



Notice of meeting of

Executive

| | |
|---------------|--|
| To: | Councillors Steve Galloway (Chair), Aspden, Sue Galloway, Jamieson-Ball, Reid, Runciman, Sunderland, Vassie and Waller |
| Date: | Tuesday, 6 May 2008 |
| Time: | 2.00 pm |
| Venue: | The Guildhall, York |

AGENDA

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:

10:00 am on Monday 5 May 2008, if an item is called in *before* a decision is taken, *or*

4:00 pm on Thursday 8 May 2008, if an item is called in *after* a decision has been taken.

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

1. **Declarations of Interest**

At this point, Members are asked to declare any personal or prejudicial interest they may have in the business on this agenda.

2. Exclusion of Press and Public

To consider the exclusion of the press and public from the meeting during consideration of the following:

Annex A to Agenda Item 14 (Gas Servicing Future Procurement) on the grounds that it contains information relating to the financial or business affairs of any particular person (including the authority holding that information). This information is classed as exempt under paragraph 3 of Schedule 12A to Section 100A of the Local Government Act 1972 (as revised by The Local Government (Access to Information) (Variation) Order 2006).

3. Minutes (Pages 3 - 12)

To approve and sign the minutes of the meeting of the Executive held on 22 April 2008.

4. Public Participation

At this point in the meeting, members of the public who registered their wish to speak regarding an item on the agenda or an issue within the Executive's remit can do so. The deadline for registering is **5:00 pm on Monday, 5 May 2008**.

5. Executive Forward Plan (Pages 13 - 14)

To receive details of those items that are listed on the Executive Forward Plan for the next two meetings.

6. Back Park Petition - Executive Response (Pages 15 - 20)

This report asks Members to respond to a petition, submitted to Full Council, relating to any potential development of Back Park, Balfour Street, and seeks to clarify the status of this property holding.

7. A Review and Updating of the Protocol Governing the Political Management of the Council for the 2008/09 Year (Pages 21 - 36)

This reports asks the Executive to endorse the principles of political protocol agreed between the Council's political groups after last year's election, with a view to negotiating their continuation for the coming year. The Executive is asked to consider a list of topics from Group Leaders which it is proposed will form the basis of initial

discussions for negotiating a Policy Prospectus for the municipal year 2008/9. The report also provides Members with a look back and review of the topics from the Policy Prospectus for the current year and the progress that has been made in addressing them.

8. Golden Triangle Partnership Board - Member Representation
(Pages 37 - 42)

The report presents proposals to establish a Golden Triangle Partnership Board, which will oversee the works of the Golden Triangle, set the strategic vision for the partnership and agree any future projects, and asks the Executive to nominate the Council's representatives on the Board.

9. Residents' Opinion Survey Results 2007/8 (Pages 43 - 54)

This report informs the Executive of the detailed results of the Residents' Opinion Survey (07/08).

10. Use of LPSA2 Reward Grant / LAA Financial Policy (Pages 55 - 96)

This report discusses proposals for the use of the Local Public Service Agreements 2 (LPSA2) reward grant and the proposed financial policy which will govern York's second Local Area Agreement (LAA), and also provides an update on progress towards the completion of the LAA.

11. City Strategy Financial Support to Voluntary Organisations 2008/2009 (Pages 97 - 102)

This report seeks advice from Members regarding the most appropriate way to allocate the residual £7,100 City Strategy voluntary sector grants budget for the 2008/09 financial year.

12. Scrutiny Management Committee - Request for Additional Scrutiny Funding (Pages 103 - 116)

This report presents a request from the Scrutiny Management Committee for additional funding to finance a city-wide survey on the broad strategic options available to the City to tackle traffic congestion.

13. Inclusion and Equality Progress - Request for Temporary Resources (Pages 117 - 128)

This report updates Members on progress with inclusion and equalities. It also requests use of funds for temporary resources to progress improvements in the collection and use of customer and staff data, profiled where appropriate in the Equality strands which are Gender, Age, Disability, Race, Religion and Belief, and Sexual Orientation.

14. Gas Servicing - Future Procurement (Pages 129 - 186)

This report, deferred from the meeting on 25 March, provides details of the recent procurement exercise undertaken, suggests a future direction for the gas servicing and maintenance works to council dwellings, and seeks approval for an amended repairs partnership Service Level Agreement (SLA) to improve the quality, productivity and cost of the service to customers and the Council.

15. Urgent Business

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

Democracy Officer:

Name: Fiona Young

Contact details:

- Telephone – (01904) 551027
- E-mail – fiona.young@york.gov.uk

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

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

Contact details are set out above.

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If you 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.**

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

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Holding the Executive to Account

The majority of councillors are not appointed to the Executive (38 out of 47). Any 3 non-Executive councillors can 'call-in' an item of business from a published Executive (or Executive Member Advisory Panel (EMAP)) agenda. The Executive will still discuss the 'called in' business on the published date and will set out its views for consideration by a specially convened Scrutiny Management Committee (SMC). That SMC meeting will then make its recommendations to the next scheduled Executive meeting in the following week, where a final decision on the 'called-in' business will be made.

Scrutiny Committees

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

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

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- Relevant Council Officers get copies of relevant agenda and reports for the committees which they report to;
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City of York Council

Committee Minutes

| | |
|---------------|--|
| MEETING | EXECUTIVE |
| DATE | 22 APRIL 2008 |
| PRESENT | COUNCILLORS STEVE GALLOWAY (CHAIR), ASPDEN, SUE GALLOWAY, JAMIESON-BALL, REID, RUNCIMAN, VASSIE AND WALLER |
| APOLOGIES | COUNCILLOR SUNDERLAND |
| IN ATTENDANCE | COUNCILLOR MOORE (FOR AGENDA ITEMS 1-3 & 8) |

199. DECLARATIONS OF INTEREST

Members were invited to declare at this point in the meeting any personal or prejudicial interests they might have in the business on the agenda.

Councillor Runciman declared a personal non-prejudicial interest in agenda items 6 (Carbon Management Programme – Strategy and Implementation Plan) and 9 (Urgent Business: Appointment of ICT Contractor – Joseph Rowntree New School) as a governor of Joseph Rowntree School.

Councillor Waller declared a personal non-prejudicial interest in agenda item 6 (Carbon Management Programme – Strategy and Implementation Plan) as a governor of York High School.

200. EXCLUSION OF PRESS AND PUBLIC

RESOLVED: That the press and public be excluded from the meeting during consideration of Annex A to Agenda Item 10 (Urgent Business - Appointment of ICT Contractor – Joseph Rowntree New School) (minute 208 refers), on the grounds that it contained information relating to the financial or business affairs of any particular person (including the authority holding that information). This information was classed as exempt under paragraph 3 of Schedule 12A to Section 100A of the Local Government Act 1972 (as revised by The Local Government (Access to Information) (Variation) Order 2006).

201. MINUTES

RESOLVED: That the minutes of the Executive meeting held on 8 April 2008 be approved and signed by the Chair as a correct record.

202. PUBLIC PARTICIPATION

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

203. EXECUTIVE FORWARD PLAN

Members received and noted details of those items that were currently listed on the Forward Plan for the next two Executive meetings.

204. MINUTES OF THE LOCAL DEVELOPMENT FRAMEWORK WORKING GROUP AND THE SOCIAL INCLUSION WORKING GROUP

Members considered a report which presented the draft minutes of the Local Development Framework (LDF) Working Group meeting held on 4 March 2008 and the Social Inclusion Working Group (SIWG) meeting held on 12 March 2008.

An additional annex had been circulated, which provided supplementary information to the Social Inclusion Working Group's recommendations relating to membership revisions.

With regards to the LDF Working Group minutes, Members noted that the Working Group had agreed that a consultation leaflet on the Core Strategy be sent to every household and welcomed the high response rate compared to other local authorities.

In relation to the Social Inclusion Working Group minutes, Members welcomed the success of development day and noted the importance of the Equality Strategy 2008-11.

Having noted the advice of the Shadow Executive on this item, it was

- RESOLVED: (i) That the minutes of the LDF Working Group be noted;
- (ii) That, arising out of the minutes of the Social Inclusion Working Group, the number of elected members on the working group be reduced, at the Annual Council meeting, to 5 (in proportion 2:2:1).

REASON: To fulfil the requirements of the Council's Constitution in relation to the role of Working Groups.

Action Required

1 - To appoint a reduced number of Members to the Social Inclusion Working Group at Annual Council. GR

205. CARBON MANAGEMENT PROGRAMME - STRATEGY AND IMPLEMENTATION PLAN

Members considered a report which presented for approval the Strategy and Implementation Plan for the Local Authority Carbon Management Programme.

The draft Strategy and Implementation Plan (SIP) was attached as Annex A of the report. The following options were presented to Members for consideration:

- To approve the SIP;
- To reject the SIP.

Additional information was circulated at the meeting (attached as Appendix 1 to the minutes) setting out details of four projects which directly identified the carbon capital programme as the possible funding route. It was noted that further information on these projects would be provided in due course, as projected costings and savings were refined.

Members noted that as one of the schemes was specifically about the use of staff champions around the Council, there could be greater linkage with the Member Energy Champion. They also noted that for this aspect of the Programme to work there needed to be clear reporting back to each directorate on the energy and carbon savings that had been made.

Having noted the advice of the Shadow Executive on this item, it was

- RESOLVED: (i) That the City of York Council Strategy and Implementation Plan for the Local Authority Carbon Management Programme be approved;
- (ii) That officers be asked to include the Member Energy Champion with the work of the "Energy Champions" network;
- (iii) That an annual report to the Executive be requested setting out progress in delivering the Programme;
- (iv) That officers be requested to review a process for reporting back progress to Executive Member & Advisory Panel (EMAP) meetings at the same time as other performance monitoring data is presented.

REASON: To ensure a co-ordinated approach to the management of carbon emissions from Council activities, with targets and milestones.

Action Required

- | | |
|--|----|
| 1 - To implement the plan; | JB |
| 2 - To include the Member Energy Champion with the work of the "Energy Champions" network; | JB |
| 3 - To provide an annual report to the Executive; | JB |

4 - To review a process for reporting back progress to EMAPs.

206. RESULT OF REGIONAL TRANSPORT BOARD CAPITAL BIDS AND APPLICATION FOR USE OF CONTINGENCY FUNDS

Members considered a report which provided details of the results of the Regional Transport Board (RTB) meeting on 4 April, which had assessed bids from local authorities in the region for funds to undertake major schemes. The report sought approval for the release of funds from reserves to progress the development of the Access York bid.

The decision of the RTB, as set out at paragraph 5 of the report, was as follows:

| Proposal | Decision |
|------------------------------|--|
| Access York: Park & Ride Bid | All three Park & Ride sites approved for inclusion within the Regional Funding Allocation programme (£20.8m) |
| Yorcard | Approved for inclusion within the Regional Funding Allocation programme |
| Hopgrove Roundabout | Identified as a block 3 priority. Decision deferred until next RTB meeting in July |
| Regional Information Systems | Identified as a block 5 priority. Decision deferred until next RTB meeting in July |

Members thanked officers for their hard work drawing up the bid in tight timescales and also acknowledged the Leader’s contribution made at the RTB meeting which considered the bids.

Having noted the comments of the Shadow Executive on this item, it was

- RESOLVED: (i) That the decision of the Regional Transport Board be welcomed;
- (ii) That the release of £164k from Council reserves be agreed to progress the Major Scheme Bid for the development of the Park & Ride sites and prepare a bid for the remainder of the Access York project to be submitted to the Regional Transport Board later in the year.

REASON: To obtain funding to improve transport provision in the City.

Action Required

1 - To release funds from reserves.

JB

207. HIGHWAYS SCRUTINY AD-HOC SCRUTINY COMMITTEE - FINAL REPORT

Members considered a report which presented the final report of the Highways Scrutiny Ad-hoc Committee in relation to Parts A and B of their Scrutiny Review and sought approval for the Committee's recommendations, which had previously been agreed by the Scrutiny Management Committee.

Councillor Richard Moore, the Chair of the Scrutiny Committee attended the meeting to present the report and answer Members' questions.

The report presented the following options to Members for consideration:

- (i) To approve the recommendations in full or in part;
- (ii) To reject the recommendations and outline alternative proposals, where applicable.

Paragraphs 6 & 7 of the report detailed the recommendations relating to Parts A & B of the review respectively.

Members noted that the final report had already been overtaken by events as the Private Finance Initiative (PFI) Highways Maintenance bid had been unsuccessful and therefore a number of the recommendations were no longer relevant. Members of the Scrutiny Committee and officers were thanked for their work on the topic.

Members highlighted that total investment in highway maintenance in 2008/09 was £9,201.0k, compared to £7,007.9k in 2003/04.

Having noted the advice of the Shadow Executive on this item, it was

RESOLVED: (i) That it be agreed to deal with the scrutiny recommendations as follows:

| Scrutiny Committee recommendation | Executive decision |
|--|--------------------|
| Part A of the Review | |
| i. That the efficiencies and other benefits gained through the PFI approach, as highlighted within the Expression of Interest (EoI) should be weighed against any budgetary inflexibility in future years, when deciding whether or not to proceed with the PFI process. | Noted |
| ii. That in the event that the PFI outcome is unsuccessful, the key issues identified should be taken into consideration when deciding upon an alternative approach. | Agreed |

| Scrutiny Committee recommendation | Executive decision |
|--|--------------------|
| iii. That in the event that the Council's EoI is successful, the decision to proceed to the next stage of the PFI process, i.e. submitting an Outline Business Case (OBC), be weighed against the resulting greater annual budget commitment required from the Council if the highways repair and maintenance works are to be carried out. | Noted |
| iv. That it should be noted that as there are too many unknown quantities at this stage in the process, the total expenditure over the lifespan of the PFI cannot be properly identified. | Noted |
| v. That in the event that the EoI is successful, careful consideration should be given when deciding whether to proceed to each of the following stages of the process, thereby ensuring a full understanding of the cost implications. | Noted |
| Part B of the Review | |
| i. That there has been an impact on the repayments to the Venture Fund caused by the delays in implementing the actions agreed as part of the Best Value Review | Noted |
| ii. The delays in implementing the actions agreed as part of the Best Value Review were necessary | Agreed |
| iii. The total savings made in Highways Maintenance since the Best Value Review are significantly higher than those identified therefore there has been no financial loss to the council caused by the delays in the procurement process | Agreed |

REASON: To enable the Executive to introduce appropriate changes to working practices and/or Council policy and procedures.

Action Required

1 - To consider the key issues identified when deciding upon JB an alternative approach to PFI.

208. URGENT BUSINESS - APPOINTMENT OF ICT CONTRACTOR – JOSEPH ROWNTREE NEW SCHOOL

Members received a report which sought approval to appoint RM as the ICT contractor for the Joseph Rowntree New School project. The matter

was urgent due to the need to obtain a Member level decision within tight timescales. Officers were recommending acceptance of the higher tender, which requires the approval of Members.

The report presented two options for consideration:

- To appoint RM, the highest scoring bid;
- To re-procure the ICT contract.

Having noted the advice of the Shadow Executive on this item, it was

RESOLVED: (i) That RM be appointed as the ICT contractor for the Joseph Rowntree New School project.

REASON: RM provide the best ICT solution for the school.

Action Required

1 - To issue the contract.

ST

S F Galloway, Chair

[The meeting started at 2.00 pm and finished at 2.40 pm].

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The Carbon Management Programme SIP identifies all current proposed projects working towards the 25% reduction targets. Within the 18 projects listed (Appendix B of the document), there are 4 projects which directly identify the carbon capital programme as the possible funding route. These are:

Project 9: Staff behaviour change - estimated cost £100,000, estimated annual savings £65,000 and annual 5% CO2 savings, 820 tonnes CO2 per annum based on current consumption levels. Payback 1.5 years

Project 11: Extend EMS/BMS in schools - estimated costs £200,000, estimated annual savings £32,250, annual CO2 savings 204 tonnes CO2, payback 7 years

Project 12: Improve insulation - estimated cost £200,000, estimated annual savings £22,450, annual CO2 savings 251 tonnes per year, payback 9 years

Project 13: Power perfect voltage power optimisation. Estimated costs £260,000, estimated annual savings £74,000, annual CO2 savings 430 tonnes CO2, payback 3.4 years

These projects represent:

Cost: £760,000,

Financial annual saving (estimates): £193,700

CO2 annual savings (estimates): 1705 tonnes CO2. This represents a contribution of 29% towards the overall council emissions reduction targets of 25% (5,810 tonnes) CO2 by 2013

Note - these projects can be expanded within the carbon management project group. The savings are also estimates.

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EXECUTIVE FORWARD PLAN

| Table 1: Items scheduled on the Forward Plan for the Executive Meeting on 20 May 2008 | | |
|--|---------------|---|
| Title & Description | Author | Portfolio Holder |
| <p>Sustainable Procurement Policy</p> <p><i>Purpose of report: To meet the commitments of the Corporate Procurement Strategy.</i></p> <p><i>Members are asked to: Approve a sustainable procurement policy.</i></p> | David Walker | Executive Member for Corporate Services |

| Table 2: Items scheduled on the Forward Plan for the Executive Meeting on 3 June 2008 | | |
|---|---------------|---|
| Title & Description | Author | Portfolio Holder |
| <p>Appropriation of Property</p> <p><i>Purpose of report: To appropriate and transfer properties between the Housing Revenue and General Fund to ensure good governance and provide a corporate flexibility in the use of capital resources. The appropriations need to be approved for the financial year of 2008/09.</i></p> <p><i>Members are asked to: Approve the appropriations.</i></p> | John Urwin | Executive Member for Corporate Services |
| <p>Thin Client Management Arrangements</p> <p><i>A review of the Client and Contractor roles within the Council – This report seeks to rationalise and streamline them.</i></p> | Simon Wiles | Executive Member for Corporate Services |
| <p>Purchase of Land For Use as a Composting Area</p> <p><i>Purpose of report: Yorwaste have negotiated with a local landowner to purchase 30 acres of land, subject to planning approval, for use as a composting area in association with the waste disposal site at Harewood</i></p> | Paul Fox | Executive Member for Corporate Services |

| | | |
|---|--------------|---|
| <p><i>Whin. Planners have recommended approval and it will be decided at Planning Committee on 28 February. Should the planning permission be granted it would be economically advantageous for the Council to purchase the land and lease it to Yorwaste.</i></p> <p><i>Members are asked to: Approve the purchase of land.</i></p> | | |
| <p>Review of Information Policy Framework</p> <p><i>Purpose of report: As part of the Information Governance Strategy approved in December 2007 information sharing with other authorities and all policies have been reviewed, including the Data Protection Policy which was out of date, and an amended version is hereby presented for Members' approval.</i></p> <p><i>Members are asked to: Approve the amended Data Protection Policy and related information sharing policies.</i></p> | Robert Beane | Executive Member for Corporate Services |

| Table 3: Items slipped on the Forward Plan with the agreement of the Group Leaders | | | | | |
|---|---------------|-------------------------|----------------------|---------------------|----------------------------|
| Title & Description | Author | Portfolio Holder | Original Date | Revised Date | Reason for Slippage |
| None | | | | | |



Executive6th May 2008

Report of the Corporate Landlord

Back Park Petition – Executive Response**Summary**

1. The purpose of this report is to:
 - a. Ask Members to respond to a petition submitted to the council relating to any potential development of the Back Park , Balfour Street, York.
 - b. To clarify the status of this property holding.

Background

2. The petition states:

"We the undersigned call upon the Council to permanently remove Back Park (aka Victoria Park) from the list of leisure land under threat of sale, in order to ensure that the land which was given to the residents of the Leeman Road area by the Rowntree Family to enjoy as an amenity leisure site, will remain as such."
3. The land the petition refers to is held for the purpose of leisure provision. The land has never been formally declared surplus to those requirements. The land had, therefore, at the time of the petition never been approved for sale by the Executive and as a consequence not included on a list of sites for potential sale.
4. The whole of the site (A, B and C) was gifted to the Corporation by Arnold Stephenson Rowntree on 9 June 1911. The site to be 'held as public ground for the purposes of the Recreation Ground Act 1859' and to be (1) 'used as recreation ground especially for children' and (2) 'a bowling green for adults at no charge for entrance, but can charge for playing bowls'.
5. Use or disposal of any part of this land for purposes other than those stipulated in the Deed of Gift may require consent from the

successor organization to Arnold Stephenson Rowntree. The Corporate Landlord is seeking to identify the successor organization and is taking further legal advice to determine the appropriate action to be taken by the council for any change of use.

6. The attached plan shows the area currently held for leisure purposes (Area A and B) and the area (back of Lincoln Street) appropriated from Recreation & Amenities Committee to Part II of the 1969 Housing Act for use as car parking – S121 of Town and Country Planning Act 1971 – in May 1979 (Area C).
7. The Recreation Grounds Act 1859 dealt with essentially charitable bequests of land was repealed by the Charities Act 1960 which was in turn repealed by the Charities Act 2006. Section 2 of the 2006 Act clearly defines what are charitable purposes and these are purposes which are for the public benefit. Section 2(2) expressly provides that public benefit includes the provision of facilities for recreation and leisure.
8. The Charity Commission has been approached to give an opinion as to whether a charitable trust has been created.
9. Assuming that a trust does exist then further legal advice will be sought to determine whether:
 - a. The trust has been abandoned?
 - b. If not is there any way of securing a release from the trust ?
 - c. If not what is the impact of the legislation on any proposed sale?
10. Council considered and approved the capital budget for 2008/9 at the Council meeting on 21st February 2008. As part of that capital budget report an annexed list of sites earmarked for disposal and the generation of capital receipts was also approved.
11. Included and approved in the list of disposals is Area A.

Consultation/Analysis

12. The petition.
13. The Corporate Asset Management Group (CAMG) has looked at this area of York and considered whether a more holistic picture of land in that area would provide us with a more strategic and acceptable solution to the local community.
14. All of the land used as open space in this area is in very poor condition and if any of it is going to provide a worthwhile facility or space to benefit the local community it would need a significant level of investment.

15. One way to generate that investment would be to rationalise the open space ie. dispose of some of the open land and use part of the receipt to upgrade those that remain, the residual receipt being used to support the capital programme.
16. This would enable the CAMG and Corporate Landlord to engage with ward members and the local community on the issue before bringing the options for disposal and investment back to the Executive.

Corporate Priorities

17. Improve the quality and availability of decent affordable homes in the city.
18. Improve the actual and perceived condition and appearance of the city's streets, housing estates and publicly accessible spaces

Implications

19. Financial– The capital programme as approved on 21st February 2008 is now dependant upon the generation of a capital receipt from the disposal of part of the land identified on the attached drawing at Back Park, Balfour Street, York.
20. Legal- Further advice awaited from specialist consultant
21. There are no other implications from this report

Risk Management

22. Failure to achieve the capital receipt will impact upon the council's capital programme and will require Members to either identify an alternative site for disposal or reduce the capital programme by the level of capital receipt expected from this sale.
23. Action has been taken to determine the identity of the successor organisation to Arnold Stephenson Rowntree to enable the council to fully appreciate the requirements or consent needed for any change of use on this property holding. There is always the possibility that consent would not be given.

