections to Premises.

8. The process of improving digital speeds within the City is being driven by promoting York as a place for the private sector to invest in telecoms infrastructure. BT, the dominant telecommunications company, has outlined its national roll out of its commercial Superfast Broadband programme based on Fibre to the Cabinet (FTTC) and replacing large lengths of copper lines with fibre. The superfast will typically provide download speeds of 30 Mbits although in some areas can reach speeds of 80 Mbits although upload speeds will be nearer to 5 mbits. We are scheduled to secure confirmation from BT in the coming weeks on the impact of their superfast broadband commercial programme on York's digital dashboard in terms of the numbers of properties they will reach/pass through their commercial improvement plan.

9. To help promote healthy competition and provide a choice for York's residents and businesses, we have engaged with a number of providers in addition to BT with a view to improving their infrastructure presence in York. One of those providers, CityFibre, is currently finalising their commercial investment plan for York which is near the start of a three year implementation period. York is one of the vanguard cities for CityFibre as it seeks to achieve a major foothold in the wholesale communications market providing fibre based connectivity.
10. For "Urban York", see Figure 1 in Annex A, CityFibre are putting in place a new commercial and open network which will provide an opportunity for Internet Service Providers to deliver broadband products and services with speeds of up to 1 gigabit (1000 Mbits), predominantly based on fibre to the premises technology. Commercial discussions are on-going with implementation expected to start in the autumn 2013 with a test scheme of approximately 2000 properties, predominantly residential but also business premises.
11. CityFibre has also been encouraged to focus on the business community (outside of the test area), recognising the Council Plan economic and job generation priorities. CityFibre is working with service providers to provide significantly better connectivity in some of our business parks and the first of these is ready to proceed, although its launch might be delayed to align with the launch of the voucher project described below as part of the Super-Connected Cities programme (see para's 17 and 19).

DCMS Rural Broadband Programme for Enhancing Wired Connections to Premises.

12. The UK government has set a target of having the best superfast broadband network in Europe by 2015, with superfast broadband networks available to 90% of all homes and businesses, with a minimum broadband connection of at least 2Mbits for others.
13. The DCMS rural funding allocation for York and North Yorkshire of £17m (which has been matched by European funding) is administered by North Yorkshire County Council and its wholly owned company, NYNET. Following a procurement process, the contract to deliver improvements to the North Yorkshire and York network was awarded to BT in July 2012. BT is scheduled to

deliver a North Yorkshire and York sub-regional rural programme over 2012 to 2014. The programme is largely based on replicating BT's superfast commercial FTTC programme with 13% of all properties in York expected to achieve speeds of 25Mbps as a result of funding with all other properties in York villages and hamlets are expected to achieve the "Universal Standard Speed" of a minimum of 2 Mbps.

14. BT and NYNET have not released the finer details of the areas likely to achieve superfast speeds, since the initiative is based on a rolling programme and the final stages of the programme have not been defined. However, Annex A Fig 2 sets out those areas planned to achieve superfast availability by April 2013 and we will continue to work with NYNET to secure a more informed progress report that we can then report on its performance and status of the next phase of the programme.

City of York Council Initiatives.

15. The Council's reputation within the telecoms industry and with DCMS has been enhanced by the implementation of a series of Wi-Fi projects. These include the provision of Wi-Fi broadband access in York's Explore Centres & Libraries to complement the free fixed broadband access points, and the provision of external Wi-Fi in the City Centre, within the Museum Gardens and Rowntree Park.
16. These Wi-Fi hot spots have generated significant media interest and we have received positive comments on the benefits of faster wireless communications from business persons, residents and visitors.

The Super-Connected City Programme

17. York has provisionally been allocated a budget of £2.75m as part of the SCC programme and an executive summary of the York SCC programme is available on request. The proposals were based on York's potential establish to a comprehensive digital highway by 2015 that would propel the City into becoming one of the best digitally connected cities in Europe. The Super-Connected Cities Programme i) minimises the extent to which York developed a two speed digital economy by focussing on the opportunities which the market would find challenging without

support and ii) puts in place a number of projects that would place York at the top end of digitally connected UK cities.

18. The programme is focussed on the following 8 projects that complement existing private and public digital investment. Table 2 identifies these projects, describes the proposed beneficiaries and also highlights the current target date for implementation and a description of these projects follows the table.

Table 2: SCC Projects, Beneficiaries and Delivery Targets

Project	Beneficiaries	Indicative Target date for Implementation
Enhancing Ultrafast Broadband for Businesses.	Small and Medium Enterprises i.e SMEs with up to 250 employees	Autumn 2013 launch of the voucher scheme with implementation phased across 2013/14 and 2014/15
City Centre Wi-Fi/ Wireless.	York's workforce, business visitors, leisure visitors, residents and city centre businesses	Nov2013/ to Jan 2014.
Business Parks	Business visitors	2014/15
Public Transport	York's commuters, leisure visitors, residents and businesses	Nov/ Dec 2013
Digi-Education	Schools and those in secondary level education	2014/15
Telecare/ health	York residents with health issues	2014/15
Digital Inclusion	York's residents who are not digitally connected and are not participating in digital opportunities	2014/15
Large Screen Technology	Residents, visitors and businesses.	March/ April 2014

19. **Enhancing Ultrafast Broadband for Businesses.** This project originally emerged as an initiative for outer York (see Annex A Fig 1). Some 21% of York's business stock is in outer York and there is a risk that a two-tier digital economy could emerge, polarised between urban York where City Fibre is actively providing Ultrafast Broadband and outer York which requires public funding through the rural programme in order to achieve superfast speeds at best. This divide is likely to accentuate with time as the knowledge economy becomes increasingly central to the continued growth of York's economy. Therefore, for those businesses in Outer York (Fig 1) that require ultrafast broadband will have an opportunity to apply for a voucher (grant) that will provide support towards the cost of providing ultrafast speeds (100 Mbits minimum). However, we are also working with BDUK and seeking to extend this voucher scheme into some of our Business Park areas within Urban York. The stimulus of support via a voucher should enable sufficient demand to be identified, from a range of businesses seeking enhanced connections, and therefore accelerate commercial investment in the infra-structure to facilitate ultrafast speeds.