Recommendations

24. Members are asked to:
 - a. Note the status of the land at issue
 - b. Members are asked to respond to the petition once legal advice has been received.

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Property Services
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Chief Officer Responsible for the report:
Neil Hindhaugh
Head of Property Services
Tel: (01904) 553312
Email: neil.hindhaugh@york.gov.uk

Specific Implications:

Financial: Tom Wilkinson

Legal: Brian Gray

Wards Affected: All

Report Approved

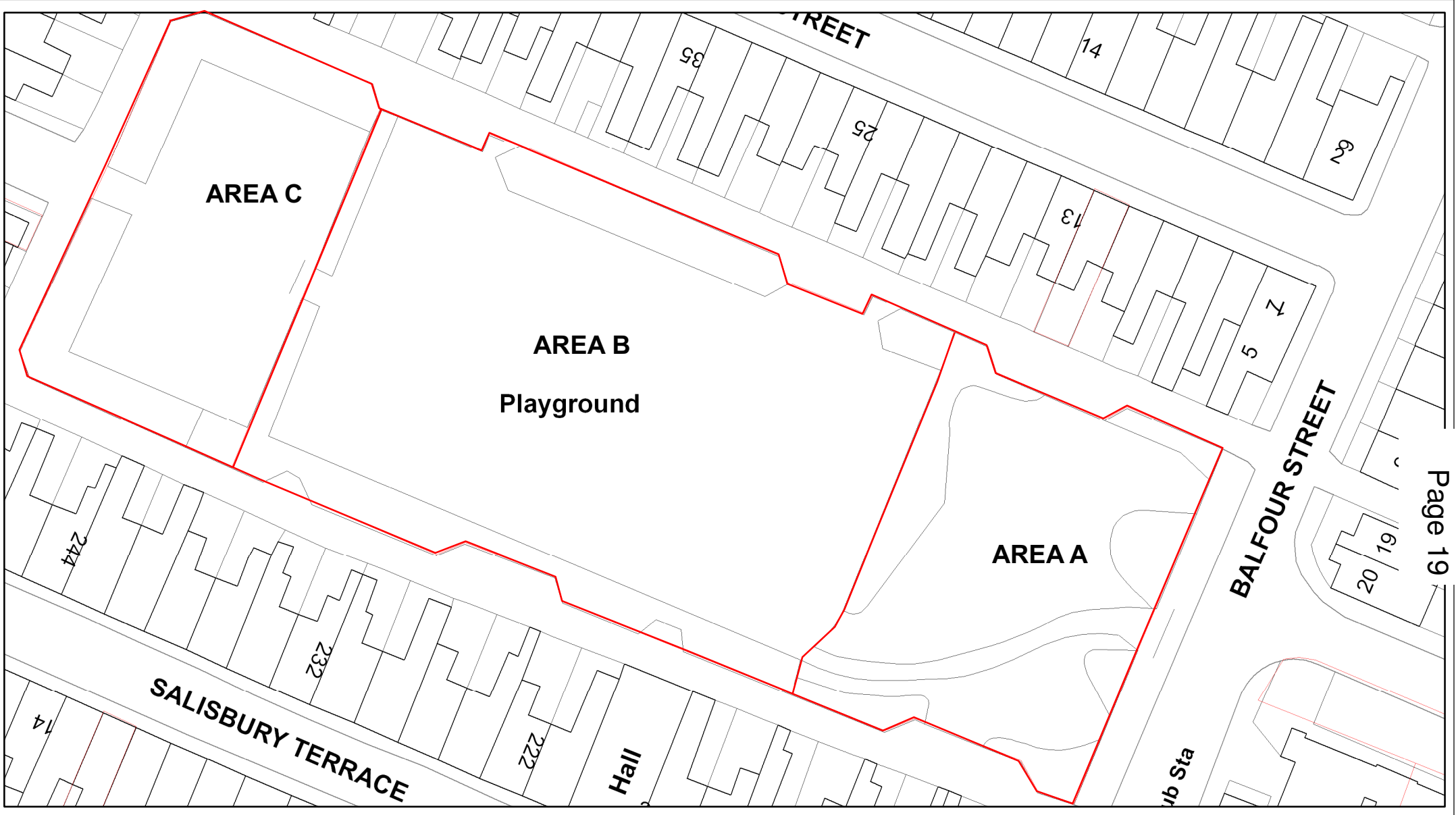


Date

*9th November
2007*

For further information please contact the author of the report

Background Papers



Resources
Property Services

Back Park



SCALE 1:500 DRAWN BY: GR

DATE: 15/04/2008

Originating Group: **Property Services**

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The Executive

6th May 2008

Report of the Chief Executive

A review and updating of the protocol governing the political management of the Council for the 2008/09 year

Summary

1. This reports asks the Executive to endorse the principles of the protocol agreed between the council's political Groups after last year's election, with a view to negotiating its continuation for the coming year.
2. The Executive is asked to consider a list of topics from Group Leaders which it is proposed will form the basis of initial discussions for negotiating a Policy Prospectus for the municipal year 2008/9. This paper also provides members with a look back and review of the topics from the Policy Prospectus for the current year, including details of the progress that has been made in addressing them.

Background

3. Following the local elections held in May 2007 no one political group gained overall control of the council. In view of this position, Leaders of the four political groups represented on the council agreed a set of political management arrangements for the following 12 months. In doing so they recognised the need for a workable, durable, speedy and inclusive decision making process based on an agreed set of policy objectives and milestones. In addition they identified a number of constitutional changes, policy reviews and changes for the allocation of seats on council decision making bodies to facilitate this. Further detail of the principles which underpinned the establishment of the present political management arrangements are set out in a letter from Councillor Galloway to the other 3 Group Leaders and reproduced here as annex 4.
4. This paper seeks approval to initiate a debate with a view to establishing a second Policy Prospectus. The Executive are asked to approve the draft list of topics for the Leader of the Council to progress consultation with the other Group Leaders.

Consultation

5. Each of the Group Leaders has been asked to submit proposed topics to form a draft policy prospectus, these topics are shown at annex 1. It includes details, where available, of present position and current work against these areas of work. This list also incorporates the review issues which were proposed by the

Conservative Group and agreed in resolving this year's annual budget settlement at the meeting of the Council on the 21st February.

6. Discussion with Group Leaders to date on a proposed Policy Prospectus for the coming year has shown that 3 groups, The Conservatives, Green Party and Liberal Democrats appear to be willing to agree consideration of a Policy Prospectus for the following year. Their view is that reports set out in the Policy Prospectus should be prioritised for officer support. The Labour Group will not be part of this, however, having withdrawn from the process in February this year. The Labour Group will progress such matters as it considers relevant through alternative mechanisms available by means of Constitutional and Council processes.
7. Officers have been consulted when reviewing progress against the topics which went to form the council's first Policy Prospectus. Annex 2 shows that all but one of the policy items from the agreement has been considered by the Executive since last May and resulted in further action. Not all of the constitutional items have been addressed however, progress against these is shown at annex 3. Where constitutional changes have not been implemented or policy topics fully progressed, these are also proposed as carry over items for the new prospectus and are included in annex 1.

Corporate Priorities

8. The policy prospectus is intended to provide a framework for agreed political action which includes the Corporate Strategy in the draft list of issues under consideration.

Implications

9. Implications arising from the Policy Prospectus, will be included in individual review reports as they are brought forward, there are however no specific implications associated with this paper
 - **Financial** – There are no financial implications
 - **Human Resources (HR)** – There are no HR implications
 - **Equalities** - There are no equalities implications
 - **Legal** – There are no legal implications
 - **Crime and Disorder** – There are no crime and disorder implications
 - **Information Technology (IT)** – There are no IT implications
 - **Property** – There are no implications for property

Risk Management

10. This paper is intended to initiate a debate between the council's political Groups to ensure a continuation of the protocols which have underpinned the organisation's political management since last year's election. This report is

timely in managing the risk associated with the present protocols expiring in May.

Recommendations

11. Members are invited to:

- a) Endorse the continuation of the principles for future political management arrangements set out in Cllr Galloway's letter of May 2007 to Group Leaders, subject to any further negotiated amendments to be agreed subsequently by all Group Leaders and notwithstanding any specific issues which no longer apply one year on.
- b) Endorse the proposed list of policy and constitutional issues as a means of initiating negotiation between Cllr Galloway and other Group Leaders in resolving a new Policy Prospectus for the municipal year 2008/9.
- c) Agree to continue to receive reports on topics from the first Policy Prospectus, which whilst already reported to the Executive, are still progressing.
- d) Approve the timescale for agreeing a final version of the new political protocol due to come to the Executive on 20th May for sign off by participating Group Leaders.

Reasons – to ensure the continuation of protocol integral to the council's political management.

Author:

Simon Hornsby
Chief Executive's Support Officer
01904 552055

Chief Officer Responsible for the report:

Bill McCarthy
Chief Executive

Report
Approved



Date 23rd April 2008

Specialist Implications Officers: None

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

All

For further information please contact the author of the report

Annexes

- 1 Draft Policy Prospectus for 2008/9
- 2 Review of Policy items from 2007/8 Policy Prospectus
- 3 Review of Constitution items from 2007/8 Policy Prospectus
- 4 Letter from Cllr. Steve Galloway setting out political protocol for 2007/8

Background Papers

- Executive report 'Future political management arrangements at the City of York Council' 12th June 2007
- Policy Prospectus 2007/8

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Policy Prospectus 2008/9 – DRAFT – proposed topics

Review on Commercial Property Portfolio

- Initial scoping has commenced with the council's existing investment consultants who were able to give a overview of investment options
- Report back from the commercial review approved last November by EMAP and Exec. Draft report prepared, which will be updated to introduce Members to the wider options available
- Due to be reported at Corporate Services EMAP on 10th June and Executive in Autumn following member consultation

Review relating to subsidised and community transport

- Scope to be consulted on with members in the next couple of months
- Collection of data for the subsidised bus services initiated
- A review has been completed on the Dial a Ride Service and a number of its recommendations are currently being implemented through the Collaborative Transport Project
- Final report expected early autumn with a view to informing the budget process for the following year.

Public Transport, including consideration of the recommendations of the Traffic Congestion Scrutiny Committee and review of their implementation

Review report on public transport options in the City. This would include any reaction to the Transport Bill (Act) but also look at how we can refresh our internal processes, our external partnerships and maximise the effectiveness of our investment in both services - such as dial and ride - and infrastructure improvements (e.g. bus priority measures).

To address the adequacy of cycling/ pedestrian access at York station

- Carried over from previous Policy Prospectus - GNER withdrew from project to improve access - DfT and CYC capital match funding halted.
- Intend to progress with National Express in 2008 as part of wider negotiations about the station's future development, including in the context of York North West and through Cycle City

Review of Leisure and Cultural Services

- Scope agreed to identify options to deliver higher quality and more effective leisure and culture services at lower cost to the taxpayer
- Desktop work and short-listing of projects following consultation with the Leaders' group – phase 1 May to June
- End of the first phase, June 08, informal report back to Group Leaders
- Interim findings to be fed into the budget process for 2009/10
- Full report back on detailed reviews to Executive in December

Review of services that the council should strategically procure or 'share'

Review of potential benefits to be derived from the merging of LCCS IT (schools) with City of York Council's corporate IT&T department

Review of the council's affordable housing policy

Develop an Organisational Effectiveness Programme

- A Single Improvement Plan is due to developed which draws all the council's improvement activity, including the OEP, together in one place. This plan will be used to strengthen and develop the council's Business Model.

Corporate Strategy progression (Priorities, Imperatives and Vision elements)

Public Engagement, Neighbourhood Actions Plans and Neighbourhood Management

Roll out of recycling collections for all properties following pilot in The Groves

Constitutional items carried over from 2007/8 Policy Prospectus

Any outstanding business after the operation of the 10:00pm guillotine should be carried over to the appropriate section of the next Council meeting

Questions to the Executive member giving a written report to Council may be on the report or other area of their portfolio

That the time limit and opportunities for participation in the debate on the Leaders report to Council be reviewed

To establish both the West Area and City Centre Area Planning Sub committees in place of the joint West and City Centre area planning sub committee

To remove the responsibility for dealing with highways schemes from City Strategy EMAP and place it with the relevant area planning committee

To remove the determination of Public Right of Way (POW) issues from the City Strategy EMAP and either delegate this function to officers (in consultation with ward members) or return them to the area planning committees

That provision be made so that amendments to minutes or motions can be tabled at meetings of the Council (without notice)

To allow for the Chair (Lord Mayor) of the Council (ruling) to be challenged if supported by a two thirds majority of those present

That EMAPs be abolished and appropriate Scrutiny Committees be established for each portfolio/directorate

Policy prospectus 2007/08 – policy items

| <u>Title</u> | <u>Exec date</u> | <u>Purpose</u> | <u>Recommendations</u> | <u>Following action</u> |
|---|-------------------------|--|---|---|
| Finding a consensus on the way forward for the City | 15 Jan 2008 | Review report will look at development of devolved decision making arrangements for local communities and capacity building for the voluntary sector. | That the report form the basis of further development work on the policy prospectus. | That officers be asked to provide milestones for the communications strategy initiative and to circulate details to Group Leaders. |
| Climate change | 18 Dec 2007 | A draft implementation plan identifying the projects and enablers to achieve 25% CO ₂ emissions reduction within the council, and scoping report of a Climate Change Strategy for the City. | Report noted | Carbon Management Programme Strategic Implementation Plan to be brought to the Executive in March 2008. Officer evaluation of smart metering option for 30 trial sites |
| Finance | 11 Sept 2007 | To highlight how we can more effectively press the Government for a fairer grant settlement for the city and achieve more investment in local transport systems. | Proposals to influence current and future funding decisions at a national level supported. | Head of Finance to develop a response to existing consultation on potential changes to the grant, specifically <ul style="list-style-type: none"> • Area Cost Adjustment • Concessionary fares • Opposing proposed changes to the day visitor funding calculation. |
| Finance | 11 Sept 2007 | To highlight how we can accelerate our search for efficiencies in the running costs of the council including plans to move out of expensive rented office accommodation. | That the Efficiency Programme and Strategic Procurement Programme approved | Endorsed further investigation in the potential for regionally shared services |
| Jobs | 25 Sept 2007 | Review report will highlight how we can allocate sufficient resources to ensure that, job creating, planning opportunities are dealt with quickly | Supported interim arrangements giving employers a direct channel to a senior council officers | Officers to consider framework for prompt attention to major applications likely to result in significant job growth address the issues of job vacancies in the planning department; |

| <u>Title</u> | <u>Exec date</u> | <u>Purpose</u> | <u>Recommendations</u> | <u>Following action</u> |
|--------------|------------------|--|---|--|
| | | | | consult further with small business representative organisations with a view to sustaining the economic viability of the sector That the City's approach to skill training and social inclusion issues be progressed with partner organisations |
| Safe City | 25 March 2008 | To highlight how the council can assist in providing more local police access points, improving patrolling arrangements in vulnerable areas and providing a more effective response to local concerns including, e.g. measures aimed at reducing vehicle speeds (e.g. warning signs and pressing NYPA to install speed cameras at accident black spots.) | Police and SYP thanked for the progress made in addressing community safety issues Executive confirmed their support for Neighbourhood Policing Introduction of initiatives such as the mobile speed enforcement service and Capable Guardian scheme be anticipated | That the North Yorkshire Police Authority be requested at least to continue existing funding levels, through the BCU, for the Safer York Partnership. |
| Safe City | 24 July 2007 | To update and recommend a policy strategy on the development of appropriate and responsive CCTV coverage. | Report noted | Director of City Strategy to provide regular updates on progress with the trial introduction of additional CCTV facilities and options for funding further improvements |
| Housing | 18 Dec 2007 | Review report will look at the availability of affordable and social housing and the effectiveness of the 50 per cent affordability planning rule. | Affordable Housing Policy Review noted. affordable housing policy to be addressed via the LDF | Initiate consultation on how the city can provide more affordable housing and explore other methods of delivering social and family housing. |
| Housing | | To recommend how we could adopt a more comprehensive approach to estate micromanagement. | Group Leaders agreed not to pursue. | |

| <u>Title</u> | <u>Exec date</u> | <u>Purpose</u> | <u>Recommendations</u> | <u>Following action</u> |
|----------------------------------|--------------------------------|---|---|--|
| Waste Management | 9 October 2007 | To indicate how we can increase recycling rates to at least 45 per cent during the next 12 months with particular reference to improving facilities for terraced properties, businesses and difficult to access properties including flats. | <p>Annual budget commitment for waste minimisation</p> <p>Pilot recycling scheme to be implemented in the Groves</p> <p>Commencement of full rollout of recycling in terraced areas agreed in principle</p> | <p>Annual budget commitment to help improve participation levels in kerbside recycling</p> <p>Implement improvements allowing recycling for schools and commercial organisations</p> <p>Selling of surplus LATS permits</p> <p>Further report on mitigation of LATS targets</p> |
| Education and Leisure | 23 October 2007 | To set out options for an update Leisure Facilities Strategy | <p>reconfirm the Council's commitment to the partnership with the University</p> <p>plan for an additional city centre pool including review of location and access</p> | <p>revise respective schemes within the capital programme to take account of</p> <ul style="list-style-type: none"> • Allocating the pools programme contingency budget • Additional prudential borrowing • Allocating the overall procurement budget |
| Education and Leisure | 11 March 2008 | How the provision of more woodland can be achieved as part of a refined tree management strategy | Implementation of a council tree strategy approved | |
| Adult Social Services and Health | 29 October 2007 (HASS EMAP) | To recommend how we can recognise and address the increasing financial pressures on social care services. | Instigation of a wide consultation on the options covered in the report. | |
| Transport | 9 October 2007 | To consider ResPark arrangements and charging options | Adopted recommendations of the financial and functional review | That no change be made in the charge for a household parking permit in accordance with current policy; |

| <u>Title</u> | <u>Exec date</u> | <u>Purpose</u> | <u>Recommendations</u> | <u>Following action</u> |
|--------------|------------------|--|---|---|
| | | | <p>Adoption of revised parking policy</p> <p>That consultation be undertaken on the local agreement to improve performance and flexibility</p> <p>Noted Pay on Exit issues – presently not possible to fund a change to this at surface level car parks</p> <p>Implement a marketing programme aimed at promoting pay by phone</p> <p>That no change be made to the permit discount scheme for environmentally friendly vehicles but that further efforts be made to market this option</p> | <p>Current level of car parking charges be considered through the annual budget process</p> <p>An Annual parking report be published</p> <p>That the draft protocols for enforcement and administration be adopted</p> <p>That the service levels for Parking Services be adopted.</p> |
| Transport | Not reported | To address the adequacy of cycling/ pedestrian access at York station. | | <p>GNER withdrew from project to improve access - DfT and CYC capital match funding halted.</p> <p>Intend to progress with National Express in 2008 as part of wider negotiations about the station's future development, including in the context of York North West</p> <p>Agenda progressed through Cycle City</p> |

| <u>Title</u> | <u>Status</u> | <u>Constitutional reference</u> |
|---|---|---|
| That the Strategic Policy Panel (SPP) be revived. A method is required which allows a consensus on policy proposals to be arrived at as early in the process as possible | Done | Page 103 <i>To consider published Executive business and associated reports referred to it by any major Group Leader (or Deputy Group Leader or in their absence designated substitute) Subject to any statutory or budgetary requirements</i> <i>To make recommendations to the Executive on such business and reports as may be referred to it in accordance with the above</i> |
| That the Chair of the Scrutiny Management Committee be a member of a major opposition party | Done – post held by Cllr. Galvin (CON) | Not specified in constitution |
| That the Chair of the Audit and Governance Committee be a member of a major opposition party | Done – post held by Cllr. Pearce (LAB) | Not specified in constitution |
| That members of the Shadow Executive be permitted to be a member of the Audit and Governance Committee | Done | Page 24, Article 9 <i>Chair must not be Exec / Shadow Exec Member but no restriction on ordinary members)</i> |
| The restriction of no more than 3 recorded votes per Council meeting should be lifted (Understood that this is actually the status quo anyway as this amendment has already been made to the Constitution) | Done | Standing Order 14(f) <i>All matters will be determined by a show of hands unless at least three Members of the Council demand that the names be recorded. In that event, the Chief Executive will record the names and votes of the Members present and include them in the Minutes of the meeting. Any Member is entitled to have his/her own vote recorded in the Minutes whether or not a full recorded vote is taken.</i> |
| That the Calling period under Part 4 Rules of Procedure – Overview and Scrutiny Procedure Rules – Para 39, Page 167 of the Constitution be amended from 2 working days to 5 working days (NB This refers to the, post decision, calling in time limit | Not done | Post-Decision Call-in page 22 Not fewer than 3 named Councillors must lodge a written notice of their wish to call-in a decision with Democratic Services not later than 4pm two days after the decision has been taken. Upon receipt of a valid notice the Head of Civic, Democratic and Legal Services will arrange for a meeting of the SMC be called. The notice must identify the item to be “called in” and give reasons for the calling in. |

| <u>Title</u> | <u>Status</u> | <u>Constitutional reference</u> |
|---|---------------|---|
| The time limit for the Leader in presenting his report to Council be reduced from 10 minutes to 5 minutes | Done | changes approved at April Council meeting |

Constitutional changes to be subject to officer report and review during 2007

| | |
|--|-----------------|
| Any outstanding business after the operation of the 10:00pm guillotine should be carried over to the appropriate section of the next Council meeting | Not done |
| Questions to the Executive member giving a written report to Council may be on the report or other area of their portfolio | Not done |
| That the time limit and opportunities for participation in the debate on the Leaders report to Council be reviewed | Not done |
| To establish both the West Area and City Centre Area Planning Sub committees in place of the joint West and City Centre area planning sub committee | Not done |
| To remove the responsibility for dealing with highways schemes from City Strategy EMAP and place it with the relevant area planning committee | Not done |
| To remove the determination of Public Right of Way (POW) issues from the City Strategy EMAP and either delegate this function to officers (in consultation with ward members) or return them to the area planning committees | Not done |
| That provision be made so that amendments to minutes or motions can be tabled at meetings of the Council (without notice) | Not done |
| To allow for the Chair (Lord Mayor) of the Council (ruling) to be challenged if supported by a two thirds majority of those present | Not done |
| That EMAPs be abolished and appropriate Scrutiny Committees be established for each portfolio/directorate | Not done |



APPENDIX 4

Councillor Steve Galloway
Westfield Ward

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May 2007

To: Group Leaders, City of York
Council.

Via Email

Dear Colleagues

Future political management arrangements at the City of York Council

Following the declaration of the results of the elections on 4th May we have met on several occasions to try to find a mutually acceptable way of running the decision making processes of the Council and one which seeks to respect the wishes of the electorate. In doing so we have all been conscious that any period of apparent indecision could adversely impact on the morale of Council staff, partner organisations in the City and residents generally.

We concluded that

- The City must have a workable, durable, speedy and inclusive decision making process. Any structure must be allowed to work for at least 12 months and should be based on an agreed set of policy objectives and milestones.
- The decision making process must recognise that voters did not give any party an overall majority. Hence residents may expect to see a “mix” of policies and personalities.
- The new council needs to take a fresh initiative in terms of communicating with, and consulting, its residents and stakeholders.
- There may be changes needed to the Councils Constitution which would assist in the running of a balanced Council.
- The Council must have a responsible financial management policy which will be durable. The policy must address known financial pressures on the Councils budget.
- There are some difficult financial choices to be made over coming months. These include job evaluation, waste management, increased demand for some services, pressures on the contingency provision because of the effects of the pensioners pass cost transfer, continuing pressure on both adult and children’s social care budgets, resources for the capital programme as well as the need to focus on filling key officer vacancies, maintaining service quality and getting a sound CPA score.

All Groups initially advanced an all party Executive as their preferred option.

Following discussions, Labour rejected this option citing irreconcilable "policy" differences.

Labour had also ruled out having a joint administration with LibDems citing "the lack of a credible opposition" within such a structure.

Both Labour and the Conservatives declined to cooperate together in a two party administration.

The Conservative Group indicated that they would not enter into any arrangement for the 07/08 municipal year with any other party. They do, however, want to be "constructive" and might change their position in the future in the light of experience.

Labour have ruled out forming a minority administration at this time.

The proposal we have agreed to pursue is that the Liberal Democrats, as the largest group, will form a minority administration.

Labour would form the Shadow Administration.

Any agreement would be based on all parties agreeing to support it at the Councils AGM and that it would last for at least 12 months.

There will be an early review of members allowances (which would certainly be expected to recognise the more significant role of the Minority Group Leader) and a further review of the Constitution (see annex 1). The revised members allowance rates would come into effect as soon as an independent review had been concluded and agreed by Council, but they would not be backdated.

Any revised constitutional arrangements - unless unanimously agreed - would come into effect from the beginning of the 2008/09 municipal year.

I have indicated that the formation of a minority administration is the LibDems least favoured option and that any agreement would have to be underpinned by this written exchange explaining the new processes that had been agreed, together with a written statement of objectives for the Council for the next 12 months. In essence we would commission an update of the Corporate Plan (annex 2).

I would not wish to attempt to take proposals through the Councils decision making bodies (EMAP, Exec or full Council) which did not have a chance of success (as this would represent a potential waste of officer time).

I am pleased, therefore, that the Group Leaders have agreed to be involved at an early stage in the process of commissioning officer reports. This principle can be extended to individual portfolio areas involving Group spokespersons in the dimensioning of reports.

In addition we have agreed to re-introduce the Strategic Policy Panel to which potentially controversial reports can be referred for guidance. This supplements the formal scrutiny "calling in" procedures which will remain available for use, although all 4 groups will seek to avoid unnecessary reliance on this option because of the cost and delays that it involves.

I am happy to confirm that as a matter of principle we are prepared to accept the majority view expressed at these forums and will implement their agreed policies. It is my hope, however, that it will usually be possible on key issues to form a consensus on the best way forward for the City.

This agreement acknowledges that the current

1. Council Corporate Plan
2. 07/08 revenue budget &
3. 07/08 capital budget

will remain the basis for officer actions unless and until they are changed as a result of reports commissioned under this agreement (see annex 2) or as a result of subsequent further discussions or changed circumstances. Any changes will be subject to an officer report to the appropriate panel or Executive.

I acknowledge that residents will expect to see some early refinements to Council policies as a consequence of the election results. For example, against a background of generally buoyant car parking revenue, we have agreed to scrap residents evening car parking charges as soon as is practical.

We have all mutually agreed that we will commission a City of York Climate Change strategy report and a review of the City's leisure and swimming strategy is being placed in the Forward Programme.

I am quite clear that we will want to incorporate an initiative on improving consultation and communication arrangements with York residents

Some changes are proposed to committee numbers and are incorporated in attached (annex 3) which details the chairing and place allocations that we have agreed for the Councils decision making committees and panels. *[NB Annex 3 is not attached for the purposes of the Executive report on 12 June 2007].*

I would be grateful if you would write and confirm that this document represents the mutually agreed conclusions of our discussions.

When I have your response, I will recommend the proposal to my Group for endorsement.

Subject to this, we have agreed to issue a joint press release on Wednesday at 4:00pm when Ian has returned to the City from his short break.

Until that time the contents of this correspondence will remain confidential. Upon receipt of your confirmation though, the proposal will be selectively released, on an "in confidence" basis to key officers to allow them to make the necessary arrangements for the Council AGM and set in motion the changes to process that will be necessary during the June meeting cycle. It will also be necessary for us to prioritise the "review reports" so a further Group Leaders meeting will be necessary after the AGM

I should like to thank other Group Leaders for their contribution to this process which has of necessity involved some flexibility on all sides. I will work constructively with you all during the next 12 months for the benefit of York residents as we set out on another chapter in our City's long history.

Yours sincerely

Steve Galloway

Steve Galloway

Leader, City of York Council,

Liberal Democrat Group

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Meeting of the Executive

6th May 2008

Report of the Director of Housing and Adult Social Services

Golden Triangle Partnership Board – Membership Representation

Summary

1. The report set out the proposals to establish a Golden Triangle Partnership Board to over see the works of the GT, set the strategic vision for the partnership and agree any future projects.

Background

2. The vision of the Partnership is to:

“to work in partnership across traditional administrative boundaries to achieve affordable housing solutions in high-value areas of North and West Yorkshire”

3. The Golden Triangle Partnership (GTP) is a three-way partnership between housing and planning officers in Leeds City Council, Harrogate Borough Council and the City of York Council. Three housing associations – Home Housing, Accent Housing and Yorkshire Housing are also members. The Government Office for Yorkshire and the Humber and the Housing Corporation provide an advisory role to the Partnership.
4. Current funding allocated to the Golden Triangle for 2008/9 – 2010/11 is approximately £5m, with £1.5 of this allocated for 2008/9. The banking role for this money is with Leeds CC
5. In recent years as a result of the banking role for the GTP being with Leeds CC, the monitoring of the GTP has been carried out by the West Yorkshire Housing Partnership (WYHP). This has at times resulted in conflicting priorities between the GTP and the WYHP and recently resulted in questions being raised regarding the future funding allocated to the GTP.
6. As a result of the monitoring and reporting being via the WYHP and the recent funding difficulties, it has become apparent that at a strategic and political level, the partnership needs clearer, more structured links with the partner local authorities. It is there for proposed to establish a Golden Triangle Partnership Board.

Consultation

7. The three local authorities have jointly developed this proposal. As part of the development of this proposal, the North Yorkshire Strategic Housing Board & Government Office have also been consulted and are in support of the proposals.

Options

8. Option 1 – To establish a Golden Triangle Partnership Board, and nominate the Executive Member with responsibility for Housing and the Head of Housing to represent the council on this board
9. Option 2 – To continue with the existing structure

Analysis

10. Option 1 – The establishment of the board will ensure that the three partner local authorities are clearly setting the strategic direction for the partnership.
11. It will remove the direct monitoring of the partnerships work from the WYHP, which will free up officer time to focus on researching and implementing new initiatives, rather than spending a considerable amount of time complying with a monitoring system that has been established with a focus on regeneration rather than innovation.
12. The establishment of a board with a clear Terms of Reference will enable the partnership to set the strategic direction, provide direct Executive Member links from the partnership back to the three local authorities.
13. The proposed Terms of Reference are:
 - The Partnership Board will monitor all GTP projects and through the chief officer representative have responsibility for reporting the performance of the GTP to the respective West Yorkshire Housing Partnership Officer/Management Groups and the North Yorkshire Chief Officer Group.
 - The Partnership Board will have responsibility for feeding back to the Officer group appropriate information from the Regional Housing Board, the West Yorkshire Housing Partnership and North Yorkshire Housing Forum.
 - The Project Manager will represent the Partnership at Leeds City Council's RHB Programme Board meetings and update the GTP Officer Group as appropriate.
 - The GTP Officer Group will be responsible for delivering interventions, projects and initiatives on behalf of the Partnership and for reporting

progress to the Board as appropriate. The GTP Officer Group has its own terms of reference. These will be changed to reflect the new arrangements.

- The Partnership Board will have responsibility for:
 - Setting strategic priorities
 - Making decisions on future schemes / projects
 - Agreeing investment plans, and
 - Approving an Annual Delivery Plan
- The Officer Group will provide the Board with regular reports on the projects as part of the monitoring process. The reports will (where relevant) provide an update on any decisions taken which change or vary the nature of the project that are within the decision making remit of the officer group.
- The Partnership Board will oversee the strategic direction and priorities for the Partnership to ensure these reflect those of West Yorkshire, North Yorkshire and the Leeds City Region.
- In summary, the main functions of the Partnership Board are shown below:
 - to provide strategic leadership and political support
 - to make decisions on behalf of the Partnership following recommendations put forward by the Officer Group
 - to oversee the monitoring and delivery of the projects funded through the Regional Housing Board and administered by the GTP Officer Group
 - to provide the GTP Officer Group with relevant information which may have an impact on funding or related issues / future direction of the Partnership
 - to provide the GTP Officer Group with updates on specific information which may arise following attendance on the relevant RHB / West Yorkshire Housing Partnership meetings and / North Yorkshire Chief Officer Group meetings
- Membership of the Board is as follows:
 - Executive Member with responsibility for the housing portfolio from each of the three local authorities
 - Chief Housing Officers from each of the three local authorities
 - Project Manager
 - The Board may draw in / co-opt input from other stakeholders' representatives or specialists as contributors to particular areas of work as appropriate.
- The Board will meet on a quarterly basis. The first meeting of the new group will be held in May 2008.

- The Project Manager will be responsible for the administration of meetings and will meet with the Chair for a briefing, approximately 5 days prior to the Partnership Board meeting. Minutes of all GTP Officer Group meetings will be circulated to the Board.
 - Wherever possible decisions will be reached by consensus. Chief Officers and the Executive Member in each authority will have one vote. Where a consensus cannot be reached, decisions will be subject to majority voting. In this instance, the minutes of the meeting must record:
 - The decision
 - Whether a vote was taken
 - The result of any vote
 - Any conflict of interest registered
 - If at any time partners consider that the Partnership should be terminated then a formal meeting of the partnership shall be organised to consider this matter. This meeting shall include all Board and Officer Group members. If an individual authority/RSL wishes to withdraw from the Partnership, a formal meeting of the Partnership shall be organised to consider this matter. This meeting shall include all Partnership Board and Officer Group members.
 - The partnership can be terminated by a majority vote of each organisation. For the purposes of terminating the partnership each partner organisation will have **one** vote.
14. Option 2 – Continuation will the current process will still result in the partnership spending the Regional Housing Board allocation of £1.5m per annum, however, a key principal of the Golden Triangle Partnership will not be achieved, being innovative in it's thinking on how to deliver more affordable housing.
15. The Project Manager and Assistant are currently spending a disproportionate amount of time on monitoring and reporting to ensure compliance with the WYHP monitoring requirements. This monitoring process was established to ensure major urban regeneration schemes were delivered on time, within budget. When considering the nature of the Golden Triangle's work, it does not sit comfortably with this approach to monitoring and is stifling the partnerships ability to be innovative.

Corporate Priorities

16. The establishment of the Golden Triangle Partnership Board will support the Council's corporate priority to "Improve the quality and affordability of decent, affordable homes in the city".

Implications

17. Implications arising from this report are:
18. **Financial** - Leeds City Council is the banker and responsible body for the Partnership. It will be the responsibility of officers from Leeds City Council to report to the Officer Group the outcomes of the management of any funding opportunities. Leeds City Council will ensure that such funding abides by both central and local government financial regulations. The Partnership Board will only have responsibility for funding specifically allocated to the GTP, and can not commit any partner to any additional funding.
19. There are no **HR, Legal, Property, Equalities** or **Crime and Disorder** implications arising out of this report.

Risk Management

20. In compliance with the Council's risk management strategy the main risks that have been identified are that the establishment of the board could initially delay the implementation of any proposed projects.
21. Measured in terms of impact and likelihood, all risks have been assessed at less than 16. This means that at this point the risks need only to be monitored as they do not provide a real threat to the objectives of this report.

Recommendations

22. The Executive is asked to approve option 1, to establish the Golden Triangle Partnership Board and nominate the Executive Member with responsibility for Housing and the Head of Housing Services to represent the council on this board and to refer this for ratification at Full Council.

Reason: To ensure the effective delivery of the priorities established within the Golden Triangle Partnership.

Contact Details

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Chief Officer Responsible for the report:
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Head of Housing Services

Report Approved Date

Specialist Implications Officer(s) *None*

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

All

For further information please contact the author of the report

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Executive**6 May 2008**

Report of the Director of People and Improvement

Residents' Opinion Survey Results 2007/08**Summary**

1. This report is for information. It informs the Executive of the results of the Residents' Opinion Survey (07/08).

Background

2. This report summarises the results of the Residents' Opinion Survey 2007/08. 5,000 local residents were invited to take part, via a self-completion postal survey in November 2007. In total 1,655 usable completed questionnaires were returned, representing a response rate of 33%.
3. A sample size of 1,655 is subject to a maximum standard error of +/-2.4% at a 95% level of confidence. Please note that 2007/08 is a non-statutory year and the survey is known as the "Residents' Opinion Survey". In statutory years (2000; 2003; 2006) it is replaced with the Best Value Performance Indicator (BVPI) General Survey.
4. This report is a broad overview of the results. Action will be taken in conjunction with Corporate Management Team and the relevant service areas over results that cause greatest concern. Measures to redress these concerns will be outlined in the corporate planning process.
5. For some service areas (such as housing, planning and personal social services) satisfaction data collected via the Residents' Opinion Survey is lower than seen in customer-targeted surveys. Possible reasons are the lower number of residents completing the Residents' Opinion Survey with direct experience of the service (as customers), and because of the more general nature of the questions asked. For some services the number of actual "customers" of the service completing the Residents' Opinion Survey is low. To this end, the results from the customer-targeted surveys are more statistically reliable and are based on direct experience rather than perception of the service. Customer-targeted surveys include two annual surveys (the Annual Service Monitor Survey and the Personal Social Services Survey), and a survey conducted every three years and a continuous survey conducted by the Planning Team. The majority of the questions in the Residents' Opinion Survey, the Annual Housing Monitor, the Planning and the Personal Social Services Survey are prescribed by central government.

Key findings

Corporate health

6. In total, 51% of respondents are satisfied with the way the City of York Council runs things, a proportion which is significantly higher than that returned in the 2005/06 BVPI survey (44%).
7. In terms of whether things have changed in the last three years, the majority (65%) feel that it has stayed the same, whilst smaller proportions feel that it has either got worse (18%) or got better (17%).
8. Looking at more specific performance indicators, respondents express relatively strong agreement that the council is working to make the area cleaner and greener (80% a great deal/to some extent), is making the local area a better place to live (77%), treats all people fairly (75%), and is working to make the area safer (73%).
9. However, perceptions are less strong in relation to the council providing value for money (54% a great deal/to some extent, compared to 46% not very much/not at all).

Contact with the council

10. Approaching a fifth of all respondents (17%) contacted the authority with a complaint in the last twelve months. Amongst these, less than a third (30%) rate themselves as satisfied with how their complaint was handled; this level has remained low since 2003. Over half (53%) rate themselves as dissatisfied with how their complaint was handled. (Responses to this question should be viewed with some caution, as experience shows us that satisfaction with the way a complaint is handled can be significantly affected by the outcome of the complaint, rather than purely how it was handled)
11. Less than half (45%) of all respondents have contacted the council other than to complain in the last twelve months. Amongst these, two thirds (66%) are satisfied with the final outcome of their contact and almost a quarter (23%) are dissatisfied.
12. Other than making a complaint, respondents said they made contact to ask for advice or information (37%), to report a problem or issue (32%) or to apply to use a service (23%). These contacts are done mainly via the telephone (65%).

Information provision

13. The degree with which respondents feel informed about certain aspects of council service provision could be divided into three categories: a) those where a majority of respondents feel fairly or very well informed, e.g. how to pay bills to the council (89%); b) those where views are more balanced but still weighted towards feeling well informed, e.g. what standard of service to expect from the council (49%) and c) those where a clear majority do not feel well informed, which relate to more abstract aspects of council performance, e.g. its role in tackling anti-social behaviour (30%).

14. Overall, less than one in two (45%) feel the council keeps them very or fairly well informed, the remainder (56%) feel they do not keep them well informed, including 18% who feel they do not keep them well informed at all.
15. In relation to the amount of information provided by the council, over two in five respondents (38%) express satisfaction and around a quarter (24%) say that they are dissatisfied. This shows a sharp decline from 63% satisfied since 2003.

Services

Refuse services

16. Almost a third (30%) of respondents feel the council's keeping land clear of litter and refuse has improved over the last three years, while around one in ten (11%) feel it has got worse.
17. Just over two-thirds of respondents (67%) are satisfied that the council keeps all open public land it controls clear of litter and refuse. This represents a four percentage point decrease on results returned in 2006, where 71% of respondents were satisfied.

Household waste collection

18. Three quarters of respondents are either very or fairly satisfied. This marks no significant change since the 2006 BVPI result of (72%), although a statistically significant decline since the 2003 BVPI result of 91%.
19. Over the last three years over half (56%) feel the household waste collection service has got better, while one in ten feel that has deteriorated.

Provision of local waste recycling facilities

20. Just under four out of five (77%) respondents are either very or fairly satisfied. This remains stable with the satisfaction ratings achieved in the 2006 BVPI (75%), but an improvement on the 2003 BVPI result of 70%.
21. Overall, three out of five (58%) respondents feel that the service has improved over the last three years, and only 6% are of the view that it has got worse.

Local Tip/HWRC

22. Levels of satisfaction are very positive, with 85% very or fairly satisfied, and only 4% dissatisfied to any extent. This level has remained stable in 2007 following a significant increase in 2006 (86%) on results returned in 2003 where only 69% of respondents were satisfied.
23. This is confirmed by the finding that around three in five (58%) respondents providing a response feel that the service has improved over the last three years, and only 5% feel it has got worse.

Door recycling collection

24. Three quarters of (74%) respondents report that they are either very or fairly satisfied.
25. Overall, approaching six in ten (56%) respondents feel the service has improved over the last three years, and only 10% feel it has got worse.

Public transport information

26. In relation to public transport information overall, at 53%, the level of satisfaction is relatively stable in comparison with the levels achieved in 2006 (54%) and 2003 (57%). Amongst users of public transport information, three quarters of respondents (77%) express satisfaction with the provision of public transport information overall, although over one in ten (14%) do express some level of dissatisfaction.
27. However, a fifth (20%) of respondents believe the provision of local transport information has got worse over the past three years, compared to just 12% who feel it has got better.

Local bus service

28. In terms of overall satisfaction with the local bus service, at 68%, satisfaction with the service has remained fairly stable compared with the 2006 BVPI (71%).
29. Just over three-quarters (76%) have used the local bus service in the last year and one in ten (12%) use buses almost every day. Amongst this group, satisfaction is slightly better than for the wider population, with 73% of users providing a response expressing satisfaction and 17% expressing a level of dissatisfaction.

Sports and leisure facilities

30. The level of satisfaction with sports and leisure facilities has remained fairly stable in 2007 compared with that recorded in 2006 (44% c.f. 41%). However, this result remains in the lowest quartile (based on 2006/07 unitary quartiles) and well below the 2006/07 unitary average of 58% satisfied. Amongst users satisfaction is higher than for the wider population with half (50%) expressing satisfaction; approaching one third (32%) express a level of dissatisfaction.
31. Over half (55%) of all respondents report that they have used sports and leisure facilities in the last twelve months.
32. Well over half (56%) of respondents feel that sports and leisure facilities have stayed the same over the last three years, respondents are substantially more likely to believe they have deteriorated over the past three years (32%) than to believe that they have improved (11%).

Libraries

33. Nearly three quarters (73%) of all respondents are satisfied with libraries and is stable in relation to the results returned in 2006 (73%).

34. Approaching three out of five respondents (57%) have used library facilities in the last twelve months. Amongst users close to nine in ten (86%) are satisfied with libraries and only 6% express a level of dissatisfaction.
35. Certainly, whilst the majority (81%) of respondents feel that libraries have stayed the same over the last three years, a higher proportion feel that they have improved (13%) than feel they have deteriorated (6%).

Museums and galleries

36. As with libraries, the level of satisfaction (73%) with museums and galleries has remained fairly stable since 2006 when 76% were satisfied. Only 4% express a level of dissatisfaction.
37. Three out of five respondents (60%) have visited a museum or gallery in the last twelve months and approaching nine in ten of those providing a response (84%) are either very or fairly satisfied and only 2% express a level of dissatisfaction.
38. While the majority (89%) of respondents feel that museums and galleries have stayed the same over the last three years, more do feel that they have improved (9%) than feel they have deteriorated (2%).

Theatres and concert halls

39. In line with libraries and museums and galleries, the level of satisfaction (69%) with theatres and concert halls has remained fairly stable since 2006 where 68% of respondents were satisfied.
40. Around two thirds (67%) of all respondents have visited a theatre or concert hall in the last twelve months and amongst those providing a response, around three quarters (76%) are satisfied to a degree and just 11% express a level of dissatisfaction.
41. Certainly, while the majority (82%) of respondents feel that museums and galleries have stayed the same over the last three years, marginally more do feel that they have deteriorated (10%) than feel they have improved (8%).

Parks and open spaces

42. Satisfaction with parks and open spaces is high at 75% of all respondents, with only 10% dissatisfied. This remains relatively consistent with previous results since 2003.
43. Overall, 81% of respondents have visited a park or open space in the last twelve months and of those providing a response; three quarters (75%) are satisfied to a degree with only 10% expressing any dissatisfaction.
44. While the majority (78%) of respondents feel that parks and open spaces have stayed the same over the last three years, the proportion feeling they have improved (15%) is greater than the proportion (7%) that feel they have deteriorated.

Housing services

45. Just over a tenth (13%) of all respondents report using the housing services provided by the council in the last twelve months.
46. Amongst users of housing services, under half (44%) of those providing a response are either very or fairly satisfied. However, over two fifths (41%) express some dissatisfaction, including 24% who are very dissatisfied. Conversely, results from the 07/08 Annual Housing Monitor Survey (a survey specifically targeted at housing tenants) gives an overall satisfaction rating of 88%.

Planning services

47. One in ten respondents (9%) report using the planning services provided by the council in the last twelve months.
48. Amongst users of planning services, half (50%) of those providing a response are either very or fairly satisfied. Over one third (36%) of users express a level of dissatisfaction, with 13% of these being very dissatisfied. Conversely, results from the 06/07 Planning Survey (a survey specifically targeted at planning customers) gives an overall satisfaction rating of 87%.