20. **Wireless.** Promoting the availability of a quality and fast city centre wireless and wi-fi service, facilitating access to knowledge and data and high speed digital communications for tourists, business, retail and commercial visitors is a priority for a city centre that is both a tourism destination (with over 7 m visitors per annum), a business hub. There are three interconnected wireless projects for the city centre, business parks and also selected strategic public transport corridors, particularly the park and ride routes and also the Yorkshire Coastliner bus service linking the strategic City Region growth hubs of Leeds and York with a future-proof solution that will include 4G services and beyond. In addition, we are seeking to complement the city centre wireless initiative and the fixed nature of large screens (see below) by developing smart and tablet applications for visitors. York is seeking to be at the forefront of creating an environment that attracts and retains visitors. An application that presents real-time visitor information is essential, and CYC are also due to launch a combined sign posting and an augmented-reality application early May that will interpret a number of York's visitor destinations through holograms that our visitors and residents can become part of. The city centre wireless project will be critical to ensuring the visitor application is successful.

21. **Digital Education.** Digital connectivity provides an excellent platform to showcase a digitally enabled learning city. All secondary and primary schools in York are already well connected to the digital highway via the fibre metro network and the focus is now on the opportunity to exploit digital connectivity. The project would integrate schools and their communities through digital applications, so that the best resources are available to all. Schools would be equipped to use dedicated tele-presence/ videoconferencing suites and interactive online tools building on existing partnerships and developing joint learning and cross-school lessons.
22. **Telecare and Telehealth.** York, through its GeniUS project, has led the way in developing new answers to service delivery challenges, particularly around public sector service transformation. This project builds on this initiative through the provision of specialist equipment including desk top boxes that would allow remote diagnostics by health professionals together with two-way relative-focused monitoring equipment. The project would pilot and showcase the possibilities based on one or two pilot areas with digital kit based in households where residents have special medical needs, York District Hospital, GP surgeries/medical centres and nursing/ care homes.
23. **Digital Inclusion.** This pilot project seeks to greatly reduce digital exclusion within areas of deprivation in the city. The pilot programme in a pilot area to be selected would address the challenge of access to the internet by the provision of free wi-fi through a neighbourhood hub in a pilot area so that fast broadband access is not only available but also affordable. CYC and its partners would complement SCC with an extensive programme of support, which would include the deployment of a targeted mini-team to provide one-to-one and group education. But with a dedicated outreach worker acting as an enabler encouraging different services to bring resources to tackling problems in particular areas. The outreach worker would make links with other services particularly those identified within the current Digital Inclusion Network. The development of volunteers and community champions is a key aspect of the project. This community capacity building approach is crucial to the project and would provide part of the legacy for the project.
24. **Large-Screen Technology.** York has an opportunity to communicate with residents and visitors, and to promote York as a

destination for investment and facilitate community cohesion through the use of city centre large screens and displaying quality local and national information. Large screens provide a clear symbol that York is a modern dynamic location to live and also to work. Screen content would involve a blend of national coverage, including the Tour de France, and community coverage (plans are still being discussed for a local York TV network).

Progress

25. Following DCMS approval of the programme we now have an opportunity to re-scope the project ideas submitted in outline as part of the bid. Outline Project Initiation Documents have been produced the majority of the eight projects within York's submission for assessment and feedback from DCMS and Project leads have/ are being identified for all the projects and mini project teams are being set up to plan the work and achieve implementation.
26. Since the initial Autumn statement announcement, several challenges have emerged with could potentially impact on the SCC Programme - both rounds One (for major cities) and Two.
27. The implementation period of 2013/14 will be very challenging. The Council and other local authorities have lobbied for an extension of the implementation period and following negotiations between the Treasury and DCMS this now looks like being agreed. This is only reasonable since the legal challenges to some proposed SCC 1 projects has resulted in slippage from within DCMS and it would be and an extension to the end of 14/15 appears likely.
28. DCMS is clearly sensitive to recent legal challenges in relation to SCC round One from the telecoms industry and the suggestion that some public sector projects undermine competition in the industry. DCMS is leading the process for projects which are captured by the EC State Aid provisions for the SCC programme , but do not expect State Aid approvals to be achieved until September 2013 at the earliest if at all, and this could possibly impact on the Enhancing Ultrafast Broadband for Businesses project.
29. The funding of Wireless projects across the SCC programme is proving to be particularly complex for all those Cities who have a

Wireless project(s), however, we anticipate the wireless on public transport project for York and other Cities to be reasonably straightforward. But the current State Aid restrictions, will make the implementation of the of other wireless projects including York's City Centre and Business Park wireless projects challenging. Initial feedback from national, regional and local providers is suggesting that its highly unlikely to secure a fully funded private sector project especially given the proposed geographical coverage and the need to make it affordable for residents/business community and visitors to access.