Personal social services

49. Approaching one in ten (8%) of all respondents report using the personal social services in the last twelve months.
50. Amongst users of personal social services, under half (44%) are either very or fairly satisfied. Just under two fifths (38%) express levels of dissatisfaction, including one in ten (13%) who are very dissatisfied. Conversely, results from the 05/06 Personal Social Services Survey (a survey specifically targeted at social service customers) gives an overall satisfaction rating of 94%.

Local authority education service

51. Only 7% of all respondents report using the local authority education service in the last twelve months.
52. Amongst users of local authority education services, just under three fifths (55%) are either very or fairly satisfied, with around one in six (18%) very satisfied; although a lower proportion (14%) do express a level of dissatisfaction.

Other services

53. In terms of other services provided by the council, levels of satisfaction are reasonably high in relation to local schools (67%) and street lighting (61%).
54. Although half the sample expresses some degree of satisfaction with pavement & footpath maintenance (51%), car parks (45%) and road maintenance (47%), dissatisfaction with car parks is high at 42%.

55. Satisfaction levels are much lower in relation to facilities for disabled people (29%) and facilities for older people 28%). They are the lowest for leisure activities for young people (21%); 52% express some level of dissatisfaction.

Quality of life

56. When asked about aspects that are most important in making somewhere a good place to live, the level of crime (63%), clean streets (43%), health services (42%), and affordable decent housing (39%) are the issues mentioned most often.
57. Similarly respondents were asked which aspects most need improving in the local area. Activities for teenagers (43%), the level of traffic congestion (43%), the level of crime (34%), road and pavement repairs (31%), affordable decent housing (26%) and clean streets (20%) are the factors identified as priorities for improvement.

Community cohesion

58. The way respondents feel about specific types of antisocial behaviour fall broadly into three groups: a) those which around a half of respondents regard as a very or fairly big problem e.g. parents not taking responsibility for the behaviour of their children; b) those which around a third consider a very or fairly big problem e.g. people using or dealing drugs and c) those which a majority of respondents do not regard as being a particular problem e.g. abandoned or burnt out cars.
59. Over four fifths (82%) of respondents agree that the local area is a place where people from different backgrounds get on well together, while 18% disagree.

Local decision making

60. Under two fifths (37%) are satisfied, and a lower proportion (18%) dissatisfied with the opportunities for participation in local decision making provided by the council. The results have declined since 2006 (43%). A significant proportion (45%) do not express a strong opinion one way or the other.
61. The proportion disagreeing that the council takes local residents views into consideration when making decisions that affect them (39%) continues to exceed the proportion which agree (27%).
62. A fifth (20%) of all respondents would like to be more involved in the decisions their council makes that affect their local area, and a further 66% say that it would depend on the issue in question. One in seven (14%) report that they would not like to be more involved in such decisions.

Key indicators and findings from the Residents' Opinion Survey 2007/08

| Key Indicators and findings | | | | | |
|---|---------------------------|------|------|------|-------------|
| Best Value User Satisfaction Performance Indicators | | | | | |
| | % Fairly / Very Satisfied | | | | Performance |
| | 2000 | 2003 | 2006 | 2007 | ↑ ↓ |
| BV3: The way the authority runs things | | | | | |
| BV3: % satisfied with the way the Authority runs things | 70 | 57 | 44 | 51 | ↑7 |
| BV4: Complaints handling | | | | | |
| BV4: % satisfied with the handling of complaints | 39 | 33 | 33 | 30 | ↓3 |
| BV89: Litter | | | | | |
| BV89: % satisfied that the Authority has kept the land clear of litter and rubbish | 67 | 60 | 71 | 67 | ↓4 |
| BV90: Waste | | | | | |
| BV90a: % satisfied with the waste collection service overall | 90 | 91 | 72 | 75 | ↑3 |
| BV90b: % satisfied with the provision of local waste recycling facilities | 53 | 70 | 75 | 77 | ↑2 |
| BV90c: % satisfied with the local tip | 74 | 69 | 86 | 85 | ↓1 |
| BV103/104: Public Transport | | | | | |
| BV103: % satisfied with the provision of public transport information overall | 39 | 57 | 54 | 53 | ↓1 |
| BV104 % satisfied with the local bus service overall | 48 | 67 | 71 | 68 | ↓3 |
| BV119: Cultural and Recreational Services | | | | | |
| BV119a: % satisfied with sports and leisure facilities and events | 53 | 55 | 41 | 44 | ↑3 |
| BV119b: % satisfied with libraries | 65 | 70 | 73 | 73 | No change |
| BV119c: % satisfied with museums and galleries | 72 | 72 | 76 | 73 | ↓3 |
| BV119d: % satisfied with theatres and concert halls | 72 | 73 | 68 | 69 | ↑1 |
| BV119e: % satisfied with parks and open spaces | 73 | 77 | 78 | 75 | ↓3 |

63. The following table compares the Council's Best Value Performance Indicators from 2007 with 2006/07 unitary quartiles. The position may change once 2007/08 quartiles are released.

| | | | |
|---------------------------|------------------------------|-----------------------------|------------------------------|
| Top quartile position (1) | Second quartile position (2) | Third quartile position (3) | Lowest quartile position (4) |
|---------------------------|------------------------------|-----------------------------|------------------------------|

| Best Value User Satisfaction Performance Indicators – 2007 York data compared with 2006/07 quartiles | | | | | | |
|---|--------------|------------------|----------------|-----------------|------------|------------------|
| | | All upper tier % | All Counties % | All Unitaries % | All Mets % | This authority % |
| BV3: % satisfied with the way the Authority runs things | Mean | 51 | 50 | 50 | 52 | 51 |
| | Top Quartile | 55 | 52 | 54 | 56 | |
| BV4: % satisfied with satisfied with the handling of complaints | Mean | 32 | 34 | 32 | 32 | 30 |
| | Top Quartile | 35 | 36 | 34 | 36 | |
| BV89: % satisfied that the Authority has kept the land clear of litter and rubbish the waste collection service overall | Mean | 64 | - | 64 | 61 | 67 |
| | Top Quartile | 69 | - | 71 | 64 | |
| BV90a: % satisfied with the waste collection service overall | Mean | 79 | - | 79 | 82 | 75 |
| | Top Quartile | 84 | - | 84 | 85 | |
| BV90b: % satisfied with the provision of local waste recycling facilities | Mean | 66 | - | 70 | 67 | 77 |
| | Top Quartile | 72 | - | 73 | 72 | |
| BV90c: % satisfied with the local tip | Mean | 80 | 83 | 81 | 82 | 85 |
| | Top Quartile | 85 | 86 | 85 | 85 | |
| BV103: % satisfied with the provision of public transport information overall | Mean | 54 | 48 | 51 | 57 | 53 |
| | Top Quartile | 60 | 50 | 56 | 60 | |
| BV104 % satisfied with the local bus service overall | Mean | 60 | 54 | 57 | 61 | 68 |
| | Top Quartile | 68 | 58 | 64 | 64 | |
| BV119a: % satisfied with sports and leisure facilities and events | Mean | 55 | 58 | 58 | 55 | 44 |
| | Top Quartile | 61 | 61 | 63 | 59 | |
| BV119b: % satisfied with libraries | Mean | 72 | 74 | 72 | 72 | 73 |
| | Top Quartile | 76 | 77 | 75 | 76 | |
| BV119c: % satisfied with museums and galleries | Mean | 43 | 41 | 46 | 50 | 73 |
| | Top Quartile | 52 | 47 | 57 | 58 | |
| BV119d: % satisfied with theatres and concert halls | Mean | 45 | 42 | 50 | 47 | 69 |
| | Top Quartile | 55 | 47 | 62 | 58 | |
| BV119e: % satisfied with parks and open spaces | Mean | 72 | 73 | 74 | 69 | 75 |
| | Top Quartile | 77 | 77 | 79 | 75 | |

Consultation

64. This paper has been seen by Corporate Management Team

Options

65. As this report is for information, there are no options.

Analysis

66. As this paper is for information only and there are no options, there is no analysis of the option.

Corporate Priorities

67. The Residents' Opinion Survey relates to all of the corporate priorities, but is especially relevant to the value 'delivering what our customers want'.

Implications

- **Financial**

None applicable

- **Human Resources (HR)**

None applicable

- **Equalities**

57% of survey respondents were female; 40% were male and 3% chose not to answer this question. In terms of age, 4% were aged 18-24 years; 26% aged 25-44 years; 37% aged 45-64 years and 7% chose not to answer this question. 78% of respondents were owner occupiers; 17% were tenants, of which half were council tenants. 23% of respondents have a disability; 70% do not. The majority of respondents were White (96%), 1% belong to a BME group and 3% chose not to answer this question.

- **Legal**

None applicable

- **Crime and Disorder**

None applicable

- **Information Technology (IT)**

None applicable

- **Property**

None applicable

- **Other**

None applicable

Risk Management

68. There are no risks associated with the recommendations of this report.

Recommendations

69. That the Executive note the results of the 2007/08 survey.

70. Reason: To inform the Executive of the results of the survey.

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Report Approved

Date 24 April 2008

Heather Rice
Director of People and Improvement

Report Approved

Date 24 April 2008

Specialist Implications Officer(s)

There are no specialist implications in this paper

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

All

For further information please contact the author of the report

Background Papers:

Not applicable

Annexes

There are no annexes to this paper.

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The Executive

6th May 2008

Report of the Director of City Strategy

Use of LPSA2 reward grant/LAA Financial Policy

Purpose

1. This paper contains three related elements which discuss proposals for the use of the LPSA2 reward grant and the proposed financial policy which will govern York's second LAA. In addition, this paper also provides an update on progress towards the completion of the LAA.

Use of the LPSA2 reward grant – Background

2. This report seeks views from the Executive on the use of Performance Reward Grant earned at the conclusion of York's second Local Public Service Agreement (LPSA2). The Executive previously agreed in principle to the use of this money to support the outcomes of the Local Area Agreement. This follow-up paper proposes a methodology for allocating funds which the Executive are asked to consider.
3. Local Public Service Agreements were developed by government as a means of raising performance and providing better public services in key areas. By meeting agreed stretch performance targets or by making significant progress towards them, a reward grant is payable by government.
4. Upfront investment is available to those services (council departments and Safer York Partnership) who are leading on the achievement of LPSA2 targets. This comes in the form of pump-priming grant and borrowing from the Venture Fund which must be repaid. A summary on the following page shows the financial detail of LPSA2 in further detail.
5. Whilst the concept of LPSA remains as a means of improving public services, it is now known as the 'improvement element' of Local Area Agreements, which accordingly reflect Sustainable Community Strategy priority areas rather than those negotiated exclusively on behalf of councils.

Financial implications

6. York's second LPSA commenced in April 2005 and has a potential Performance Reward Grant (PRG) of £3,935,028 across 12 areas for improvement. The majority of the performance targets concluded at the end of the 2007/8 financial year, five more finish later this year, with all concluded by January 2009.
7. Estimates suggest that LPSA2 is likely to yield a gross reward grant of approximately £2.2 million. Following deductions (which are set out below) this will

leave a residual pot of approximately £890k. It is use of this final balance which the Executive are asked to consider in the remainder of this report

8. The table below provides a summary of the financial implications of our LPSA2 performance projections. It shows the amount of PRG that York is projected to receive and the payments to be made from it. This summary is an estimate based on the best information presently available on performance and likely draw down of the venture fund. The final figure may be significantly different however once all performance data is available and it becomes clear how much of the allocated venture funding has been spent. The year end review of performance (June 08) will provide a more accurate picture, by which time the qualifying results for 17 of the 22 indicators will be known.
9. The Service Reward shown in the table is an allocated payment to target holders who achieve or substantially achieve their LPSA targets. This is calculated according to how much grant each area achieves against the investment required to achieve it. The reward is payable to eligible service areas up to a value of £50,000 per service. In addition, £100k was borrowed from the LPSA1 reward grant to support the LPSA2 recycling target, this has also been accounted for in the calculations below.

| | AVAILABLE | PROJECTED |
|--------------------------------------|-------------------|-----------------|
| Performance Reward Grant | £3,935,028 | £2,253,897 |
| Venture Fund to be repaid | £1,094,515 | £1,094,515 |
| Less 100k for LPSA1 recycling target | | -£100,000 |
| Balance to share out (PRG less VF) | £2,840,513 | £1,059,382 |
| Service Reward | £442,919 | £168,281 |
| Balance | £2,397,594 | £891,100 |

Executive decisions

10. In July last year the Executive, in consideration of this issue, agreed in principle to the use of LPSA2 reward grant to support the outcomes of the Local Area Agreement whilst stressing that subsequent decisions about its specific use would have to be considered in the context of the council's wider budget setting process.
11. The recommendations in full are.
 - a) That existing commitments be given priority in the allocation of LPSA2 grant funding (Venture Fund repayments, partner agreed grants and sustaining the initiatives which have produced the improved performance in key target areas).
 - b) That the Executive approves the principle of prioritising the use of residual LPSA2 reward grant into key LAA target areas.
 - c) Invites Directors and partner organisations to consider bid projects (requiring only one off public funding) which they would wish to implement and manage and which would have the greatest impact on achieving key LAA targets.
 - d) Requests the Director of City Strategy and the Director of Resources to develop a robust bid process & supporting documentation - with particular

reference to methodology and target monitoring - to facilitate the allocation of any LPSA2 grant funding which may become available, as part of the Council's budget build process.

12. The remainder of this paper sets out a proposed methodology in response to this last point

Overview of methodology

13. This paper proposes that the council's Executive act as commissioning body and employ a selection process for considering business case applications. The methodology has been designed to ensure fairness and transparency whilst seeking to maximise the value of investment. It also focuses on identifying projects which might not otherwise have been commissioned, which promote partnership working and which will have tangible outcomes.
14. To assist the Executive in reaching its decisions, it is proposed that the LSP's Executive Delivery Board first considers the proposed projects according to the attached methodology before reporting back.
15. The proposed methodology is based upon that already employed in the allocation of council capital and revenue bids and is therefore well tested and robust. This framework has been supplemented with criteria to reflect the specific requirements of the LAA and remain in keeping with the Executive's recommendations. The criteria are also consistent with the principles associated with the one off nature of reward grant funding and other limitations associated with the allocation of capital and revenue, further details of which can be found in annex 1 showing the bidding arrangements in further detail.
16. In summary, the following principles are proposed to govern the bidding process
 - The Council Executive has approved to use the residual LPSA2 reward grant to support achievement of Local Area Agreement target areas. It will be used to implement and manage schemes that will have the greatest impact on achieving key LAA targets (e.g. focusing on specific areas of the city or client groups)
 - Council Directors and partner organisations will be asked to submit bids for schemes requiring only one-off public funding.
 - City of York Council will seek the advice of the Without Walls Executive Delivery Board in determining how LPSA2 funding should be used to support achievement of LAA targets. The WOW ExDB will invite bids from partners (using the enclosed bidding forms) and will assess the bids and make recommendations to the Council as to the most appropriate allocation of the funds.
 - The WOW Executive Delivery Board, chaired by the leader of the council, will manage performance and hold partners accountable for delivery against targets.
 - There must be a close and demonstrable association between projects and the betterment of LAA performance indicators. Robust target monitoring will ensure that the impact of projects can be satisfactorily monitored over the life of the project.

- Bids can be made by LSP partners (organisations), including the council, thematic partnerships (bodies such as the Inclusive York Forum) and third sector organisations. Projects will also be encouraged which have been developed jointly by a combination of the above
- The use of reward grant is not restricted, excepting that funding plans will be assessed to ensure they are suited to one-off investment and scored against the availability of revenue and capital (the LPSA2 reward grant will be paid as 50% capital and 50% revenue)
- Bids will score more highly if it can be demonstrated that the projects will have a significant impact on improving the lives of local people, provide significant value for money and support commissioning and joint working between two or more agencies
- Bids which attract match funding and/or will have an impact on more than one of the LAA's indicators will be considered more preferable for investment
- All arrangements will be assessed to ensure they comply with the Third Sector compact and the council's equalities and HR policies
- The council will fully support the process of bid submission and intends to provide those completing submissions with a practical workshop providing advice and guidance. As the accountable body, it will also assist with the provision of financial monitoring and expertise on financial policy and procedures
- Successful schemes will be required to progress report on a regular basis to the LSP Executive Delivery Board who will consider financial and performance information associated with these projects

Timescales

17. The proposed timescales associated with the bidding process have been designed to ensure alignment with the council's budget monitoring cycle, details of key milestones are set out below.
 - Discuss process and agree role of the Executive Delivery Board at its meeting in June
 - Application forms available and sent out June/July
 - Bids received by end of September
 - Executive Delivery Board meet in October to assess bids
 - Report to the council's Executive before Christmas

Recommendations

18. The Executive are asked to review and approve the proposed methodology for the allocation of reward grant as detailed in Annex A

LAA Financial Policy

19. Local Area Agreements are intended to be used as a mechanism by partners within a local area to foster a new relationship between local and central government and find new ways of working. Implicit within this assumption is that new ways of working will emerge as outcomes are agreed and plans to achieve them are implemented. While pooling funding may have its advantages, the movement of funds could have impacts on other service areas, therefore it is recognised that care needs to be taken in both determining the extent of pooling and how future distribution will be agreed.
20. York has not received any additional monies over and above the existing funding streams currently received into the area as a result of having an LAA. The expectation is that as the LAA is implemented and partners review performance and consider new ways of working then existing funds will be aligned more closely, the use of unringfenced funds will be reviewed and the potential for further pooling considered.
21. The budgets have been allocated for 2008/09 so there are no proposals to use the new flexibility the removal of ring fencing has provided in the current financial year. However during this year as bids for using the LPSA2 reward grant are processed and decided a review of how this new flexibility might work in practice will be considered.

Local Area Agreement (LAA) 2008/09 - 2010/11 – Position Statement

22. The WOW Partnership was asked in January to comment on a draft structure for the refreshed Sustainable Community Strategy (SCS) and agreed to refresh the parts of the strategy that they were responsible for. Consequently, the SCS structure will broadly be an updated version of the current document. The SCS will include the LAA performance indicators that are currently being agreed with our partners and negotiated with central government.
23. The SCS will be performance managed by the use of two types of measures:
 - **Health of the City Indicators** - key high level longitudinal measures (e.g. unemployment rate)
 - **LAA Indicators** i.e. the LAA performance indicators that are currently being agreed and negotiated with central government.
24. The WOW Partnership approved the methodology for selecting the LAA indicators at their meeting in January. It was also agreed that the policy position in respect of LAA funding would be revised. The criteria for selecting the LAA indicators is:
 - Link clearly to the Sustainable Community Strategy;
 - Be locally important/support existing strategies and priorities;
 - Be challenging and stretch ambition;
 - Stimulate partnership working (help lever funds);
 - Be cross-cutting and have multiple impact;
 - Be supported by robust data (hard and 'soft').

25. Each of York's eight strategic thematic partnerships nominated 10 indicators that they would like to see included in the LAA. In the first instance these needed to be selected from the new national set of 198 performance indicators however there has also been scope to include indicators that are not from this list. These are called local indicators and do not form part of the performance management arrangements with central government.
26. The SCS/LAA Steering Group (chaired by the Assistant Director for Economic Development and Partnerships and comprising key council officers and partnership representatives) used the criteria to select a draft list of indicators for further discussion and negotiation with GOYH. Many indicators had been nominated by more than one partnership.
27. The final list of LAA indicators will be limited to no more than sixty seven. Namely:
 - 17 Statutory Attainment Indicators
 - 35 Designated LAA Indicators
 - 15 Local LAA Indicators
28. The most recent version of the proposed indicators for the LAA are attached at Annex B. The full list of 198 national indicators are attached at annex C for information.
29. Experience of selecting the indicators suggests that overall there is a strong level of consensus amongst partners about 'The Story of York' and the issues that need to be addressed. Consequently the performance indicators selected cover a broad range of themes and overall look well balanced and strong on the themes of:
 - Community engagement and empowerment;
 - Environmental sustainability;
 - Economic development;
 - Community safety;
 - Health and well-being;
 - Social inclusion / 'narrowing the gap' – attainment, earnings, health inequalities.
30. Members of the SCS / LAA Steering Group are now compiling baseline information and performance indicator target trajectories through to 2011. Each indicator will have a specified thematic partnership and partner organisation linked to it. They will need to take responsibility, under guidance from CYC, for setting targets, ensuring systems are in place to monitor data and be accountable for the overall performance of the indicator. This process will be aligned with the overall CYC performance management framework.
31. The guidance from GOYH is that the 'technical process' of setting targets and implementing data systems must not undermine the LAA negotiation progress. In practice this means that if an issue/outcome is deemed to be important but the National Performance Indicator is not yet fully in place the issue should take precedence over concerns about the robustness or reliability of the NPI in the first year of the LAA.

32. Overall this position supports the approach we have taken in York where the focus has been on the issues that are strategically important, have consensus support, are cross cutting and will support delivery of the new SCS.
33. Central government Office expects final draft LAAs, including all targets, to be submitted by 30 May. Final approval will take place alongside the refreshed SCS at the Wow Partnership on 29 April and the Council's Executive on 3 June prior to endorsement at Full Council on 30 June.

Corporate Priorities

34. Many of the LPSA2 areas link well with the council's priorities for improvement. Achievement of stretch or significant progress towards it therefore has helped make progress against priority themes including increased recycling, improved cleanliness, reductions in crime and anti social behaviour, improved skills and healthy lifestyles.
35. There are correlations too between the council's Corporate Strategy and the indicators in the LAA (see paragraph 29). Commissioning of projects in support of the latter will therefore also have a positive impact on the council's priorities.

Implications

- **Financial** – The table shown at paragraph 9 provides an indication of the money which will be available for the commissioning of projects to support the indicators of the LAA. These projections are based on the best information presently available, but will be confirmed when all final performance milestones have been reached and verified by Internal Audit and when the true spend of Venture Fund is known at the close down of accounts. As it is proposed that the commissioning process should proceed before this point is reached, careful consideration of the potential impact of these two variables will be made in October, by which time a greater degree of accuracy can be ensured. As the accountable body, the council will retain its role monitoring expenditure associated with the LPSA2 reward grant pot, providing financial performance information and professional accountancy support to those projects commissioned according to the process proposed in this paper.
- **Human Resources (HR)** – There are no HR implications, though the LPSA2 fund bidding process will be tested to ensure it complies with CYC HR policy
- **Equalities** - There are no immediate equalities implications, though the LPSA2 fund bidding process will be tested to ensure it complies with CYC equalities policy
- **Legal** – There are no legal implications
- **Crime and Disorder** – There has been significant improvement against the LPSA2 stretch targets which support the rededication of crime and anti social behaviour. This work may benefit further from the commissioning of projects which support the crime and disorder reduction indicators featured in the LAA
- **Information Technology (IT)** – There are no IT implications

- **Property** – There are no implications for property

Risk Management

36. There are few risks associated with the recommendations in this report beyond ensuring that the commissioning of projects maximise the benefits of the resources available, a consideration which has been built into the process for assessing how best to use the residual performance reward.

Recommendations

The Executive are asked to:

- Receive the indicators that have been selected for inclusion in the LAA
- Approve the methodology that has been developed for allocating LPSA2 reward grant

Reasons – to note the progress in developing York’s second LAA and initiate the use of LPSA2 reward grant to support its outcomes, as previously agreed in principle by the Executive.

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Report Approved Date 16th April 2008

Specialist Implications Officer(s)

Financial - Steve Morton

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

All

For further information please contact the authors of the report

Background Papers

- Second Local Public Service Agreement between City of York Council and The Government 1 April 2005 to 31 March 2008
- Executive report 'York's Local Public Service Agreement (LPSA2)' 24th July 2007

Annexes

Annex A – LAA Bidding Guidance

Annex B – Proposed Indicators for LAA

Annex C – The New Performance Framework for Local Authorities and Local Authority Partnerships

Local Area Agreement

Bidding Guidance

Part 1 - The process

Part 2 - Background Information

Part 3 - Filling in the Forms

Part 1 – The Process

Introduction

1. This help guide has been produced to assist the LAA bidding process. This is a new help guide so you are encouraged to read the whole guide before submitting any bids.
2. This process is inviting bids for both capital and revenue funds.
3. To help prioritise these schemes more accurately; a quality/completeness check will be undertaken when the bids are received back.
4. The WOW Executive Delivery Board will assess the bids and make recommendations to the Council as to the most appropriate allocation of the funds. The WOW Executive Delivery Board will manage performance and hold partners accountable for delivery against targets.

Part 2 - Background Information

Background

5. This bidding process has been based on the City of York Council's similar processes for capital and revenue funding bids as part of the budget process. These have been in place for many years and have been updated periodically.

Overview of the LAA bidding process

6. The main aim of the process is to provide a simple but robust analysis that helps members of the WOW Executive Delivery Board decide which schemes should be allocated one-off funding to improve the LAA priorities/measures.
7. This model provides a rationale to enable each proposal to be assessed against LAA priorities/measures, impact on outcomes and financial implications. The WOW Executive Delivery Board will assess the bids and make recommendations to the Council as to the most appropriate allocation of the funds.

Stage 1 - LAA priority scheme selection

8. The proposal will need to detail the benefits of the proposed scheme in relation to achieving LAA priorities/measures.
9. The proposal will have to provide information on how :

- Its impact will be illustrated and what are the benefits
 - LAA priorities/measures are improved.
 - Schemes which progress more than one indicator will attract additional weighting.
 - The funding required for the scheme is made up, including source of funding, the expenditure and funding profile.
 - Schemes which include match funding or attract additional funding from other sources will be given priority.
 - if it will contribute to efficiencies and why it will offer Value for Money
 - On-going revenue consequences of the proposal have been considered.
 - The impact on assets (i.e. will it increase/decrease assets, improve condition, improve accessibility etc)
 - The proposal impacts on the equalities agenda
 - Comply with third sector compact and the council's HR policies
10. This stage of the process will involve a detailed financial assessment of the proposals to assess value for money and revenue implications. It will include consideration of:
- How well the bid supports the Sustainable Community Strategy;
 - The extent to which the scheme is locally important/support existing strategies and priorities;
 - Ensuring the bid is challenging and will stretch ambition;
 - If the scheme will stimulate/enhance partnership working (e.g help lever funds);
 - Whether the scheme will be cross-cutting and have multiple impact;
 - How well the bid is supported by robust data

•
Stage 2 - Ranking the schemes

11. The bids will be considered and categorised by a representative group of members from the WOW Executive Delivery Board.

Assessment of the Bids

12. As stated above each bid will be assessed according to the criteria by the panel members who will
 - assess which submissions best fit the criteria as set out in the process
 - ensuring schemes are based upon the most complete and robust information available,

Part 3 - Filling in the form

13. The form is made up of a summary sheet and 3 main sections. The sections below set out how you should complete the capital scheme submission forms.

Front Sheet

14. The front sheet has six fields.
15. **Scheme Name:** is the name of the scheme that will appear in the funding programme. It is important that a generic name can be used throughout the life of the scheme to avoid potential confusion.
16. **Start Year:** is the financial year when funding is required. The process is considering schemes over the next 2 financial years. A start date of 2008/09 or 2009/10 should be input in to this cell. Bidders are encouraged to be as realistic as possible when considering the timing and profile of schemes. Realistic profiles and start dates help with the planning and allocation of resources.
17. **Partner:** is the partner organisation that this scheme will be reported under.
18. **Contact Officer:** is the lead representative of the organisation submitting the bid.
19. **Scheme Cost:** is the estimate of gross expenditure required to deliver the proposed scheme. Bidders are asked to state whether this is for wholly capital, wholly revenue or a combination of both types of funding
20. **Brief Description of Scheme:** use no more than 200 words to describe the scheme.

1 Goals and Objectives

This section assesses the bid against LAA priorities/measures.

1.1 How does the scheme address the priorities/measures?

Evidence is sought on how the scheme will contribute to the progression of the priority. Please restrict to space available.

1.2 Which of the LAA priorities/measures does the scheme address?

Please state which of designated and local performance indicators your bid will improve.

1.3 Evidence to support aims and priorities/measures

Please describe how the scheme will contribute to indicator objectives.

2 Financial Information

In order to assess the value for money, affordability and the on going financial requirements of the scheme, details of the expenditure, funding, and revenue consequences of the scheme are required.

2.1 Type of Expenditure

The funding available comprises of an amount for capital expenditure (i.e. for assets/equipment etc that will last longer than 1 year and an amount for revenue expenditure for day to day costs of staff, consumables etc. Any bid made should state which type of expenditure is being bid for. Bids can be made for wholly capital expenditure, wholly revenue expenditure or a combination of the two.

2.2 Funding Profile

Please state when the expenditure is going to be incurred and for how long.

2.3 Sources of Funding

Please state if any other funding from another source is going to be available i.e. match funding from your own organisation or whether any grant funding is being bid for or has been received. Priority will be given to bids that generate additional funding.

REVENUE BIDS

2.4 Staffing Costs

If a bid involves employing additional staff resources the bid must explain how long the staff are going to be employed for. If the period extends beyond the period of funding from the bid then the costs of these staff must be met by the originator of the bid.

2.5 Other revenue costs

If the bid involves entering into a long term agreement with a third party details should be included in the bid and assurance given that any financial liability beyond the funding awarded will be met by the originator of the bid.

3 Stakeholders and Risk

3.1 What are the benefits to the citizens of York of this scheme?

For *existing services* it should state how and why the current service levels are not fulfilling the stated aims and objectives for the service. Provide evidence from the users of the service, and staff where appropriate. Such evidence might be based on demographic or socio-economic information, market research, user surveys etc.

For *new schemes* it should state the aims and objectives and say why these are not addressed by existing services. Identify the gap. Can it be met by improving the efficiency and effectiveness of existing services? Again, what is the evidence from potential customers/users that the need/demand exists?

It will be necessary to provide performance information to show how the proposal will meet the need or demand you have identified. This means quantifying the changes in service level i.e. the existing target levels. The same should apply to efficiency targets expressed as cost ratios; and quality in terms of numbers of complaints, achievement of time targets, survey results etc.

It will need to be made clear about the precise impact you expect this proposal to have on the level of need/demand that has been identified.

3.2 What alternative plans have been considered?

3.3 Why is the scheme proposed the best alternative?

Evidence must be presented which states why the proposal is the best method of achieving the objective. There must have been an evaluation of alternative means of providing the solution and reasoning why the proposal is the best way of achieving the desired outcome should be included.

3.4 What are the risks associated with this scheme?

3.5 What are the risks of not proceeding with the scheme?

Please state any risks associated with the scheme that will have a financial or service implication. This is the section where risks such as not complying with health and safety or legislation can be included.

Goals and Objectives

Which of the LAA priorities/measures does the scheme address?

How Does the Scheme Address the Priorities/Measures?

Please provide evidence to support how the scheme will improve the stated priorities/measures

Financial Information

Type of Expenditure: Please breakdown the total amount bid for into its component parts for both capital and revenue funds, i.e staff costs, equipment, bought in services etc

Please show the spend profile over the expected life of the bid each quarter each year.

Please state any other sources of funding, i.e amount, where from and status i.e. needs to be bid for, already approved etc

Staffing Costs

Other Revenue Costs

Stakeholders and Risks

What are the benefits to the citizens of York of this scheme?

What alternative plans have been considered?

Why is the scheme proposed the best alternative?

What are the risks associated with this scheme?

What are the risks of not proceeding with this scheme?

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| Indicator(s) including those from the national indicator set (shown with an *) | National / Local PI Reference | Baseline 2006/7 | LAA Improvement Target, including those to be designated (shown with an *) and including education and early years targets | | | Lead P/ship | Lead Org. |
|--|-------------------------------|--------------------------|--|---------------------------------------|---------------------------------------|-----------------|-----------|
| | | | 2008/9 | 2009/10 | 2010/11 | | |
| % of people who believe people from different backgrounds get on well together in their local area | NI1 | 82% | 82% | 82% | 82% | IYF | CYC |
| % of people who feel that they can influence decisions in their locality | NI4 | 36% | To be set following 2008 Place Survey | To be set following 2008 Place Survey | To be set following 2008 Place Survey | IYF | CYC |
| Participation in regular volunteering | NI6 | 19% | TBC | TBC | TBC | IYF | CYC |
| Environment for a thriving third sector | NI7 | 22% | 23.40% | 24.80% | 26.10% | IYF | CYC |
| Adult participation in sport * | NI8 | 24.80% | 26.80% | 27.80% | 28.80% | Y@L | CYC |
| Serious acquisitive crime rate | NI16 | 4311 | 3622 | 3324 | 3053 | SYP (CDRP) | NYP |
| Perceptions of anti-social behaviour | NI17 | 14% | 12% | 11% | TBC | SYP (CDRP) | CYC |
| Rate of proven re-offending by young offenders | NI19 | Not available till 11/08 | Not to be set, will commence 09/10 | TBC | TBC | SYP (YOT Board) | YOT |
| Re-offending rate of prolific and priority offenders | NI30 | Available Jun 08 | TBC | TBC | TBC | SYP (LCJB) | Probation |
| Drug-related (Class A) offending rate | NI38 | Available Jun 08 | TBC | TBC | TBC | SYP (CDRP) | PCT |
| Alcohol-harm related hospital admission rates | NI39 | TBC | TBC | TBC | TBC | HCB | PCT |

| Indicator(s) including those from the national indicator set (shown with an *) | National / Local PI Reference | Baseline 2006/7 | LAA Improvement Target, including those to be designated (shown with an *) and including education and early years targets | | | Lead P/ship | Lead Org. |
|--|-------------------------------|---|--|---------|---------|-------------|-----------|
| | | | 2008/9 | 2009/10 | 2010/11 | | |
| People killed or seriously injured in road traffic accidents | NI47 | 137 (94-98) | 88 | 81 | 79 | SYP | CYC |
| Obesity among primary school age children in year 6 | NI56 | 15.60% | 15.44% | 15.40% | 15.40% | HCB | PCT |
| Inequality gap in the achievement of a level 3 qualification by the age of 19 | NI81 | TBC | TBC | TBC | TBC | CYLLP | LSC |
| Young people's participation in positive activities | NI110 | Not available till 11/08 | Not to be set, will commence 09/10 | TBC | TBC | YorOK | CYC |
| Under 18 conception rate | NI112 | 34% | -32.20% | -41.10% | -50.00% | YorOK | CYC |
| Substance misuse by young people | NI115 | 12% (2007 results for drunk alcohol 1 or 2 times in the last 4 weeks) | 11.75% | 11.50% | 11.25% | YorOK | CYC |
| Proportion of children in poverty | NI116 | 14% (2006) | TBC | TBC | TBC | IYF | DWP |
| 16 to 18 year olds who are not in education, training or employment (NEET) * | NI117 | 5.9% (Nov 06-Jan 07) 3.9% (Nov 07-Jan08) | TBC | TBC | TBC | CYLLP | CYC |
| All-age all cause mortality rate | NI120 | 557 (2004-6) | TBC | TBC | TBC | HCB | PCT |

| Indicator(s) including those from the national indicator set (shown with an *) | National / Local PI Reference | Baseline 2006/7 | LAA Improvement Target, including those to be designated (shown with an *) and including education and early years targets | | | Lead P/ship | Lead Org. |
|---|-------------------------------|-----------------------------------|--|---------|--------------|-------------|-------------|
| | | | 2008/9 | 2009/10 | 2010/11 | | |
| Social care clients receiving Self Directed Support (Direct Payments and Individual Budgets) | NI130 | TBC | TBC | TBC | TBC | HCB | CYC |
| Carers receiving needs assessment or review and a specific carer's service, or advice and information | NI135 | TBC | TBC | TBC | TBC | HCB | CYC |
| Number of vulnerable people achieving independent living | NI141 | 67.50% | 74% | 75% | 76% | HCB | CYC |
| Working age people on out of work benefits | NI152 | TBC | TBC | TBC | TBC | EDPB | DWP |
| Number of affordable homes delivered (gross) | NI155 | 119 | 200 | 250 | 300 | IYF | CYC |
| Number of households living in temporary accommodation | NI156 | 180 | 160 | 120 | 100 (or 60?) | IYF | CYC |
| Working age population qualified to at least NVQ level 2 * | NI163 | 70.4% (Nomis Dec 06) or 73.3% APS | TBC | TBC | 79% | CYLLP | LSC |
| Working age population qualified to at least NVQ level 4 * | NI165 | 31.7% (Nomis Dec 06) or 33.8% APS | TBC | TBC | 34% | EDPB | Higher York |
| Average earnings of employees in the area | NI166 | 451.2 (2007) | TBC | TBC | TBC | EDPB | CYC |
| Congestion - average journey time per mile during the morning peak | NI167 | 3.04 | 3.04 | 3.04 | 3.04 | YEP | CYC |
| VAT registration rate | NI171 | 269.8 | TBC | TBC | TBC | EDPB | CYC |
| Per capita CO2 emissions in the local area. | NI186 | 7.7 | 7.4 | 7.1 | 6.8 | YEP | CYC |
| Tackling fuel poverty - people receiving income based benefits living in homes with a low energy rating | NI187 | TBC | TBC | TBC | TBC | IYF | CYC |
| Residual household waste per head | NI191 | 303 kg | 296 kg | 281 kg | 281 kg | YEP | CYC |

| Indicator(s) including those from the national indicator set (shown with an *) | National / Local PI Reference | Baseline 2006/7 | LAA Improvement Target, including those to be designated (shown with an *) and including education and early years targets | | | Lead P/ship | Lead Org. |
|---|-------------------------------|--|--|--|---|-------------|-----------|
| | | | 2008/9 | 2009/10 | 2010/11 | | |
| Improved local biodiversity - active management of local sites | NI197 | 28% (to be revised Oct 08) | 35% | 45% | 65% | YEP | CYC |
| Local indicators | | | | | | | |
| Services for disabled children | NI54 | Not available till 09/10 | Not to be set, will commence 09/10 | TBC | TBC | YorOK | CYC |
| Children's participation in PE and sport | NI57 | Not available till 09/10 | Not to be set, will commence 09/10 | TBC | TBC | Y@L | CYC |
| Achievement gap between pupils eligible for free school meals and their peers achieving the expected level at Key Stages 2 and 4 | NI102 | 30.3% (KS2) 31.2% (KS4) (2006/7 academic year) | 28% (KS2) 29% (KS4) (2007/8 academic year) | 26% (KS2) 27% (KS4) (2008/9 academic year) | 24% (KS2) 25% (KS4) (2009/10 academic year) | YorOK | CYC |
| DELAYED - User reported measure of respect and dignity in their treatment | NI128 | DELAYED | DELAYED | DELAYED | DELAYED | HCB | CYC |
| People over 65 who say that they receive the information, assistance and support needed to exercise choice and control to live independently. | NI139 | TBC | TBC | TBC | TBC | HCB | CYC |
| Learners achieving an Entry Level 3 qualification in numeracy | NI162 | TBC | TBC | TBC | TBC | CYLLP | LSC |
| Working age population qualified to at least NVQ level 3 * | NI164 | 50.8%(Nomis Dec 06) or 53.9% APS | TBC | TBC | 56% | CYLLP | LSC |
| Adapting to climate change | NI188 | Level 0 | Level 1 | Level 1 | Level 2 | YEP | CYC |

| Indicator(s) including those from the national indicator set (shown with an *) | National / Local PI Reference | Baseline 2006/7 | LAA Improvement Target, including those to be designated (shown with an *) and including education and early years targets | | | Lead P/ship | Lead Org. |
|---|-------------------------------|---|--|--|---------------------------------------|-------------|-----------|
| | | | 2008/9 | 2009/10 | 2010/11 | | |
| % of pupils living in the 30% most deprived areas in the country (IDACI) gaining 5 A*-C, including maths and English, at GCSE | CYP8.10 | 25% (2005/6 academic year) 29% (2006/7 academic year) | 33% | 35% | 37% | CYLLP | CYC |
| Maintain percentage difference between York and regional median and 25% percentile figures for residents pay in York (av. gross weekly earnings). | EDE1.4 | TBC | TBC | TBC | TBC | EDPB | CYC |
| Reduce health inequalities within the local area, by narrowing the gap in all-age, all-cause mortality | HCOP1.1 | Average: 56.8/10,000 Lowest Quintile: 74/10,000 Ratio: 1.3(2004/05 average) | Average: 59.1 Lowest Quintile: 72 Ratio: 1.22(2006-2008) | Average: 58.6 Lowest Quintile: 71 Ratio: 1.21(2007-2009) | | HCB | PCT |
| Conservation Area Appraisals undertaken | | 1 | 4 | 2 | 2 | YEP | CYC |
| Adult (16+) participation in physical activity (5 times 30 mins a week) | LLC14 | No baseline available | Not to be set, will commence 09/10 | +1% from 08/09 baseline once assessed | +2% from 08/09 baseline once assessed | Y@L | CYC |

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*The New Performance Framework
for Local Authorities & Local
Authority Partnerships:
Single Set of National Indicators*



*The New Performance
Framework for Local Authorities
& Local Authority Partnerships:
Single Set of National Indicators*

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Foreword

Effective local government is the backbone of strong communities, of prosperous towns and villages. It is responsible for aspects of everyday life that people care about deeply – from green parks, to well-stocked libraries, to clean streets.

In 1997, local government was under-resourced, run-down and demoralised. Since then, funding has increased 39% in real terms. Performance has risen year on year, and today three quarters of councils are rated very good or excellent.



But if we are to continue to improve public services in the way communities expect and deserve, and if we are to enable local government to live up to its full potential, Whitehall today needs to step back and give it the space to lead.

That is why the Prime Minister has called for “a reinvention of the way we govern”, an historic transfer of power from Whitehall to the town hall, and direct to communities.

This local devolution is the key to reinvigorating the grass roots of democracy, to making public services reflect what communities want, and to facing up to some of the most complex challenges we face today, such as climate change and community cohesion. To tackle such agendas the need for local authorities and their public services providers to work together in partnership is even greater.

The 2006 Local Government White Paper, *Strong and Prosperous Communities*, promised a new era of freedom for local government: greater flexibility to set priorities, greater discretion over how to meet them. This meant that, among other things, up to an estimated 1,200 indicators for assessing performance would be reduced to around 200.

This document shows that Government is delivering. It sets out a single set of just 198 measures representing what Government believes should be the national priorities for local government, working alone or in partnership, over the next three years. It rightly paves the way for local authorities and their partners to look less to Whitehall for legitimacy and direction, and more to the communities they serve.

Alongside measures such as moving £5bn into general non-ring fenced grants allowing councils to spend money on the issues that matter locally, the single set of national indicators marks a big step in turning the rhetoric of devolution into reality. As we put it into practice it will give local government the space to thrive, to continue improving services, and to give communities what they need. The onus is now on local authorities and their partners to rise to the challenge, and I am confident they can deliver.

A handwritten signature in black ink that reads "Hazel Blears". The signature is fluid and cursive, with a long horizontal line extending from the end of the name.

Rt Hon Hazel Blears MP
Secretary of State for Communities and Local Government

Introduction

This document sets out the headline definitions of the 198 indicators which will underpin the new performance framework. This national indicator set has been developed as part of the Comprehensive Spending Review 2007 so that it reflects the Government's national priorities. Performance against each of the 198 indicators will be reported for every single tier and county council Local Strategic Partnership.

Local Government is also responsible for many other services and activities valued by local people: these are not directly reflected in the national indicator set. It does not mean those activities should stop. It means that it is right for local authorities, and not Whitehall, to set their own priorities, and monitor performance themselves.

The national indicator set will be the *only* measures on which central government will performance manage outcomes delivered by local government working alone or in partnerships. From April 2008, all other sets of indicators, including Best Value Performance Indicators and Performance Assessment Framework indicators, will be abolished.

As the new performance framework is focused on outcomes and their delivery through stronger partnership working, the same indicators will be used for different local partners as relevant. Therefore, many of the indicators in this set will also apply to the police, primary care trusts and other local bodies.

In each area, targets against the set of national indicators will be negotiated through new Local Area Agreements (LAAs). Each Agreement will include up to 35 targets from among the national indicators, complemented by 17 statutory targets on educational attainment and early years. There will be no other way of setting targets, no other way of Whitehall managing local authority performance.

Setting the targets will be the subject of genuine negotiation between central Government and the local area. Whitehall will not mandate them. Even where targets are set out for Public Service Agreements at national level, local areas will have the flexibility to respond to these national ambitions in the most appropriate way in negotiation with Government Offices.

The headline definitions for the 198 national indicators are outlined below. We will shortly consult on the technical definitions of the indicators, giving stakeholders an opportunity to give views on the methodology, frequency of reporting, and data source of each individual indicator. If in the interim period there are detailed questions relating to the indicators, these can be directed to nationalindicators@communities.gsi.gov.uk.