30. Gap funding from the SCC programme would need DCMS to secure EC State Aid approval and there is insufficient time to achieve this, therefore, we are reviewing a possible approach/option with DCMS and we are now more sanguine about the City Centre project.

Financials

31. At this stage we are not able to be precise about the financial implications of the programme, until the projects are confirmed and scoped, and the State aid related issues are resolved or agreement secured with our proposal for the City Centre wireless project. However, the broad financial parameters are in place and set out in table 3.

Table 3: Financial Investment

	Funding Component	£000s	Comments
Capital Expenditure			
1.	Super-Connected City Funding provided by DCMS	2750	Capital Funding only. Current planned expenditure period of 2013/14 (although DCMS considering an extension to include 2014/15)
2.	CYC	315	
3.	Other	790	
Total Capital Cost of Programme		3855	

Revenue Expenditure			
4.	CYC	554	Based on an assumed two year programme.
5.	Other	440	
Total Revenue Cost of Programme		994	
Total Investment Value of the Super-Connected City Programme (Capital and Revenue)		4849	
Total Cost of the Programme to CYC (Capital and Revenue)		869	

32. The SCC funding from DCMS is for capital expenditure only and the bid was constructed in order to achieve maximum value. At this stage the match funding figures are broad estimates as is the proposed cost, over a two year period to CYC with funding to be committed from the Economic Infrastructure Fund. The proposed costs to the Council are at the top end of possible CYC costs as we seek to maximise partner contributions as we continue to promote opportunities for private sector investment in the projects.

Governance

33. Government guidance requires a Project Board to oversee and guide the SCC programme. With a number of interrelated digital activities taking place it would be sensible to put in place a “Digital York” Board, which should steer not just the SCC programme but also promote private and public investment opportunities in new infrastructure as well as encouraging engagement in new technologies by businesses and residents. It is proposed that the Digital York Board would be chaired by the Chief Executive and that the Chief Executive should be delegated the authority to agree its membership and terms of reference. The terms of reference would acknowledge its role in providing leadership and integration to the city’s digital investments but decision making in relation to Council resources remains as an executive function i.e. with Cabinet, Portfolio Holder and on occasions with officers depending on the nature and value of the decision.
34. It would be helpful if the following were represented on the Board: Without Walls Partnership and/ or York Economic Partnership,

private sector telecommunications expertise, Head of ICT and Super-Connected City Programme Manager. The Board would be supported by a Digital User Group to which the individual project teams/ project leads would report.

Consultation

35. The Super-Connected City programme has involved a range of private, public and voluntary sector partners in its preparation and as part of the current re-scoping of projects. Individual projects will continue to involve a range of partners and the proposal to set up a Project Board will provide a platform for engagement on York's wider digital agenda.

Options

36. There are only two relevant options for the Super-Connected Cities programme i.e. to participate or to withdraw from the Programme.

Analysis

37. **Participate.** The SCC programme provides a worthwhile opportunity to capitalise on external funding and progress a range of interesting and innovative projects that would not otherwise proceed.
38. **Withdrawal.** Withdrawing from the programme would avoid £869 000 of expenditure being funded from the Economic Infrastructure Fund but would lose £2.75m of government investment that could not be achieved through separate private sector initiatives. The £869k of CYC funds attracts external funding at a ratio of 3.1:1 in favour of the Council.

Council Plan

39. The first part of this report, Para 4, sets out the Council Plan target for digital connectivity, and a recognition that York needed to promote digital investment so that the infrastructure matches the City's aspirations for job creation in the expanding knowledge economy.

Implications

40. The following implications are relevant:

a) Financial

The direct financial implications relating solely to this scheme are covered within the main report (para's 31 and 32).

In terms of the overall Economic Infrastructure Fund, the fund size is £28.500m covering the period 12/13 – 16/17 and is funded from combination of prudential borrowing and government grant. Annex B – Table 1 sets out the updated amounts allocated by scheme and shows that £16.663m of the £28.500m is currently committed/allocated. The £16.663m includes both this bid and if approved will leave a balance of £11.838k to be allocated.

The profiling set out in Annex B – Table 2 indicates potential for significant over commitment in 13/14. However it is anticipated that there will be a need to re-profile a number of schemes, which will reduce significantly the over commitment, this will be covered in the quarterly capital monitoring report.

b) Human Resources/ Equalities

Not relevant at this stage, however each project will include an equalities assurance process. The digital inclusion project and the Digi Education projects in particular should make significant contributions towards the equalities agenda, providing new skills and access to new information that can contribute towards a fairer society.

c) Legal

Projects will need to be implemented in a manner which is consistent with State Aid guidance and an on-going input to the projects will be essential. That input will be provided by the in house team with specialist external support as necessary

d) Crime and Disorder.

No substantial implications. However, the Large Screen project has the potential to provide specific information that could contribute towards reducing crime and disorder.

e) Information Technology

This paper is focussed on information technology

g) Property

Property services are engaged in this programme and will continue to contribute on a project by project basis. For example, the City

Centre Wi Fi project is likely to make use of Council assets (lampposts and buildings) and legal agreements will need to be put in place reflecting the potential financial and other benefits and potential liabilities to providers and the Council.