The National Outcome and Indicator Set

| Outcome | National indicators |
|-----------------------------|--|
| Stronger communities | <p>NI 1 % of people who believe people from different backgrounds get on well together in their local area PSA 21</p> <p>NI 2 % of people who feel that they belong to their neighbourhood PSA 21</p> <p>NI 3 Civic participation in the local area PSA 15</p> <p>NI 4 % of people who feel they can influence decisions in their locality PSA 21</p> <p>NI 5 Overall/general satisfaction with local area CLG DSO</p> <p>NI 6 Participation in regular volunteering CO DSO</p> <p>NI 7 Environment for a thriving third sector CO DSO</p> <p>NI 8 Adult participation in sport DCMS DSO</p> <p>NI 9 Use of public libraries DCMS DSO</p> <p>NI 10 Visits to museums or galleries DCMS DSO</p> <p>NI 11 Engagement in the arts DCMS DSO</p> <p>NI 12 Refused and deferred Houses in Multiple Occupation (HMO) license applications leading to immigration enforcement activity HO DSO</p> <p>NI 13 Migrants English language skills and knowledge HO DSO</p> <p>NI 14 Avoidable contact: The average number, of customer contacts per received customer request</p> |
| Safer communities | <p>NI 15 Serious violent crime rate PSA 23</p> <p>NI 16 Serious acquisitive crime rate PSA 23</p> <p>NI 17 Perceptions of anti-social behaviour PSA 23</p> <p>NI 18 Adult re-offending rates for those under probation supervision PSA 23</p> <p>NI 19 Rate of proven re-offending by young offenders PSA 23</p> <p>NI 20 Assault with injury crime rate PSA 25</p> <p>NI 21 Dealing with local concerns about anti-social behaviour and crime by the local council and police PSA 23</p> <p>NI 22 Perceptions of parents taking responsibility for the behaviour of their children in the area HO DSO</p> <p>NI 23 Perceptions that people in the area treat one another with respect and dignity HO DSO</p> <p>NI 24 Satisfaction with the way the police and local council dealt with anti-social behaviour HO DSO</p> <p>NI 25 Satisfaction of different groups with the way the police and local council dealt with anti-social behaviour HO DSO</p> <p>NI 26 Specialist support to victims of a serious sexual offence PSA 23</p> <p>NI 27 Understanding of local concerns about anti-social behaviour and crime by the local council and police HO DSO</p> <p>NI 28 Serious knife crime rate HO DSO</p> <p>NI 29 Gun crime rate PSA 23</p> |

| Outcome | National indicators |
|--|--|
| Safer communities <i>(continued)</i> | <p>NI 30 Re-offending rate of prolific and priority offenders HO DSO</p> <p>NI 31 Re-offending rate of registered sex offenders PSA 23</p> <p>NI 32 Repeat incidents of domestic violence PSA 23</p> <p>NI 33 Arson incidents HO DSO</p> <p>NI 34 Domestic violence – murder PSA 23</p> <p>NI 35 Building resilience to violent extremism PSA 26</p> <p>NI 36 Protection against terrorist attack PSA 26</p> <p>NI 37 Awareness of civil protection arrangements in the local area CO DSO</p> <p>NI 38 Drug-related (Class A) offending rate PSA 25</p> <p>NI 39 Alcohol-harm related hospital admission rates PSA 25</p> <p>NI 40 Drug users in effective treatment PSA 25</p> <p>NI 41 Perceptions of drunk or rowdy behaviour as a problem PSA 25</p> <p>NI 42 Perceptions of drug use or drug dealing as a problem PSA 25</p> <p>NI 43 Young people within the Youth Justice System receiving a conviction in court who are sentenced to custody MoJ DSO</p> <p>NI 44 Ethnic composition of offenders on Youth Justice System disposals MoJ DSO</p> <p>NI 45 Young offenders engagement in suitable education, employment or training MoJ DSO</p> <p>NI 46 Young offenders access to suitable accommodation MoJ DSO</p> <p>NI 47 People killed or seriously injured in road traffic accidents DfT DSO</p> <p>NI 48 Children killed or seriously injured in road traffic accidents DfT DSO</p> <p>NI 49 Number of primary fires and related fatalities and non-fatal casualties, excluding precautionary checks CLG DSO</p> |
| Children & Young People | <p><i>Be Healthy</i></p> <p>NI 50 Emotional health of children PSA 12</p> <p>NI 51 Effectiveness of child and adolescent mental health (CAMHs) services DCSF DSO</p> <p>NI 52 Take up of school lunches PSA 12</p> <p>NI 53 Prevalence of breastfeeding at 6 – 8 weeks from birth PSA 12</p> <p>NI 54 Services for disabled children PSA 12</p> <p>NI 55 Obesity among primary school age children in Reception Year DCSF DSO</p> <p>NI 56 Obesity among primary school age children in Year 6 DCSF DSO</p> <p>NI 57 Children and young people’s participation in high-quality PE and sport DCSF DSO</p> <p>NI 58 Emotional and behavioural health of children in care DCSF DSO</p> |

| Outcome | National indicators |
|--|---|
| Children & Young People <i>(continued)</i> | <p>Stay Safe</p> <p>NI 59 Initial assessments for children’s social care carried out within 7 working days of referral DCSF DSO</p> <p>NI 60 Core assessments for children’s social care that were carried out within 35 working days of their commencement DCSF DSO</p> <p>NI 61 Stability of looked after children adopted following an agency decision that the child should be placed for adoption DCSF DSO</p> <p>NI 62 Stability of placements of looked after children: number of moves DCSF DSO</p> <p>NI 63 Stability of placements of looked after children: length of placement DCSF DSO</p> <p>NI 64 Child protection plans lasting 2 years or more DCSF DSO</p> <p>NI 65 Children becoming the subject of a Child Protection Plan for a second or subsequent time DCSF DSO</p> <p>NI 66 Looked after children cases which were reviewed within required timescales DCSF DSO</p> <p>NI 67 Child protection cases which were reviewed within required timescales DCSF DSO</p> <p>NI 68 Referrals to children’s social care going on to initial assessment DCSF DSO</p> <p>NI 69 Children who have experienced bullying DCSF DSO</p> <p>NI 70 Hospital admissions caused by unintentional and deliberate injuries to children and young people DCSF DSO</p> <p>NI 71 Children who have run away from home/care overnight DCSF DSO</p> |
| | <p>Enjoy and Achieve</p> <p>NI 72 Achievement of at least 78 points across the Early Years Foundation Stage with at least 6 in each of the scales in Personal Social and Emotional Development and Communication, Language and Literacy PSA 10</p> <p>NI 73 Achievement at level 4 or above in both English and Maths at Key Stage 2 (Threshold) PSA 10</p> <p>NI 74 Achievement at level 5 or above in both English and Maths at Key Stage 3 (Threshold) PSA 10</p> <p>NI 75 Achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths (Threshold) PSA 10</p> <p>NI 76 Achievement at level 4 or above in both English and Maths at KS2 (Floor) DCSF DSO</p> <p>NI 77 Achievement at level 5 or above in both English and Maths at KS3 (Floor) DCSF DSO</p> <p>NI 78 Achievement of 5 or more A*-C grades at GCSE and equivalent including GCSEs in English and Maths (Floor) PSA 10</p> <p>NI 79 Achievement of a Level 2 qualification by the age of 19 PSA 10</p> <p>NI 80 Achievement of a Level 3 qualification by the age of 19 PSA 10</p> <p>NI 81 Inequality gap in the achievement of a Level 3 qualification by the age of 19 DCSF DSO</p> <p>NI 82 Inequality gap in the achievement of a Level 2 qualification by the age of 19 DCSF DSO</p> |

| Outcome | National indicators |
|--|--|
| Children & Young People <i>(continued)</i> | <p>NI 83 Achievement at level 5 or above in Science at Key Stage 3 DCSF DSO</p> <p>NI 84 Achievement of 2 or more A*-C grades in Science GCSEs or equivalent DCSF DSO</p> <p>NI 85 Post-16 participation in physical sciences (A Level Physics, Chemistry and Maths) DCSF DSO</p> <p>NI 86 Secondary schools judged as having good or outstanding standards of behaviour DCSF DSO</p> <p>NI 87 Secondary school persistent absence rate DCSF DSO</p> <p>NI 88 Number of Extended Schools DCSF DSO</p> <p>NI 89 Number of schools in special measures DCSF DSO</p> <p>NI 90 Take up of 14-19 learning diplomas DCSF DSO</p> <p>NI 91 Participation of 17 year-olds in education or training DCSF DSO</p> <p>NI 92 Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest PSA 11</p> <p>NI 93 Progression by 2 levels in English between Key Stage 1 and Key Stage 2 PSA 11</p> <p>NI 94 Progression by 2 levels in Maths between Key Stage 1 and Key Stage 2 PSA 11</p> <p>NI 95 Progression by 2 levels in English between Key Stage 2 and Key Stage 3 PSA 11</p> <p>NI 96 Progression by 2 levels in Maths between Key Stage 2 and Key Stage 3 PSA 11</p> <p>NI 97 Progression by 2 levels in English between Key Stage 3 and Key Stage 4 PSA 11</p> <p>NI 98 Progression by 2 levels in Maths between Key Stage 3 and Key Stage 4 PSA 11</p> <p>NI 99 Children in care reaching level 4 in English at Key Stage 2 PSA 11</p> <p>NI 100 Children in care reaching level 4 in Maths at Key Stage 2 PSA 11</p> <p>NI 101 Children in care achieving 5 A*-C GCSEs (or equivalent) at Key Stage 4 (including English and Maths) PSA 11</p> <p>NI 102 Achievement gap between pupils eligible for free school meals and their peers achieving the expected level at Key Stages 2 and 4 PSA 11</p> <p>NI 103 Special Educational Needs – statements issued within 26 weeks DCSF DSO</p> <p>NI 104 The Special Educational Needs (SEN)/non-SEN gap – achieving Key Stage 2 English and Maths threshold DCSF DSO</p> <p>NI 105 The Special Educational Needs (SEN)/non-SEN gap – achieving 5 A*-C GCSE inc. English and Maths DCSF DSO</p> <p>NI 106 Young people from low income backgrounds progressing to higher education PSA 11</p> <p>NI 107 Key Stage 2 attainment for Black and minority ethnic groups DCSF DSO</p> <p>NI 108 Key Stage 4 attainment for Black and minority ethnic groups DCSF DSO</p> <p>NI 109 Number of Sure Start Children Centres DCSF DSO</p> |

| Outcome | National indicators |
|--|---|
| Children & Young People <i>(continued)</i> | <p><i>Make a positive contribution</i></p> <p>NI 110 Young people's participation in positive activities PSA 14</p> <p>NI 111 First time entrants to the Youth Justice System aged 10 – 17 PSA 14</p> <p>NI 112 Under 18 conception rate PSA 14</p> <p>NI 113 Prevalence of Chlamydia in under 20 year olds DCSF DSO</p> <p>NI 114 Rate of permanent exclusions from school DCSF DSO</p> <p>NI 115 Substance misuse by young people PSA 14</p> |
| | <p><i>Economic Wellbeing</i></p> <p>NI 116 Proportion of children in poverty PSA 9</p> <p>NI 117 16 to 18 year olds who are not in education, training or employment (NEET) PSA 14</p> <p>NI 118 Take up of formal childcare by low-income working families DWP DSO</p> |
| Adult health and wellbeing | <p>NI 119 Self-reported measure of people's overall health and wellbeing DH DSO</p> <p>NI 120 All-age all cause mortality rate PSA 18</p> <p>NI 121 Mortality rate from all circulatory diseases at ages under 75 DH DSO</p> <p>NI 122 Mortality from all cancers at ages under 75 DH DSO</p> <p>NI 123 16+ current smoking rate prevalence PSA 18</p> <p>NI 124 People with a long-term condition supported to be independent and in control of their condition DH DSO</p> <p>NI 125 Achieving independence for older people through rehabilitation/ intermediate care PSA 18</p> <p>NI 126 Early access for women to maternity services PSA 19</p> <p>NI 127 Self reported experience of social care users PSA 19</p> <p>NI 128 User reported measure of respect and dignity in their treatment DH DSO</p> <p>NI 129 End of life access to palliative care enabling people to choose to die at home DH DSO</p> <p>NI 130 Social Care clients receiving Self Directed Support (Direct Payments and Individual Budgets) DH DSO</p> <p>NI 131 Delayed transfers of care from hospitals DH DSO</p> <p>NI 132 Timeliness of social care assessment DH DSO</p> <p>NI 133 Timeliness of social care packages DH DSO</p> <p>NI 134 The number of emergency bed days per head of weighted population DH DSO</p> <p>NI 135 Carers receiving needs assessment or review and a specific carer's service, or advice and information DH DSO</p> <p>NI 136 People supported to live independently through social services (all ages) PSA 18</p> <p>NI 137 Healthy life expectancy at age 65 PSA 17</p> <p>NI 138 Satisfaction of people over 65 with both home and neighbourhood PSA 17</p> <p>NI 139 People over 65 who say that they receive the information, assistance and support needed to exercise choice and control to live independently PSA 17</p> |

| Outcome | National indicators |
|--|---|
| Tackling exclusion and promoting equality | <p>NI 140 Fair treatment by local services PSA 15</p> <p>NI 141 Number of vulnerable people achieving independent living CLG DSO</p> <p>NI 142 Number of vulnerable people who are supported to maintain independent living PSA 17</p> <p>NI 143 Offenders under probation supervision living in settled and suitable accommodation at the end of their order or licence PSA 16</p> <p>NI 144 Offenders under probation supervision in employment at the end of their order or licence PSA 16</p> <p>NI 145 Adults with learning disabilities in settled accommodation PSA 16</p> <p>NI 146 Adults with learning disabilities in employment PSA 16</p> <p>NI 147 Care leavers in suitable accommodation PSA 16</p> <p>NI 148 Care leavers in employment, education or training PSA 16</p> <p>NI 149 Adults in contact with secondary mental health services in settled accommodation PSA 16</p> <p>NI 150 Adults in contact with secondary mental health services in employment PSA 16</p> |
| Local economy | <p>NI 151 Overall employment rate PSA 8</p> <p>NI 152 Working age people on out of work benefits PSA 8</p> <p>NI 153 Working age people claiming out of work benefits in the worst performing neighbourhoods DWP DSO</p> <p>NI 154 Net additional homes provided PSA 20</p> <p>NI 155 Number of affordable homes delivered (gross) PSA 20</p> <p>NI 156 Number of households living in Temporary Accommodation PSA 20</p> <p>NI 157 Processing of planning applications as measured against targets for 'major', 'minor' and 'other' application types CLG DSO</p> <p>NI 158 % decent council homes CLG DSO</p> <p>NI 159 Supply of ready to develop housing sites CLG DSO</p> <p>NI 160 Local Authority tenants' satisfaction with landlord services CLG DSO</p> <p>NI 161 Learners achieving a Level 1 qualification in literacy PSA 2</p> <p>NI 162 Learners achieving an Entry Level 3 qualification in numeracy PSA 2</p> <p>NI 163 Working age population qualified to at least Level 2 or higher PSA 2</p> <p>NI 164 Working age population qualified to at least Level 3 or higher PSA 2</p> <p>NI 165 Working age population qualified to at least Level 4 or higher PSA 2</p> <p>NI 166 Average earnings of employees in the area BERR DSO</p> <p>NI 167 Congestion – average journey time per mile during the morning peak PSA 5</p> <p>NI 168 Principal roads where maintenance should be considered DfT DSO</p> <p>NI 169 Non-principal roads where maintenance should be considered DfT DSO</p> <p>NI 170 Previously developed land that has been vacant or derelict for more than 5 years CLG DSO</p> <p>NI 171 VAT registration rate BERR DSO</p> <p>NI 172 VAT registered businesses in the area showing growth BERR DSO</p> |

| Outcome | National indicators |
|--|---|
| Local economy <i>(continued)</i> | <p>NI 173 People falling out of work and on to incapacity benefits DWP DSO</p> <p>NI 174 Skills gaps in the current workforce reported by employers DIUS DSO</p> <p>NI 175 Access to services and facilities by public transport, walking and cycling DfT DSO</p> <p>NI 176 Working age people with access to employment by public transport (and other specified modes) DfT DSO</p> <p>NI 177 Local bus passenger journeys originating in the authority area DfT DSO</p> <p>NI 178 Bus services running on time DfT DSO</p> <p>NI 179 Value for money – total net value of on-going cash-releasing value for money gains that have impacted since the start of the 2008-9 financial year CLG DSO</p> <p>NI 180 Changes in Housing Benefit/ Council Tax Benefit entitlements within the year DWP DSO</p> <p>NI 181 Time taken to process Housing Benefit/Council Tax Benefit new claims and change events DWP DSO</p> <p>NI 182 Satisfaction of businesses with local authority regulation services BERR DSO</p> <p>NI 183 Impact of local authority regulatory services on the fair trading environment BERR DSO</p> <p>NI 184 Food establishments in the area which are broadly compliant with food hygiene law</p> |
| Environmental sustainability | <p>NI 185 CO₂ reduction from Local Authority operations PSA 27</p> <p>NI 186 Per capita CO₂ emissions in the LA area PSA 27</p> <p>NI 187 Tackling fuel poverty – people receiving income based benefits living in homes with a low energy efficiency rating Defra DSO</p> <p>NI 188 Adapting to climate change PSA 27</p> <p>NI 189 Flood and coastal erosion risk management Defra DSO</p> <p>NI 190 Achievement in meeting standards for the control system for animal health Defra DSO</p> <p>NI 191 Residual household waste per head Defra DSO</p> <p>NI 192 Household waste recycled and composted Defra DSO</p> <p>NI 193 Municipal waste land filled Defra DSO</p> <p>NI 194 Level of air quality – reduction in NO_x and primary PM₁₀ emissions through local authority's estate and operations. PSA 28</p> <p>NI 195 Improved street and environmental cleanliness (levels of graffiti, litter, detritus and fly posting) Defra DSO</p> <p>NI 196 Improved street and environmental cleanliness – fly tipping Defra DSO</p> <p>NI 197 Improved local biodiversity – active management of local sites PSA 28</p> <p>NI 198 Children travelling to school – mode of travel usually used DfT DSO</p> |

Public Service Agreements and Departmental Strategic Objectives to which the indicators relate

| PSA or DSO | National Indicator number |
|---|--|
| PSA 2 Improve the skills of the population on the way to ensuring a world-class skills base by 2020 | NI 161, NI 162, NI 163, NI 164, NI 165 |
| PSA 8 Maximise employment opportunity for all | NI 151, NI 152 |
| PSA 9 Halve the number of children in poverty by 2010-11, on the way to eradicating child poverty by 2020 | NI 116 |
| PSA 10 Raise the educational achievement of all children and young people | NI 72, NI 73, NI 74, NI 75, NI 78, NI 79, NI 80 |
| PSA 11 Narrow the gap in educational achievement between children from low income and disadvantaged backgrounds and their peers | NI 92, NI 93, NI 94, NI 95, NI 96, NI 97, NI 98, NI 99, NI 100, NI 101, NI 102, NI 106 |
| PSA 12 Improve the health and well-being of children and young people | NI 50, NI 52, NI 53, NI 54 |
| PSA 14 Increase the number of children and young people on the path to success | NI 110, NI 111, NI 112, NI 115, NI 117 |
| PSA 15 Address the disadvantage that individuals experience because of their gender, race, disability, age, sexual orientation, religion or belief. | NI 3, NI 140 |
| PSA 16 Increase the proportion of socially excluded adults in settled accommodation and employment, education or training | NI 143, NI 144, NI 145, NI 146, NI 147, NI 148, NI 149, NI 150 |
| PSA 17 Tackle poverty and promote greater independence and well-being in later life | NI 137, NI 138, NI 139, NI 142 |
| PSA 18 Promote better health and well-being for all | NI 120, NI 123, NI 125, NI 136 |
| PSA 19 Ensure better care for all | NI 126, NI 127 |
| PSA 20 Increase long term housing supply and affordability | NI 154, NI 155, NI 156 |
| PSA 21 Build more cohesive, empowered and active communities | NI 1, NI 2, NI 4 |
| PSA 23 Make communities safer | NI 15, NI 16, NI 17, NI 18, NI 19, NI 21, NI 26, NI 29, NI 31, NI 32, NI 34 |
| PSA 25 Reduce the harm caused by alcohol and drugs | NI 20, NI 38, NI 39, NI 40, NI 41, NI 42 |
| PSA 26 Reduce the risk to the UK and its interests overseas from international terrorism | NI 35, 36 |
| PSA 27 Lead the global effort to avoid dangerous climate change | NI 185, NI 186, NI 188 |
| PSA 28 Secure a healthy natural environment for today and the future | NI 194, NI 197 |

| PSA or DSO | National Indicator number |
|--|---|
| BERR DSO Promote the creation and growth of business and a strong enterprise economy across all regions | NI 166, NI 171, NI 172 |
| BERR DSO Ensure all departments and agencies deliver better regulation for the private, public and third sectors | NI 182, NI 183 |
| CLG DSO Support local government that empowers individuals and communities and delivers high quality services efficiently | NI 179 |
| CLG DSO Improve the supply, environmental performance and quality of housing that is more responsive to the needs of individuals, communities and the economy | NI 141, NI 158, NI 160 |
| CLG DSO Build prosperous communities by improving the economic performance of cities, sub-regions and local areas, promoting regeneration and tackling deprivation | NI 5, NI 170 |
| CLG DSO Provide a more efficient, effective and transparent planning system that supports and facilitates sustainable development, including the Government's objectives in relation to housing growth, infrastructure delivery, economic development and climate change | NI 157, NI 159, |
| CLG DSO Ensure safer communities by providing the framework for the Fire and Rescue Service and other agencies to prevent and respond to emergencies | NI 49 |
| CO DSO Build an effective UK intelligence community in support of UK national interests, and the capabilities to deal with disruptive challenges to the UK | NI 37 |
| CO DSO Drive delivery of the Prime Minister's cross-cutting priorities to improve outcomes for the most excluded people in society and enable a thriving third sector | NI 6, NI 7 |
| DCMS DSO Encourage more widespread enjoyment of culture and sport | NI 8, NI 9, NI 10, NI 11 |
| DCSF DSO Secure the well-being and health of children and young people | NI 51, NI 55, NI 56, NI 57, NI 58 |
| DCSF DSO Close the gap in educational achievement for children from disadvantaged backgrounds | NI 76, NI 77, NI 83, NI 84, NI 86, NI 87, NI 88, NI 89 |
| DCSF DSO Safeguard the young and vulnerable | NI 59, NI 60, NI 61, NI 62, NI 63, NI 64, NI 65, NI 66, NI 67, NI 68, NI 69, NI 70, NI 71 |
| DCSF DSO Achieve world class standards in education | NI 81, NI 82, NI 103, NI 104, NI 105, NI 107, NI 108, NI 109 |
| DCSF DSO Ensure young people are participating and achieving their potential to 18 and beyond | NI 85, NI 90, NI 91 |
| DCSF DSO Keep children and young people on the path to success | NI 113, NI 114 |
| Defra DSO: Climate change tackled internationally; and through domestic action to reduce greenhouse gas emissions | NI 187 |
| Defra DSO: Economy and society resilient to environmental risk and adapted to the impacts of climate change | NI 189, NI 190 |
| Defra DSO: Sustainable patterns of consumption and production | NI 191, NI 192, NI 193 |
| Defra DSO A healthy, resilient, productive and diverse natural environment | NI 195, NI 196 |

| PSA or DSO | National Indicator number |
|---|--|
| DfT DSO To sustain economic growth and improved productivity through reliable and efficient transport networks | NI 167, NI 168, NI 169, NI 177, NI 178 |
| DfT DSO To enhance access to jobs, services and social networks including for the most disadvantaged | NI 175, NI 176, |
| DfT DSO To strengthen the safety and security of transport | NI 47, NI 48 |
| DH DSO Ensure better health and well-being for all | NI 119, NI 121, NI 122 |
| DH DSO Ensure better care for all | NI 124, NI 128, NI 129, NI 131, NI 132, NI 133, NI 135 |
| DH DSO Better value for all | NI 134 |
| DIUS DSO Improve the skills of the population throughout their working lives to create a workforce capable of sustaining economic competitiveness, and enable individuals to thrive in the global economy | NI 174 |
| HO DSO Help people feel secure in their homes and local communities | NI 22, NI 23, NI 24, NI 27 |
| HO DSO Cut crime, especially violent, drug and alcohol related crime | NI 28, NI 30, NI 33 |
| HO DSO Secure our borders and control migration for the benefit of our country | NI 12, NI 13 |
| DWP DSO Maximise employment opportunity for all | NI 118, NI 153, NI 173 |
| DWP DSO Pay our customers the right benefits at the right time | NI 180, NI 181 |
| MoJ DSO Support the efficient and effective delivery of justice | NI 43, NI 44, NI 45, NI 46 |

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Meeting of the Executive

06 May 2008

Report of the Director of City Strategy

City Strategy Financial Support to Voluntary Organisations 2008/2009

Summary

1. Advice is required from members regarding the most appropriate way to allocate the residual £7,100 City Strategy voluntary sector grants budget for the 2008/09 financial year.

Background

2. The City Strategy voluntary sector grants budget has historically supported 14 organisations, with funding reviewed on an annual basis in 10 cases and on a three-yearly basis in 4 cases. At Budget Council on 21 February 2008 members approved an annual growth bid of £20,000 for the 2008/09 City Strategy voluntary sector grants budget. The implications of this were as follows:
 - A £7,900 inflationary increase was shared proportionately across the four organisations with three-year Service Level Agreements and the organisations with existing one-year agreements.
 - An additional £5,000 grant was awarded to York Citizens Advice Bureau (CAB) to cover their increase in rental costs.
 - A residual sum of £7,100 remained. The purpose of this report is to suggest various options for the allocation of these monies and to receive guidance and recommendations from members on the most appropriate option to take.
3. Four new funding applications were submitted during 2008/09, from York Older People's Assembly, Older Citizens Advocacy York, York Credit Union and York Unifying and Multicultural Initiative. The application from

the York Unifying and Multicultural Initiative was subsequently withdrawn. The £7,100 may therefore be allocated towards any one, or all, of the following three applications:

- **York Older People's Assembly.** The York Older People's Assembly currently functions entirely with volunteers and their application seeks funding of £10,000 for part-time administrative support of 16 hours per week. They argue that without such support the current activities of the Assembly are unlikely to be sustainable.
- **Older Citizens Advocacy York.** Older Citizens Advocacy York (OCAY) has applied for funding to support delivery of their service, which provides information and advocacy to all older people (50+) and aims to ensure that this group is not marginalised from society. Again funding of £10,000 is requested to ensure that OCAY can continue to deliver the service at the current level.
- **York Credit Union.** The Credit Union will carry a deficit from the 2006/07 year into the 2007/08 year. The total deficit across the two years will total £62,478. Their application for £25,000 will help the business to eradicate most of the 2007/08 estimated loss. The Credit Union is also making a number of additional grant applications to both expand its services and to build a sound capital and reserve base to support these developments in the longer term.

4. The total City Strategy grants budget for 2008/09 amounted to £275,000. Applications were assessed against a range of priorities, which will need to be taken into account in the assessment of the three new applications. Funding priorities are as follows:

- Supporting services or activities available on a citywide basis.
- Supporting services or activities which help to build the capacity of the voluntary and community sector as a whole.
- Supporting cross-cutting services or activities which help to reduce poverty and enable and help people and excluded 'communities of interest' to be socially included – in particular high quality advice and counselling services which help people to overcome some of the barriers to inclusion.

Applications for funding are also prioritised according to how well they:

- Meet identified needs in the city (including existing services).
- Provide clear outcomes from funding.
- Engage with excluded or vulnerable communities of interest including black and minority ethnic communities.
- Work alongside the Council and other agencies in a joint or multi-agency approach.

- Contribute to the Council's York Pride and Safer City priorities (particularly for new funding).
- Provide value for money (including financial leverage).

It is also necessary to consider the general criteria for Council financial support for voluntary organisations which includes:

- Services or activities which meet defined needs in the Council's area.
- Services for groups of people considered to be in special need.
- Goals or activities which complement those of the Council and other organisations in the York area; in particular the Council's corporate aims and priorities.
- Organisations able to demonstrate the benefits of their activities to the community and to individual clients in particular.
- Organisations complying with relevant legislation, including equalities legislation (in support of the Council's Equality Strategy).
- Organisations able to enter into service level agreements with the Council.
- Organisations able to sign up to the York Compact.

Applications which the Council will not support include:

- Services which it considers should be provided by other statutory bodies.
- Groups working to further the aims of particular religious or party political organisations.
- The activities of individuals.

Consultation

5. Voluntary and community sector (VCS) representatives of the York Compact Group were invited to attend a City of York Council 2008/09 budget seminar in December. This not only provided a mechanism to share information about the pressures, challenges and opportunities facing the council, but it also offered a route by which the views of these various groups could be fed into the decision making process regarding the allocation of the overall City Strategy voluntary sector grants budget for 2008/09.
6. Consultation within the Council has taken place with officers in Resources, Performance and Improvement (Equalities Officer) and Civic, Democratic and Legal Services.

Options

7. A number of options for the allocation of the residual £7,100 City Strategy voluntary sector grants budget have been considered as follows:

- A. That the £7,100 is shared proportionately between the three applicant organisations. £2,366 would therefore be offered as a contribution towards the total project costs required by each organisation.
- B. To support none of the applications submitted and carry forward the £7,100 funding within the City Strategy voluntary sector budget for the 2009/10 financial year.
- C. To award the full £7,100 to a single organisation.

Analysis

- 8. Option A. This would be a fair and equitable method of partially supporting all three groups with the limited resources available. This option goes at least some way towards enabling all three applicants to meet their requirements. The £2,366 that each organisation will receive could be used as matched funding to secure additional resources from other grant providers. The disadvantages of this option are that the sum of £2,366 alone is not sufficient for any of the applicants to fully achieve their objectives.
- 9. Option B. Whilst enabling new applications for small amounts of funding in the 2009/10 financial year to be considered, the negative affect on the morale of the current applicants due to wasted time, and resources would be considerable.
- 10. Option C. Whilst awarding the full £7,100 to a single organisation would go some way towards allowing that particular applicant to meet their aims more fully, the disadvantage of this option is the potential conflict caused by favouring one applicant over the two others.

Corporate Priorities

- 11. Awarding grants to the three applicants supports a number of the priorities for improvement included within the Corporate Strategy:
 - Offering support to York Credit Union will help improve the economic prosperity of the people of York, with a focus on minimising income differentials.

- Offering assistance to organisations supporting older people will help improve the health and lifestyles of the people who live in York, in particular among groups whose level of health is the poorest.

Implications

Financial Implications

12. There are no significant financial implications. The £7,100 sum of money under discussion is a small financial resource within the allocated budget which will have little significant impact upon overall authority financial budgets.

Human Resources

13. There are no direct human resource implications arising from this report.

Equalities

14. Officers have been working with the Voluntary and Community Sector to discuss equality monitoring and to encourage them to make use of existing good practice.

Legal Implications

15. The awards set out in this report are made under section 2 of the Local Government Act 2000 (other financial assistance).

Crime and Disorder

16. There are no crime and disorder implications arising from this report.

Information Technology (IT)

17. There are no IT implications arising from this report.

Property

18. There are no property implications arising from this report.

Risk Management

19. There are no known risks other than the possible reputational risk to the authority if Option B is followed.

Recommendations

20. Members are asked to consider the criteria for the allocation of financial support to voluntary organisations and in light of this indicate which organisation/s they wish to support.

Reason

21. To allocate the City Strategy voluntary grants budget in a fair and transparent manner and to assist voluntary organisations with their work.

Contact Details

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Chief Officer Responsible for the report:

Roger Ranson
Assistant Director - City Strategy

Adam Gray
Senior Partnership Support
Officer – VCS
Tel No 551053

Report Approved**Date** 23-4-08

Specialist Implications Officer(s)

Wards Affected: *List wards or tick box to indicate all***All** **For further information please contact the author of the report****Background Papers:**

Applications are held in the Strategic Partnerships Team.
'Funding for voluntary and community organisations 2008/2009', booklet
produced by Strategic Partnerships Team, October 2007
Compact Guidelines



Executive

6 May 2008

Report from Democratic Services Manager

Scrutiny Management Committee - Request For Additional Scrutiny Funding**Summary**

1. This report presents a request from Scrutiny Management Committee for additional funding to finance a citywide survey on the broad strategic options available to the city to tackle traffic congestion.

Background

2. In January 2008, Scrutiny Management Committee (SMC) received an interim report from the Traffic Congestion Ad-hoc Scrutiny Review. The report detailed the work completed to date, sought approval to extend the timeframe for the review and requested additional funding in the amount of £17,000 for a consultation exercise which would gather residents views on the broad strategic options available to the city to tackle traffic congestion. This consultative work would be specific to the scrutiny review and not part of any ongoing work being carried out by City Strategy.
3. The meeting was attended by the Chair of the Traffic Congestion Ad-hoc Scrutiny Committee who explained that the aim of the suggested method of consultation was to ensure residents participation and engagement, rather than just gathering statistical analysis. SMC queried what other funding sources might be available for the survey e.g. European Union funds, and what consideration had been given to ways of reducing the costs involved e.g. by incorporating the survey in the new Council newspaper when it is introduced.
4. The Committee agreed to defer their decision on funding the survey until their next meeting to allow further information on alternative costings and funding sources to be provided and to ensure an appropriate officer was in attendance to answer questions on consultation and engagement mechanisms.

Consultation

5. In February 2008, the Scrutiny Management Committee considered a further report that detailed the alternative options for gathering responses of York residents – see Annex B.

6. The Head of Marketing and Communications attended the meeting to provide information on the various methods available for engaging the public. He drew a distinction between consultation and research by defining research as 'the collection and analysis of data to provide greater understanding' and consultation as 'a process of dialogue that leads to a decision.' With this in mind, he advised that as the intention of the survey was to understand residents' attitudes to congestion rather than to ask for their comments on the findings of the review, the survey could only be defined as research and not consultation. As scrutiny is not in itself a decision making body (and consultation needs to be part of a defined decision making process) he advised that consultation would not be appropriate.
7. The Council's tailor-made research tool is the citizen's panel talkabout, which is representative of all sections of the city and is also established for research purposes. The Head of Marketing and Communications therefore recommended the best way for scrutiny members to gain an understanding of attitudes to congestion would be through a talkabout special, which would cost around £6000.00.
8. SMC discussed the differences between holding a talkabout special and sending a survey to all residents through the Your Ward/Your City route. Some Members expressed concern that the talkabout panels were not comprised of a good socio-economic cross-section of the community; they also questioned how much could be achieved for £6,000. Officers confirmed that the talkabout facility would allow for more information to be given and more in-depth questions to be asked.
9. The Chair of the Traffic Congestion Ad Hoc Scrutiny Committee believed that these issues were relevant to the whole of the York public and therefore everyone should be consulted which is why it was necessary to request the £17,000 to enable full consultation to take place.
10. Having considered all of the information provided, Scrutiny Management Committee agreed to submit a request to the Executive for additional funding in the amount of £17,000 to enable the survey of all York residents via the 'Your Ward/Your City' publication.

Options

11. Having considered all the information contained within the report and annexes Members may:
 - i. Approve the recommendation within this report to provide additional funding in the amount of £17,000
 - ii. Allocate a lesser amount of additional funding of £6,000, in line with the alternative option shown in Annex B, as suggested by the Head of Marketing & Communications
 - iii. Refuse the application for additional funding.

Analysis

12. A full analysis of options (i) and (ii) is included in Annex B.

Corporate Direction & Priorities

13. In regard to the recommendation within this report, it is recognised that the additional funding of £17,000 will enable ad-hoc scrutiny committee to identify the views of residents and inform any future decisions made in regard to tackling congestion, which is in line with our corporate value to 'Deliver what our customers want'.

Implications

14. **Financial** - At its meeting in January 2008, SMC agreed to make a recommendation to Budget Council to increase its research support budget for 2008/9 to £20k. This was not approved, but Council agreed to put £14,000 into contingency for future scrutiny use that SMC could request, subject to requirements. However, as this report is requesting additional funding for a one-off specific review, the money cannot be drawn from that contingency.
15. Instead, the Council has reserves that can be used to fund non-recurring expenditure, which will leave the contingency available to fund recurring items. It is important that the Council maintain a minimum level of revenue reserves to deal with any unforeseen events. The value of the minimum level of these reserves is determined by a risk assessment undertaken by the Director of Resources and included in the annual Revenue Budget report. The resulting calculation indicates that the council should, as a minimum, hold general reserves of £5.219m for 2008/09 and £5.375m for 2009/10. The Director of Resources recommended that the Council looks to remain above this target for the next two years, although the current forecasts show the Council will move below these levels in the future, and that it is particularly important that the reserves are reviewed once the 2007/08 out-turn is known. It is estimated that there will be approximately £1.376m of other revenue reserves available, thus the level of the general fund balance should not fall below £3.843m. The current forecast level of the general fund balance at the end of 2008/09 is £4.575m, although there are also future commitments to use the general fund reserve amounting to £1.316m, which will take the level down to £3.259m. If this application is approved the balance will reduce to £3.242m.
16. **Human Resources (HR)** – Irrespective of the method used i.e. a survey of all York residents via the 'Your Ward/Your City' publication, or a talkabout special, Marketing & Communications would seek to absorb the extra work into the existing workloads in the research team. Given the subject matter, they will require a six week lead-in time to ensure the right information is presented and the relevant questions are included.
17. **Legal** - With the exception of urgent action, the executive may only make decisions within the confines of the budget allocated by Full Council, subject to any flexibility afforded by the council's financial regulations. Any decision resulting in expenditure outside of the budgetary framework will be conditional

upon the approval of Full Council. (Legal Implications provided by Quentin Baker).

18. There are no known, Equalities, Crime & Disorder, ITT, Property or other implications associated with the recommendation within this report

Risk Management

19. There are potential risks associated with both consultative options outlined in Annex B in that neither may truly engage residents in the way that Members of the Ad-hoc Scrutiny Sub-Committee are hoping. Equally, any form of consultation about broad strategic options for dealing with congestion could raise public expectations about future Council decisions.

Recommendations

20. Members are asked to consider the request for additional funding in the amount of £17,000, to be taken from reserves, in order that SMC can allocate this to the Traffic Congestion Ad-hoc Scrutiny Committee for carrying out a survey of all York households.

Reason: To ensure:

- all York residents understand the options available to the city for tackling congestion and their consequences
- any future difficult decisions made by the Council in regard to tackling congestion are fully informed of residents views.

Contact Details

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Chief Officer Responsible for the report:

Dawn Steel
Democratic Services Manager

Report Approved



Date 1 April 2008

Specialist Implications

Legal Implications:
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Services
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Financial Implications:
Patrick Looker
Finance Manager
Tel No.01904 551633

HR Implications:
Matt Beer
Head of Marketing & Communications
Tel No.01904 551071

Wards Affected:

All



For further information please contact the author of the report

Background Papers: Traffic Congestion Ad-hoc Scrutiny Review – Interim Report dated 28 January 2008

Annexes

Annex A – Costings for carrying out a survey via ‘Your Ward/Your City’

Annex B – Report to SMC dated 25 February 2008

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Traffic Congestion Scrutiny Review

Costings For Production of Survey & Distribution Via Your Ward / Your City

Residents Survey

Quantity: 90000 Copies
 Description: Traffic management insert
 Duo Office 100gsm, 1/1 Black
 A4 - A3 folded to A4, 6 page
 Gather, fold & insert into Your Ward
 (excluding VAT) = £ 5,279.00

Design - By HBA graphics

Dependant on the final text: £500.00

Marketing & Communications could plain English the document for free but if it is near publication deadlines and they don't have the capacity it would have to be outsourced at a small charge.

Distribution

Additional costs over and above normal delivery costs due to additional weight etc is £2,944.03

Return Postal Costs For Survey

'FREEPOST' return address
 Dependant on the number of returns
 i.e. 10% returned = 9,000 @ 0.24p = £2,160.00

Compiling Survey Results

Dependant on number of returned surveys
 i.e. 10% returned = 9,000 £4,650.00

Analysis Costs

Dependant on number of returned surveys
 i.e. 10% returned = 9,000 £1,500.00

There is a suggestion that this work could be done by graduates From Leeds University which would minimise the cost, but at this stage we are not able to confirm if this will be possible.

Minimum Total based on 9,000 returns £17,033.03

This does not include any additional costs to cover requests for the survey in alternative languages, large print, Braille or on audio tape etc. We have also not included for the additional staff resources required to deal with any enquiries received as a result of sending the survey out. Marketing & Communications have confirmed that this is the usual consequence of sending out a survey to all York residents and that enquiries will continue to be received for up to six weeks after the survey is issued.

Of the £250.00 budget already allocated to the review, the Committee plan to use some of this to provide refreshments at the three sessions where stakeholders and interested parties are to be invited to attend (see paragraph 54 of the main report).



Scrutiny Management Committee

25 February 2008

Traffic Congestion Ad-Hoc Scrutiny Sub-Committee – Request for Funding

Background

1. At the last meeting of Scrutiny Management Committee (SMC) in January 2008, Members deferred a decision on a funding request received from Traffic Congestion Ad-Hoc Scrutiny Sub-Committee in the sum of £17,000 to enable all York residents to be surveyed on the issues.
2. SMC specifically requested officers to report back with alternative options for engaging, and gathering the responses of York residents on the subject, together with details of any other potential funding sources.

Consultation

3. The Head of Marketing & Communications has been consulted on alternative options requested by Members. His comments are as follows and he will be attending the meeting to answer questions as necessary:

“The council has many mechanisms at its disposal for conducting research and consultation, depending upon the aims of the project, the audience needing to be reached, whether the information required needs to be quantitative or qualitative and the budget available. Different types of research and consultation provide different types of information. A questionnaire such as the staff survey provides the proportion of people agreeing with statements, but not the reason why they agree. A focus group will provide the 'why' but may not be representative of opinion as the numbers questioned are statistically insignificant.

The market research team run the council's consultation projects and ensure that consultation is ethical, statistically viable and affordable. They apply the professional standards of the market research society and the council's standards included in the consultation protocol (shortly to be incorporated into the council's first explicit consultation strategy) and in 'perspectives: how to make consultation accessible and inclusive'.

A distinction between consultation and research needs to be drawn. The research team define research as 'the collection and analysis of data to provide greater understanding' while consultation is defined as 'a process of dialogue that leads to a

decision'. Our understanding is that scrutiny members are looking to understand attitudes to congestion and that is not directly linked to a decision therefore, this is research rather than consultation. As scrutiny is not in itself a decision-making body (and consultation needs be part of a defined decision-making process) consultation would not be appropriate.

The council's tailor-made research tool is the citizen's panel talkabout, which is representative of all sections of the city and is also established for research purposes. The Marketing & Communications team would therefore recommend the best way for scrutiny members to gain an understanding of attitudes to congestion would be through a talkabout special, which would cost around £6,000.

We would not recommend a city-wide consultation so close to the budget consultation and the recent every-household LDF/Festival of Ideas 2 document, as we are concerned that another city-wide consultation would lead to consultation-fatigue. In addition the recent budget consultation has shown people's tendency to assume a question asked will lead directly to a decision. The Talkabout Panel, recruited as they are by the council, have a much greater understanding of their role as 'sounding-boards' and they are therefore less likely to be confused.

In addition a city-wide consultation is potentially less representative of opinion, in that it is self-selecting. Talkabout would provide greater representation of true opinion, by area, gender, ethnic group and socio-economic breakdown as the panel is already representative of the city.

Plans for a monthly city-wide publication are still being investigated. The OJEU process has recently started and expressions of interest are being made, but until that process is at an end (June is the earliest date) and the bids evaluated it is impossible to say when a new publication would be available for city-wide consultation. The existing publication Your City is quarterly and distributed with Your Ward, the ward newsletters. This could be used to distribute a city-wide consultation (as it was with the LDF consultation mentioned above). The next two issues of Your City are to be distributed March/April and August/September."

Analysis

4. Members will need to consider the relative advantages and disadvantages of the Head of Marketing & Communications suggestion for a 'Talkabout Special', compared to the proposal from Traffic Congestion Ad-hoc Scrutiny Sub-Committee to produce a full survey distribution as part of Your Ward/Your City. The table below contrasts the 2 available suggestions based on advice received from the Head of Marketing & Communications.

| | Costings | Advantages | Disadvantages |
|----------------------------|-----------------|--|---|
| Your Ward/Your City Survey | £17k | <ul style="list-style-type: none"> Guaranteed distribution to all York households in an effort to secure the views of a diverse | <ul style="list-style-type: none"> Expensive Consultation 'fatigue' may undermine feedback / engagement Self-selecting and |

| | | | |
|-------------------|-----|--|---|
| | | cross section of residents | responses not guaranteed from cross section of community <ul style="list-style-type: none"> • Timing of survey restricted to production of Your Ward |
| Talkabout Special | £6k | <ul style="list-style-type: none"> • Known research tool representative of the community • Guaranteed engagement from cross section of community • Proven record as representative sounding board • More financially viable • Flexibility over timing of 'consultation' | <ul style="list-style-type: none"> • Does not reach 90,000 households |

Options

5. Members can choose to:
- (i) support in principle either of the above options for consultation with residents but in so doing will need to make a request to the Executive for the appropriate level of funding to be made available in the current financial year; or
 - (ii) reject the application from Traffic Congestion Ad-Hoc Scrutiny Sub-Committee for additional funds for a consultation exercise.

Implications

Financial

6. Scrutiny Committees have an annual available budget of £6k to support reviews with research etc as reported to Members at the last meeting. Taking into account the additional funds allocated last time by SMC to Traffic Congestion Scrutiny and the extra monies likely to be awarded to Education Scrutiny Committee (see separate report on agenda), it is estimated that approximately £2,350 remains unspent in 2007/8.
7. If Members wish to approve either of the consultation methods set out in this report, SMC will only be in a position to allocate up to £2,350 towards those costs in the current financial year.

8. At its last meeting, SMC made a recommendation to the Executive to increase its research support budget for 2008/9 to £20k. A decision on this level of funding will be known after Budget Council on 21 February 2008.
9. There are no known Legal, Equalities, HR, or other implications associated with the recommendations within this report.

Other Issues

10. At the last meeting, SMC also sought clarification on the following issues:

Legal Powers

11. The Monitoring Officer advises that scrutiny has no legal powers to enforce the Executive to allocate funds for incurring expenditure in relation to supporting the scrutiny review process.

Alternative Funding Sources

12. The Council's Partnership Officer has been contacted with a view to establishing whether any European Union or other funds might be available to assist with the funding of the request from Traffic Congestion Ad-Hoc Scrutiny Sub-Committee. Further information will be reported to Members at the meeting.