Risk Management

41. A separate risk management register will be maintained and actioned as part of the management of the programme. The greatest risks relate to:
 - a. the need to obtain cross directorate support and involvement for the individual projects and to meet their agreed delivery timescales. A formal Programme Board will provide a helpful mechanism for monitoring and managing progress;
 - b. a possible failure by BDUK to obtain State Aid approval for the voucher scheme (para 19).

Conclusion

42. The SCC programme represents an exciting opportunity for York's businesses, residents and visitors. Many of the SCC programme projects are exciting and innovative. Their implementation will enhance commercial investment already taking place in the city by the telecom industry and will contribute towards ensuring that digital benefits are available to all and not just those areas attractive to private sector investment. New infrastructure and ultra-fast digital connectivity will provide the climate that will facilitate growth and enhanced quality of life for residents. York will also have a one off opportunity to benefit from its improving digital infrastructure through on-going pro-active work, particularly around the inward investment, health and education agendas, recognising that putting in place enhanced digital infrastructure is simply an essential step but its exploitation is the key towards York's continued growth and development.

Recommendations

The Cabinet is asked to agree that:

1. the Council should contribute £869 000 towards the £4.849m Super-Connected Cities programme, and that this cost should be allocated to the Economic Infrastructure Fund.
2. a Digital York Project Board should be put in place and the Chief Executive should be delegated the authority to agree its

membership and terms of reference. The Digital York Board should oversee and guide the York Super-Connected Cities Programme.

3. a priority for the Board should be to prepare a Digital York Strategy and Delivery Plan.

Reason: York's Super-Connected City (SCC) proposals are designed to complement and build on existing digital initiatives underway or planned, to support the need of enhancing York's digital connectivity. This was recognised in the 2011 Council Plan target of helping to establish a digital infrastructure within the City to provide speeds of 25 megabits per second (Mbits) for majority of York's business and residents by the end of 2015 and was in line with the national BDUK targets.

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	Report Approved	√	Date 1 May 2013
Specialist Implications Officer(s) <i>List information for all</i>			
Wards Affected: <i>List wards or tick box to indicate all</i>		All	√

For further information please contact the author of the report

Background Papers

Executive Summary of Digital York's Proposals for a European Digital Showcase. City of York Council. Nov 2012 (available online)

Annex A: EIF Scheme Allocation Summary

Figures 1 and 2.

Table 1 - Scheme Allocation Summary

EIF element summary by project	12/13	13/14	14/15	15/16	16/17	Total
Total EIF						28,500
Schemes Approved (EIF element only)						
- Park & Ride	133	2,770	347	-	-	3,250
- Better Bus Fund	700	770	-	-	-	1,470
- Reinvigorate York - All	700	1,300	1,500	-	-	3,500
- Newgate Market Refurbishment	100	1,514	-	-	-	1,614
- Targeting Growth in Key Sectors	40	40	-	-	-	80
- Tour de France - Campaign	25	525	-	-	-	550
- Growth Analysis	30	-	-	-	-	30
- Officer delivery team	86	86	86	86	86	430
- Financial Inclusion Policy and Action Plan	50	100	150	-	-	300
- Promoting York	50	50	50	50	50	250
- MIPIM 2013	25	-	-	-	-	25
- Xmas Stimulus Package	35	-	-	-	-	35
- Arts Barge Project	-	100	-	-	-	100
- Living Wage	-	338	-	-	-	338
- Transport Package	-	550	-	-	-	550
- LCR Revolving Investment Fund	-	1,672	-	-	-	1,672
- Economic Inclusion Programme	-	100	100	-	-	200
Total Approved	1,974	9,915	2,233	136	136	14,394
Subject to Business Case/ Cabinet Approval (EIF element only)						
- Digital and Media Arts Hub	-	-	1,400	-	-	1,400
- Super Connected Cities	-	300	569	-	-	869
Total STBC/Cabinet Approval	-	300	1,969	-	-	2,269
Total All	1,974	10,215	4,202	136	136	16,663
Remaining Fund Balance						11,838

Table 2 - Commitment Summary

Fund Commitment Summary	12/13	13/14	14/15	15/16	16/17	Total
Total Available	3,300	5,800	6,800	6,800	5,800	28,500
Total Allocations	1,974	10,215	4,202	136	136	16,663
Under/(over) allocation	1,327	-4,415	2,598	6,664	5,664	11,838

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Fig 1: Urban York and Ultra-Fast Broadband

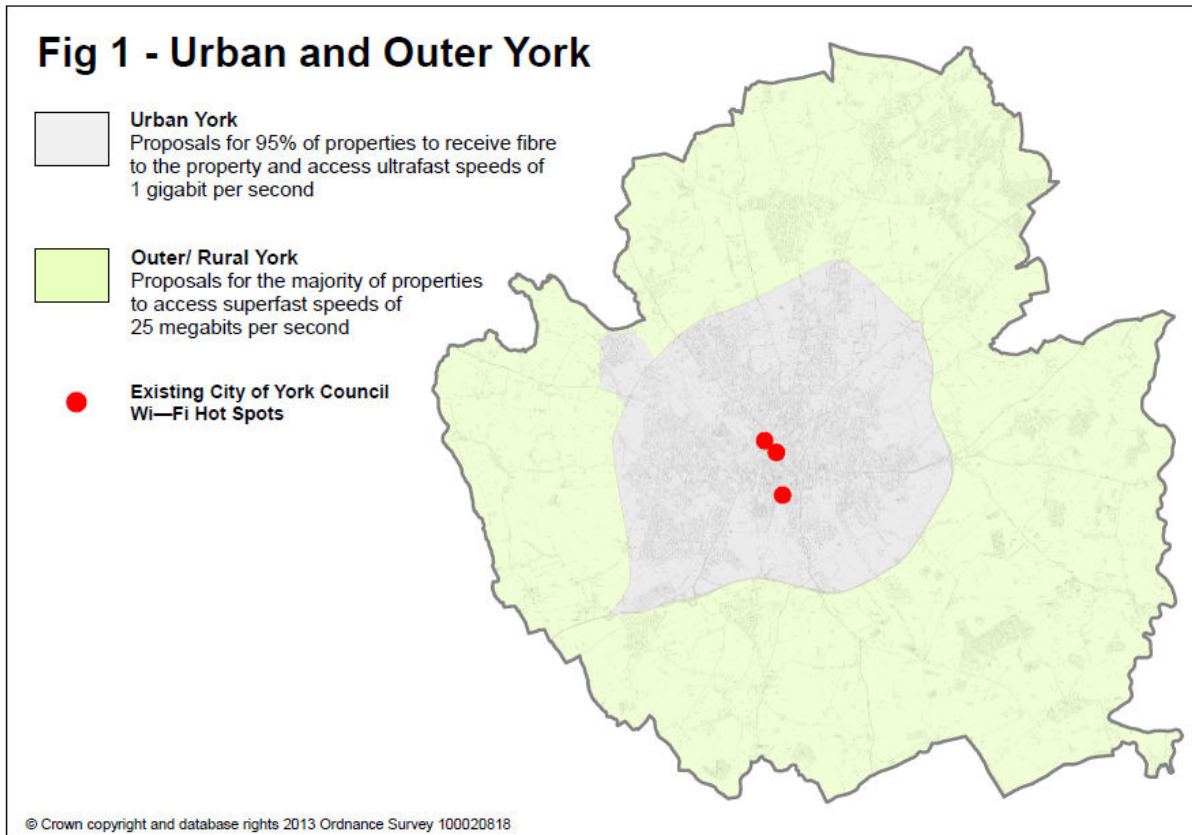
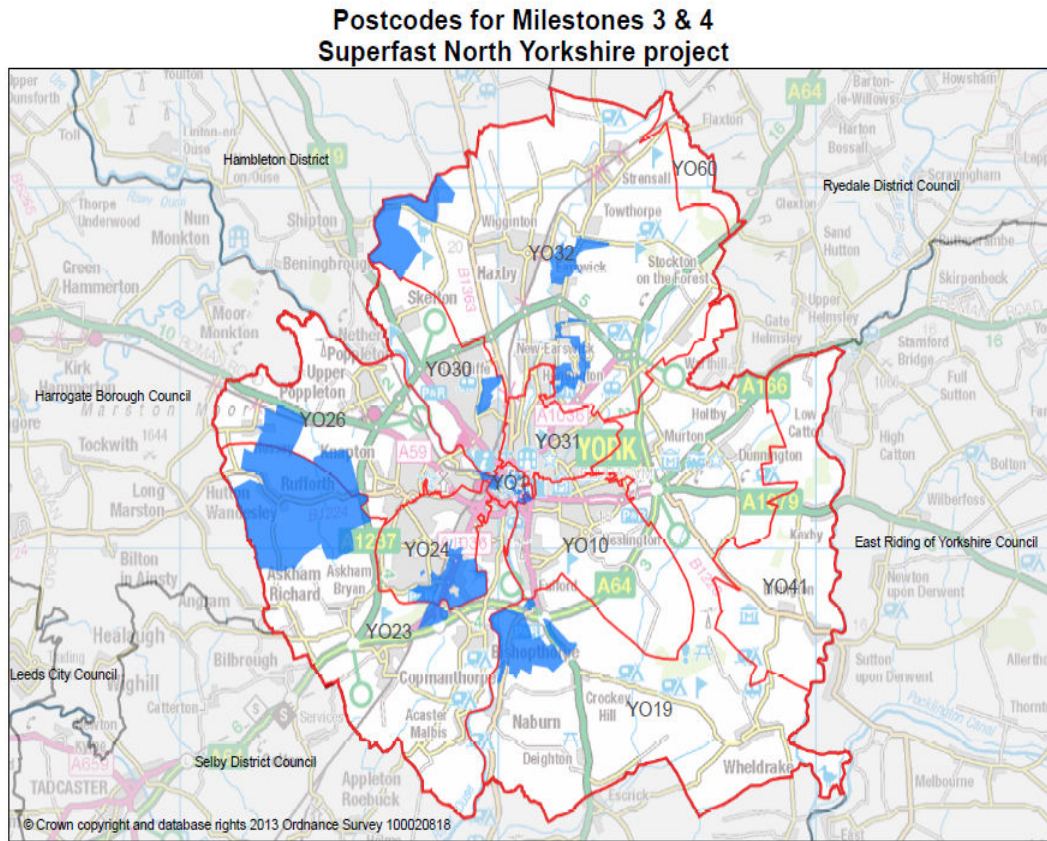


Fig 2: York Areas Benefiting From DCMS Funded Rural Broadband Programme





Cabinet**4 June 2013**

Report of the Cabinet Member for Finance, Performance & Customer Service

City of York Trading Ltd (CYT) Business Development**Summary**

1. Following Cabinet approval (4 October 2011) to establish CYT Ltd as a Local Authority Trading Company, the company commenced trading as a schools supply agency in June 2012 under the name WwY@CYT using the internal casual staffing team, WorkwithYork (WwY) to deliver the service.
2. In May 2013, the council's Shareholder Committee which oversees the performance and development of CYT Ltd on behalf of the council received the company's outturn Performance Report for 2012/13, Business Plan 2013/16 and details contained in the attached business case (see annex) for further business development.
3. The business case has already received approval from the company's Board of Directors and the Shareholder Committee. All major decisions relating to the company's activities, however, require Company Board, Shareholder Committee, and Cabinet approval.
4. Cabinet is therefore asked to consider the case for the extension of the supply agency activity, and approve the transfer of all remaining casual staff business from the council to CYT Ltd from 1 September this year.
5. It is further proposed to keep the internal HR team who manage the WwY service, within the employment of the council for reasons outlined in the business case.

Background

6. Services that were transferred to CYT in June 2012 (supply teachers/support staff to schools) have been provided very effectively through the company over the last year. A reduced cost service has been provided to schools, whilst retaining the high level of quality. In doing so, the “company” model for the provision of supply staffing has been proved to be highly effective.
7. Operating through the company has allowed for the provision of a flexible pricing structure, and a related pay structure, that can be tailored to the needs of customers. Feedback from schools has been excellent, and they have welcomed the change to a more commercial approach which delivers the most effective solution for their needs.
8. The company reported a successful growth in the WwY@CYT business and turned a profit on turnover of £37k in the first ten months of trading.

Business Case Summary

9. The staff agency service to schools was transferred to the company because the service was unable to operate competitively or effectively whilst it remained within the council, and it had seen a number of previous customers transfer to other competitors. The move of the service to the company has seen it win back customers who had left the service, and it has placed the service in a position of generating profit and being sustainable, with further opportunity for expansion.
10. The non-schools services provided by WorkwithYork (WwY) the council’s internal staff agency, have so far remained as part of the council activity and in 2012/13 generated income of £2,594k, with an associated cost of £2,535k, with an estimated outturn surplus £59k.
11. The business case supports a proposal for all WwY services to schools, City of York Council and other organisations, be traded through CYT Ltd, and to consider the transfer of all non-WwY casual work also.

12. Essentially, the rationale for this transfer is the same as that previously applied to the transfer of supply staff to schools:

- as service budgets have reduced over time, demand for casual staff from the internal WwY service has become erratic, with some services cancelling all casual work for months at a time to save money. In other areas casual staff have been used to support services undergoing restructures, but as these come to a conclusion, demand is likely to diminish here too. This has and will continue to cause a budgetary pressure for the internal team which is required to cover costs and produce a surplus; and
- costs to the council are going to increase further as casual staff overheads rise (resulting from pension auto-enrolment in 2013 and the rolling out of the Living Wage to casual workers in 2014).

13. If no action is undertaken to change, the WwY internal service will become uncompetitive on price, and the council will be forced either to stop using casual staff altogether, or to use staff provided by private external agencies at the price and quality that the market determines. Both of these will risk the viability of the internal WwY HR Team which is a non-statutory service, and will in turn affect the CYT schools agency business which the team supports.

14. The business case also refers to the transfer of interims and specialists work, and if approved in principle this work will be subject to a further report to the Shareholder Committee.

15. The fulfilment of the business case will bring the following benefits and flexibilities, already provided by the schools supply agency by:

- keeping agency staff costs to a cost-effective level for the council whilst maintaining quality of service;
- managing emerging financial risks around pension changes and the costs of implementing the Living Wage for the council whilst still delivering against these commitments;
- expanding the customer base for the services;
- growing a successful commercial business and profits that can be returned back to the council (see estimates in business case of approximately £130k profit after tax for a full year's trading);

and importantly

- placing the service on a sustainable footing to provide an ongoing source of employment in the city, supporting the delivery of priorities within the Council Plan.

Consultation

16. The proposals have been discussed with the Trade Unions and the council will keep them informed of developments and processes connected with the transfer of the work, over the coming months.
17. Casual workers engaged with WwY have been informed of the proposals and if approved, their representatives and their managers will be fully engaged in the process of change up until the transfer of work from September 1st this year. Transfer of remaining services will take place on a phased basis working with local managers and casual workers

Options

18. The options for Cabinet to consider are:

- | | |
|----------|---|
| Option 1 | Transfer all WwY casual work by September 2013. |
| Option 2 | Transfer all casual work in option 1 plus non WwY casual work, phased over time to December 2013. |
| Option 3 | No change. |

Analysis

19. The full analysis of the options is contained in the attached business case.

Council Plan

20. This report will assist in developing private enterprise and innovation to deliver the Core Capabilities within the Council Plan, it will also assist in sustaining employment in the city and addressing low pay under the priorities around Creating Jobs and Growing the Economy.

Implications

21. All relevant implications are covered in the business case and include financial, human resources and legal implications.

Risk Management

22. This report will help to the manage the risks around future-proofing against a loss of internal business and resulting loss of employment opportunity for WwY casual staff and the team within Human Resources, which delivers the service currently to CYT Ltd and to the council. It also contributes to the management of financial risks for the council of increased employment-related costs emerging over the next 12 months.

Recommendations

23. Members are asked to agree:
- a) Option 2: The transfer of all CYC casual work (WwY & non WwY) and related casual only staffing resources to CYT Ltd on a phased basis until December 2013 (commencing with existing WwY services in September 2013).
 - b) To support in principle the transfer of interim and specialists work and authorise the Director of Customer and Business Support Services to proceed subject to a further report to the Shareholder Committee.
 - b) The WwY Team within CBSS Human Resources to remain within the council and all costs recharged to CYT Ltd.

Reason: To achieve the benefits summarised in paragraph 14 of the report

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Wards Affected: <i>List wards or tick box to indicate all</i>	All	√	
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Background Papers:

None

Annexes:

City of York Trading Ltd: Business Case for WorkwithYork Phase II



Business Case for WorkwithYork Phase II

1. Introduction and background

This paper sets out a proposal to transfer all supply of casual, interims and agency staff via CYT Ltd, using the Work with York (WwY) brand.

The first service that has traded through the company since CYT Ltd was established, has been the WwY service provided to schools for supply teachers, and school support staff.

The service has traded effectively over the first year, and has generated a surplus of around £37k in some 10 months trading. In doing this the service has been sustained (it was likely to cease if it remained within the council) and has received very positive feedback from schools.

The services provided by WwY to the council have so far remained as part of the council activity and in 2012/13 generated income of £2,594k, with an associated cost of £2,535k, with an estimated outturn surplus £59k.

2. Proposed Change

It is proposed that all WwY services to City of York Council be traded through CYT Ltd, including the transfer of all non-WwY casual work also.

It is proposed to keep the internal HR team who manage the WwY service, within the employment of the council for the reasons outlined below.

3. Business Case Proposal

The services that were transferred to CYT in June 2012, i.e. supply teachers/support staff to school, have been provided very effectively over the last year. The service has been able to provide a reduced cost service to schools, whilst retaining the high level of quality. In doing so, the “company” model for the provision of supply staffing has been proved to be highly effective.

Operating through the company has allowed for the provision of a flexible pricing structure, and a related pay structure, that can be tailored to the needs of customers. Feedback from schools has been excellent, and they have welcomed the change to a more commercial approach which delivers the most effective solution for their needs.

Essentially this new proposal seeks to apply the successful principles that have been applied for schools to the remaining services that are provided by Work with York to internal areas of the council. As was the case with the teaching service, the key advantages of moving the service to CYT are:

- Ability to develop flexible pricing and pay structures;
- Ability to use the core service to expand to other customers;
- Ability to provide service at a lower cost, recognising that in a commercial environment the service needs to remain competitive otherwise it potentially risks not being sustainable.

3.1 Flexible Pricing Structures and Pay Structures

The nature of a casual staff agency very much demands a need for a flexible approach to pricing and pay. The greater flexibility that has been created through transferring supply teachers to CYT has allowed the service to grow and seen more customers using the service. Customers who had previously gone to other companies have “come back” to CYT due to the more commercial nature of the service provided.

In a similar way it is intended that pricing and pay would be reviewed for the casual workforce that would move across to CYT. This will allow for a market-related pay mechanism to be developed, and opportunities to provide different pricing structures will be employed. This is particularly relevant in terms of seeking to grow new business.

3.2 Growing New Business

The service to schools is generating a turnover of around £750k, and we expect this to increase as the customer base increases within and beyond the boundaries of York. Moving council work into the company could increase the turnover to over £3m. The current Business Plan with existing business only is forecasting a profit before tax of around £100k, with the extended business having a target of £59k (full year effect) to reflect the current income target required by the council. In addition there is the propensity to develop business further and wider in this and following years to increase the opportunity for greater profits.

The existing services and customer base would provide a platform upon which the company can seek to grow significantly, and start to reach into other areas, and grow its range of customers. Ultimately this would lead to creation of a successful company who would provide significant dividends back to the council.

We see the major increase in volume that would be achieved through the transfer of casual staff to the company as representing a significant step change in the scale of the company. It would move the company into being a significant operation, and one which would seek to grow its client base in a manageable and effective manner.

3.3 Ensuring Competitive Operating Environment

The move of the teaching service to CYT recognised that the previous internal service had become uncompetitive. This was primarily due to the fact that the staff employed had access to the teachers' pension scheme. Whilst this was clearly laudable in terms of employment provision, it ultimately meant that the service was unable to compete with an active commercial market. As such the previous internal service was seeing its customer base reduce, and indeed in the last year of operation within the council had actually made a loss. As was set out at the time the service moved to CYT there were only really two options (1) to cease the service, (2) to seek to find an alternative method of delivery, through a commercial model.

Fundamentally, it has to be recognised that the nature of the agency/supply business is one that operates in a competitive/commercial environment. Those "competitors" do not have the costs of public sector pensions for example. Therefore to remain viable we have to consider opportunities to ensure the service remains competitive.

At present there are very few casual staff who have joined the Local Government Pension Scheme (LGPS). However, with auto enrolment from 1st July 2013 this is likely to increase. Unfortunately this would result in costs significantly increasing for the service with those costs ultimately being met from council services if the casual staff service remains in council operation. If 50% of current WwY casual staff did not opt out of the LGPS then this could add an additional financial pressure of £200k to the pay bill.

In considering this issue, essentially it is the same as for the supply teaching service. Whilst in an ideal world the provision of a public sector pension scheme to the casual/supply staff may be supported, it simply places the operation of the service within an uncompetitive and unsustainable financial model. Moving to the company model creates the opportunity to ensure long term viability and also to provide more work opportunities for the staff concerned.

In respect of the internal “administrative” Work with York team who are employed within HR , these staff will remain employed by the council on their current terms and conditions. All costs of the service will be recharged to the company.

3.4 Living Wage and Pensions

CYT is committed to becoming a Living Wage Employer. It will implement this by 1st April 2014 and will be able to absorb the cost of this across its full charging structure to minimise the impact of this to the council services using CYT services.

It is also committed to developing a cost effective pension scheme, in advance of auto enrolment for the company in 2017.

An additional change which will assist with attracting and retaining good quality casual staff, will be the development of a payroll which will pay quicker and more regularly than the monthly salary process in place at the council.

4. Scope of proposals

4.1 Current WwY casuals

There are currently 553 WwY CYC casual staff on payroll (approximately 1000 casual positions as some staff work in various different roles).

All of these staff (and the managers of the services they are working in) will need to be contacted to sign up to CYT and any assignments through CYC ended on or before 31st August (and if appropriate started again on 1st September 2013).

4.2 Other CYC casuals

There are approximately 1400 casual workers (excluding schools based casual staff) on record to work for CYC who are not part of WwY. Not all of these workers are all working at the same time and 650 were paid in March for hours worked in February 2013 at a cost of £157k. For illustrative purposes if half of these non WwY casuals auto enrolled for the LGPS then the cost would be around a further £200k.

Transfer of non WwY casuals would present a ‘cleaner’ position for CYC in that there would be no employees on CYC payroll with a casual only status

(although some staff will have casual assignments in addition to their permanent contract e.g. in social care). This would provide a consistent gateway for all of CYC's casual work requirements, which will ensure compliance with all current legislation relating to employment of agency workers.

4.3 Interims & Specialists Work

This work is currently done free-of-charge in-house by the WwY Team as a recent procurement exercise failed to produce a supplier given the low levels of activity in CYC. Transfer of this service could be used by CYC to reinforce protocols and governance around this activity, and stricter cost controls be put in place.

If this is agreed in principle then more work will need to be done to bring back costed proposals to the CYT Shareholder Committee.

This proposal can be considered along with or in isolation to the key proposals to transfer casual work to CYT Ltd.

4.4 WwY HR Team

TUPE would apply to any members of CYC staff who might transfer to CYT. They would transfer on the same terms and conditions as their existing contracts of employment. CYC would also have to ensure that the employees affected have access to a pension scheme which is "broadly comparable" to the existing scheme. In practice, arrangements are usually made for employees to remain in the LGPS.

It is proposed, therefore, to keep the internal HR team which manages the WwY service within the employ of the council, given the proposal above not to seek admitted body status of the LGPS.

5. Financial implications of the proposals

5.1 Charging proposals

In transferring the service to CYT it is proposed that current charges for existing casual work will remain at current levels for the first year. Therefore no service will see any impact from first day of operation.

In time, charges will be reviewed, reflecting the more flexible approach the company can adopt, and the company will seek to drive out efficiencies, and to ensure it is competitive whilst providing high quality services.

5.2 Impact on Council Budget

There is a budgeted surplus within council budgets for WwY of £59k. The benefit of transfer would be to secure further business to ensure sustainable income streams and remove the financial risk of this surplus not being achieved on a year on year basis.

The surplus of £59k would transfer to CYT Ltd and be subject to tax prior to any dividend being payable to CYC. In order to deliver a dividend and maintain the CYC budget surplus of £59k, WwY would need to reduce costs (following a review of pay structures) to increase the margin on existing business equal to the tax liability. This is only some £12k, against an overall turnover of over £3m, and it is felt that the opportunity to expand the business will more than cover this.

5.3 Revised Draft Company Budget

If the proposals are accepted the draft budget for CYT Ltd based on a full year's trading would look like:

	BUDGET 2013/14 £'000
Turnover	3,344
Costs (Including Overheads)	3,178
Net Profit before Tax	166
Tax @ 22%	37
Net Profit after Tax	129
Minimum Dividend	59
Profit after tax and Dividend	70

6. Legal/procurement implications of the proposals

The award of a contract to CYT Ltd would be a public services contract and therefore subject to the public procurement rules.

CYC would seek to apply the “Teckal” exemption to enable a contract to be awarded without competition. To be able to rely on the exemption the following conditions must be satisfied:

1. CYT Ltd must be controlled by CYC;
2. There must be no private sector ownership; and
3. CYT Ltd’s principal part of its business must be for CYC.

A new EU Directive will be implemented in June 2014 which will require a Teckal exempt company to conduct at least 90% of its business for its controlling owner, i.e. 90% of its turnover must come from sales to its owner. Although the Directive is not yet in force, the 90% figure is normally used as a current guideline.

If work for other organisations generates an income of 10% or more of its turnover, the Teckal exemption will be lost and the Council will need to then procure the service. The provision of agency staff would be treated as “personnel and supply services”. These are “Part B” services and would not require a full EU Procurement process but would need appropriate advertising and compliance with general EU principles of transparency, fairness and equality.

7 HR Implications of the proposals

These are mostly contained in the report, but a key advantage in support of the proposals is that CYT’s HR policies and procedures for managing staff have already been developed and are in use for schools based casual staff.

8 Conclusion

This business case supports the transfer of casual agency services from CYC to CYT Ltd to secure the following benefits:

- keep agency staff costs to a cost-effective level for the council whilst managing emerging financial risks around pension changes;
- lower the costs of implementing the Living Wage for the council;
- expand the possible customer base for the services;

- grow potential profits in a successful business that can be returned back to the council; and
- place the service on a sustainable footing to provide an ongoing source of employment in the city.

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