Corporate Strategy

13. The ongoing review relating to traffic congestion could be said to contribute to the following priorities for improvement:

'Reduce the environmental impact of Council activities and encourage, empower and promote others to do the same';

'Increase the use of public and other environmentally friendly modes of transport.'

Risk Management

14. There are potential risks associated with both consultative options outlined in the report in the sense that neither may truly engage residents in the way that Members of the Ad-hoc Scrutiny Sub-Committee are hoping. Equally, any form of consultation about broad strategic options for dealing with congestion could, of course, raise public expectations about future Council decisions.

Recommendation

15. Members are asked to consider this report and decide whether they wish to support any of the 2 consultative options set out in paragraph 5 and to make any request to the Executive for a supplementary estimate or carry forward in the current financial year .

Reason: To ensure Members are in a position to undertake effective consultation in this review area in accordance with budgetary provision and procedures.

Contact Details**Author:**

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Democratic Services

Scrutiny Manager

Tel: 01904 551030

Chief Officer Responsible for the report:

Colin Langley

& Interim Head of Civic Democratic & Legal Services

Report Approved**Date**

15 February 2008

Wards Affected:**All**

For further information please contact the author of the report

Background Papers: Interim Report on Traffic Congestion Review – SMC – 28 January 2008

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Meeting of the Executive

6 May 2008

Report of the Director of People and Improvement

Inclusion and Equality progress - Request for temporary resources

Summary

- 1 The report updates Members on progress with inclusion and equalities. It also requests use of funds for temporary resources to progress improvements in the collection and use of customer and staff data, profiled where appropriate in the Equality strands which are Gender, Age, Disability, Race, Religion and Belief, and Sexual Orientation.
- 2 Members are requested to approve the sum of £55,000 to be drawn from the contingency fund as follows:
 - £ 30,833 for financial year 2008/9 starting in June 2008
 - £ 24,167 for financial year 2009/10This is a total of £55,000 spread over two financial years

Background

Inclusion and Equality Progress

- 3 In 2005, when adopting the Equality Strategy “Pride in our Communities” (PIOC) for 2005-8, Council decided that inclusion and equality should underpin service improvement and staff development. The key aim of the strategy is to improve services and employment practices to ensure that outcomes are positive and fair for all the people in the City and all staff.
- 4 Pride in our Communities (PIOC) will be refreshed this summer as agreed by members when it was approved in 2005. PIOC has 6 inclusion and equality improvement themes: Leadership,

Community Involvement, Employment, Partnerships procurement and grants, accessible services, inclusive and innovative services.

- 5 Progress in these areas is as follows:
- a. **Leadership:** A governance structure to ensure that Inclusion and Equality are embedded in the culture of the organisation, is in now in place and fully functioning. Annex 2 outlines the structure. A rolling programme of inclusion and equality training is being delivered across the Council.
 - b. **Community Involvement:** The Social Inclusion Working Group (SIWG) has been leading community involvement in inclusion and equality. The Chair and Vice Chair meet with community equality groups on a regular basis and groups are encouraged to bring issues to SIWG meeting. This work is further supported through engagement events aimed at people from the six equality strands. Recent examples include the Disabled People Together Day and a staff event to discuss gender issues, both held in March 2008.
 - c. **Employment:** Council employment practices are constantly reviewed to ensure that they contribute to inclusion and equality. Modernising pay and grading is expected to contribute greatly to equality and inclusion in employment. The Human Resources Strategy is currently being refreshed to incorporate inclusion and equality best practice
 - d. **Partnership, procurement and grants:** Work is developing with relevant Council departments to ensure that inclusion and equality are embedded in procurement and grant giving processes.
 - e. **Accessible services:** Most Council buildings have been brought up to date in terms of accessibility requirements. The Hungate, easy@york and Local Development Framework teams are engaged in ensuring these projects take on board inclusion and equality issues which arise. The Communications Policy currently being refreshed will take on board advances in inclusion and equality practice.
 - f. **Inclusive and innovative services.** There is a programme of Equality Impact assessments which ensures that key policies, strategies and practices are developed and refreshed in the context of inclusion and equality. These include the Sustainable Community Strategy, the LAA and the Corporate Strategy.

The role of data in progressing Inclusion and Equality

- 6 Although progress reported above is positive, continued improvement and success in inclusion and equality depend, amongst others, upon collecting and using relevant data. Currently this is an area where improvement is urgently needed across the Council.
- 7 Disaggregating data in the equality strands tells us how our strategy is working and provides evidence that Council meets its strategic objectives as well as the duties which arise from Equalities legislation. It also encourages improvement in equality outcomes, which then lead to improvement in people's everyday lives and residents' satisfaction with quality of life in the City. Lastly it contributes to enhanced data quality.
- 8 Customer and staff profiling stem from agreed Council values, namely: Delivering what our customers want, supporting and developing our people, encouraging improvement in everything we do.
- 9 Between Autumn 2005 and Spring 2007 legislation relating to inclusion and equality changed significantly and now focuses on an extensive range of duties imposed on public bodies. These "Duties" stipulate that public bodies must produce plans (called Equality Schemes) to show how they will meet their own inclusion and equality strategies and their duties under the legislation.
- 10 Actions to ensure that the Duties are met have been incorporated in the revised Equality Standard for Local Government.
- 11 To get to level 2 of the Standard a public body must have "*a particular working group or persons (to) ensure that all the needs around (equality) data collection are developed and implemented. This will involve mapping what to monitor and why, the process of monitoring and the system for monitoring. It will also mean that the group or persons will have to review existing monitoring arrangements to highlight gaps in data collection and work with department to find a solution*"¹

¹ Revised ESLG Guidance Notes, IDEA, November 2007

CPA, CAA, and LAA requirements

- 12 In addition to “tougher” legislation duties and standards, there is now a greater profile within the CPA, CAA and other public sector performance management and inspection frameworks for Inclusion and Equality data collection and analysis.
- 13 The recently published Handbook of Definitions for national performance indicators which apply to all local authorities and their partners from 1.4.2008, states:
 - a. “Local authorities and their partners are subject to a range of statutory equalities duties relating to race, gender and disability. They need to have suitable mechanisms in place, including collection and monitoring of information, to monitor and deliver on these duties.”
 - b. “Disaggregation of data by equalities strand could be used to identify groups of people within an area who are disadvantaged in relation to the outcome being measured by the indicator, and to enable local authorities and their partners to set targets aimed specifically at delivering improvement for those groups in the LAA.”
- 14 In addition, any disaggregated equalities data will be subject to data quality procedures, introduced as part of the new national Performance Framework. This requires local authorities and LSP partners to ensure that all performance data (especially statutory measures) are collected, calculated and reported accurately to inform effective decision making and comparative analysis.

The current position with Equality data

- 15 Currently some but not all Directorates collect data relating to some but not all of the equality strands. Also, there is very limited use of equality data to improve service and employment practice.
- 16 As outlined above, equality data is needed to demonstrate that we meet our own strategic improvement aims as well as the Equality legislation duties, both as service provider as well as employer.
- 17 Measurable improvement in equality and inclusion, evidenced by data is expected to be one of the key improvement themes in the

Corporate Performance Assessment report when published by the Audit Commission in early Summer 2008.

- 18 Currently there is no capacity within Directorates or in the Equalities team at corporate level, to map existing equality data and to assist in the development of performance management systems based on the collection and use of disaggregated data. It is therefore proposed that temporary staff resources are made available for the period June 2008 to March 2010 to help with this. A list of key tasks is in **Annex 1** of this report.

Consultation

- 19 The proposal in this paper has been discussed by and approved in the corporate Equality Leadership Group which includes the Executive Member for Youth and Social Inclusion.

Options

- 20 Option 1: To approve the provision of additional staff resources for an 18 month period.
- 21 Option 2: To maintain current status whereby inadequate staff and customer Equality data collection analysis and use, leads to inadequate information about improvement and amongst others exposes the Council to legal and financial risks (please see Risk Management below).
- 22 Option 1 is recommended. Reason: This is a task that will improve corporate performance management and evidenced-based decision making across the Council . It will also help to avert legal risk arising from lack of ability to demonstrate that the Council meets its equality duties.

Analysis

- 23 If members decide not make this additional investment, then the Council:
- Is unlikely to progress beyond Level 1 of the harder Equality Standard for Local Government with ensuing reputational, financial and legal risks. *Worth noting that achieving Level 3 and Level 5 of the new Standard now requires external accreditation. Unless we have evidence of collection analysis and use of disaggregated data relating to each of*

the Equality strands we cannot get accreditation at Level 3 of the Standard.

- Will be unable to demonstrate that priorities set-out in the Equality Strategy and statutory Equality Schemes and the Human Resources Strategy, are met.
- Will not be a position to make measure and evidence improvements for service users and staff in relation to the Race, Gender and Disability equality duties.
- Will have no evidence to defend legal challenges brought under Race, Gender and Disability legislation by users, staff, and other stakeholders such as the Commission for Equality and Human Rights.
- Will not be meeting audit requirements arising from the various local government inspection bodies including the Audit Commission.

Corporate Priorities

24 The recommendation will contribute to the effective performance management of all Corporate priorities.

Implications

25 These are as follows:

- **Financial** – The General Contingency for 2008/09 was set at £800k. Potential areas that might require funding during the year were identified as part of the budget process, and totalled almost £2m, which included up to £750k for costs connected with the Highways PFI bid. To date no funds have been released leaving £800k available. It is too early to know yet how many of the identified areas of financial pressure will be brought before Members for funding. The key pressures identified where there may be a need for additional funding included within the £1.943m, include: Concessionary Fares, reduced Penalty Charge Notice Income, increased costs of landfill tax, additional members allowances and increased children's social care costs. The request in this report was included in the £800k identified in the budget to the sum of £55k (over two years). Any release from the contingency will obviously reduce sums available for distribution during the

remainder of the year. The balance available, if this application is approved (£30.8k for 2008/09), will be £769.2k. Given the project is anticipated to last 18 months and only £24.2k will be required in 2009/10 a sum of £6.6k would be returned to the contingency in 2009/10.

The Council has reserves that can be used to fund non-recurring expenditure, which will leave the contingency available to fund recurring items. It is important that the Council maintain a minimum level of revenue reserves to deal with any unforeseen events. The value of the minimum level of these reserves is determined by a risk assessment undertaken by the Director of Resources and included in the annual Revenue Budget report. The resulting calculation indicates that the council should, as a minimum, hold general reserves of £5.219m for 2008/09 and £5.375m for 2009/10. The Director of Resources recommended that the Council looks to remain above this target for the next two years, although the current forecasts show the Council will move below these levels in the future, and that it is particularly important that the reserves are reviewed once the 2007/08 out-turn is known. It is estimated that there will be approximately £1.376m of other revenue reserves available, thus the level of the general fund balance should not fall below £3.843m. The current forecast level of the general fund balance at the end of 2008/09 is £4.575m, although there are also future commitments to use the general fund reserve amounting to £1.316m, which will take the level down to £3.259m. If this application is approved (£55k over two years) the balance will reduce to £3.204m.

- **Human Resources (HR)** – Any relevant Human Resources implications will be updated at the meeting, as necessary.
- **Equalities** – The post will contribute to the promotion of inclusive and cohesive communities and to Council Equalities aims and objectives.
- **Legal** – Data collection analysis and use is essential to help the Council demonstrate that it meets legal duties arising from Equality and Employment legislation
- **Crime and Disorder** - None
- **Information Technology (IT)** - None

- **Property** - None
- **Other** - None

Risk Management

26 Lack of consistent and coherent collection analysis and use of customer and staff Equality data, exposes the Authority to immediate financial and legal risks as evidenced in Equal Pay actions currently brought by previous members of staff against the Authority. The risk associated is therefore assessed at Level 19 which is categorised as “high”. Approving the recommendation will reduce and/or mitigate reputational, financial, service and regulatory risks which are outlined in paragraph 23 above.

Recommendations

27 Members are requested to approve the release of up to £55k from council reserves to fund the additional staff resources over 2008/09 and 2009/10.

Reason: To facilitate effective performance management and minimise legal and financial risk arising from legal challenges brought under Employment and Equality legislation.

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Report
Approved



Date

Wards Affected:

All



For further information please contact the author of the report

Background papers – None

Annexes:

Annex 1- Equality data improvement key tasks

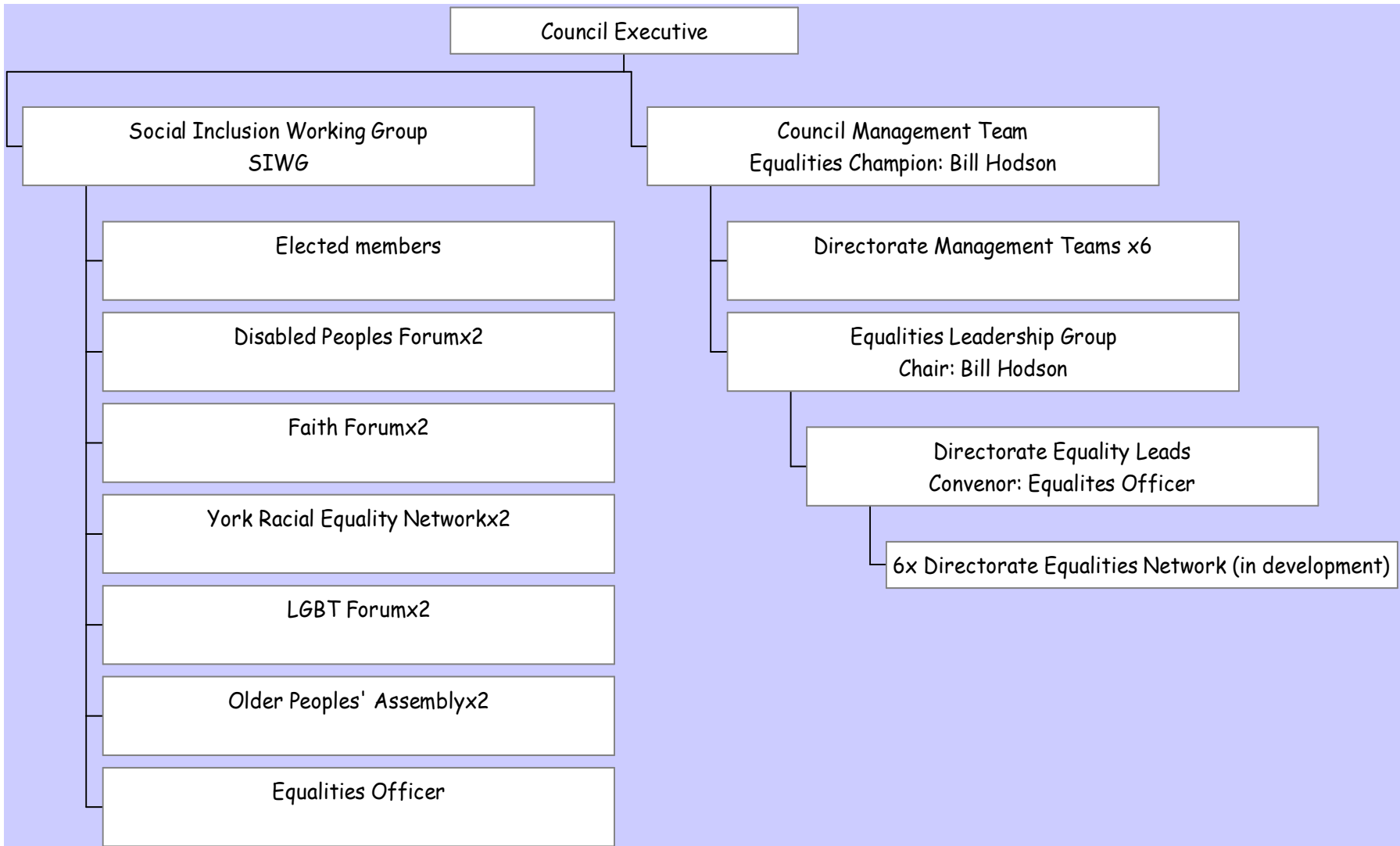
Annex 2 – Council Equality governance structure 2008/9

Annex 1- Equality data improvement key tasks

- Working with Directorates and their partner bodies, map data which is currently disaggregated in each of the Equality Strands, starting with data disaggregated in Age, Race, Gender and Disability, including sexual orientation and religion and belief where available .
- Analyse mapped data per Directorate to establish baselines to be used in:
 1. Equality Impact Assessments which are required for and feed into the annual Use of Resources assessment
 2. Future service delivery planning
 3. Human resources planning and development
 4. The updates of key strategies and plans such as the Sustainable Community Strategy, the LAA, the Inclusion and Equality Strategy, the Human Resources Strategy
 5. The development of a single Corporate Equality Scheme which will contribute to the refreshed Inclusion and Equality strategy
- Support relevant managers in the analysis and use of data to consider service and employment improvements.
- Support the development of corporate guidance about Equality profiling and data collection for the 198 new National Performance Indicators which came into effect on 1.4.2008
- Support the provision of data to evidence improvement for Use of Resources assessment and other inspection regimes
- Contribute to the development of a Council-wide system for data capture analysis and use, which is compliant with performance management inspection and legal requirements
- At the end of the 18 month period Members and officers will:
 1. have functional sets of data about staff and customers from the equality strands.
 2. be able to identify gaps in service and employment which need to be addressed to ensure that inclusion and equality improvement is ongoing, our inclusion and equality strategies are effective, and our legal duties are met.

3. measure and demonstrate improvements for staff and customers from the equality strands.

Annex 2- Council Equality governance structure 2008/9



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Meeting of the Executive

6th May 2008

Report of the Director of Housing and Adult Social Services

Gas Servicing - Future Procurement.

Summary

1. To provide the Executive with details of the recent procurement exercise undertaken and suggested future direction for the gas servicing and maintenance works to council dwellings.
2. To agree the amended repairs partnership Service Level Agreement (SLA) which details the framework and performance standards of the partnership ensuring that this approach will improve the quality, productivity and cost of the service to customers and the Council.

Background

3. In November 2003 the Housing Executive Member agreed a two-fold approach for gas servicing with an external contractor undertaking all works in the City area and Neighbourhood Services (NS) undertaking all works in the Acomb area under a partnering agreement based on the contract specification for the external contract. The external contract expired on March 31st 2008 and hence this report presents the future direction.
4. The vast majority of all other responsive maintenance type repairs are carried out by NS under the Housing Repairs Partnership agreed by the Executive in November 2004. This partnership was established to remove the traditional adversarial roles of client and contractor and promote a joint responsibility by both parties for the success of the partnership. This change has fostered a close working relationship that has made significant strides of improving performance to customers whilst reducing duplication in processes and also the management structure. This Partnership is based upon a charging mechanism of the actual cost to the authority of the works and does not include any profit.

Procurement Hierarchy

5. The procurement options for the gas servicing works have been assessed against the Council's Service Procurement Hierarchy, as set out in the Rollo Report 'A Strategy for Assessing Service Procurement Options' which members have previously approved as the procurement framework for the council, with a

recommendation on placement of the service at **Level Two – existing provider with Improvement Plan.**

6. The strategy for assessing this procurement option not only reflects Best Value principles but also looks beyond individual reviews and services to consider an overall view in order to obtain the best possible result for the Council and its customers. Based upon this strategy compliance with the 'Rollo' Report was sought in its guiding principles of transparency, robustness, control and ownership, customer focus, flexibility, affordability, deliverability, and corporate issues.
7. In line with the policy, if the recommended option is approved, the council will be choosing not to either, renew the current external contract for the provision 60% of this service, or undertake a fresh tendering process, or procure services from the existing framework, choosing instead to develop its own existing in-house service to provide 100% of the supply required. If the recommendation is approved, the councils will not be tendering the works therefore there is no legal obligation to competitively tender the service, however we must be mindful of best practice/VFM issues when satisfying ourselves of the 'competitiveness' of our in-house provision.
8. When considering the predicted future level of service, the gas servicing works have been evaluated against a range of key service criteria; acceptable price, acceptable quality, high customer satisfaction and capacity for continuous improvement. In addition to these service criteria consideration has been given to the number of contractors / service providers to engage to deliver this vital service. Officers have reached the view that it would be in the interests of the council and its customers to have a single service provider.
9. The provision of the service by a single provider will remove the potential for different service levels to customers as a result of employing two providers. NS have constantly provided a level of higher customer satisfaction than external contractors including issues such as communication and reliability. Managing external contractors requires a strong technical client presence and a significant amount of administration to administer the terms of the contract, manage performance and administer staged and invoiced payments. The heavily regulated nature of the gas industry places a large emphasis upon the interpretation of the provider, reducing the providers to one removes any difficulties associated with different interpretations of the regulations and the subsequent contractual discussions that this has often caused. Over a number of previous contracting arrangements the Authority has found that as a result of different interpretations of gas regulations, a consistent level of service to all customers is not achieved. Managing the process is a difficult and time consuming process which detracts from the true aims of the service to deliver the best possible service to our customers.
10. A key element of this evaluation of the service took the form of a cost analysis of the works against a range of external providers available to the Authority through a procurement route via the Northern Housing Consortium (NHC). The Northern Housing Consortium, of which the City of York Council is a member, have a procurement arm aimed at the development and delivery of business solutions to

meet the needs of its membership. These solutions are Official Journal of the European Union (OJEU) compliant collaborative framework agreements let under the European Union Procurement Directive, and accessible by any current or future consortium member organisation. In essence enabling its members to deliver efficiencies as a result of bringing together their buying power.

11. The NHC gas servicing procurement process was based on a standard specification that mirrors CYC's current gas servicing and maintenance contract. Four contractors were appointed by NHC to cover the Yorkshire & Humber area, details of the contractors are set out in annex a.
12. The contractors were appointed based on a standard gas servicing / maintenance specification against which they provided a maximum cost per property for carrying out the work as set out within the specification. Any additional requirements not set out within the specification which authorities may require of their contractor to comply with are over and above the maximum cost per property. The maximum cost for the contractors are outlined in confidential Annex A.
13. The standard specification used by NHC mirrors CYC's specification for the works and therefore the maximum costs set out at annex a provides us with a means of demonstrating and testing the 'competitive' cost and value of a the in-house service, but in the context of taking account of the wider strategic procurement issues that directly impact on the future shape and scope of existing or future in-house services across the Council. The costs of partnering with NS have therefore been benchmarked against the rates set out within the consortiums gas servicing contract and found to be in the range of external contractor costs, see Annex A.
14. When testing the competitiveness of procuring the services via the Housing Repairs Partnership it is important to ensure that any additional costs or efficiencies that are linked to any of the potential providers of the services are clearly set out along with the rationale and any assumptions that have been made.
15. A key criteria which CYC Housing Services require of its maintenance contractors is that they have a local base. This criteria has been established for a number of reasons, the key ones being:
 - Difficulties that have been previously experienced where contractors do not have a local base, particularly in relation to face to face contact and access to key staff; who have not had a local base.
 - When considering this particular contract, it is felt that the need for a local base is critical when considering the responsiveness of the contractor given the often emergency nature of the work;
 - Also when considering the principal associated with sustainable procurement, having a local base will considerably reduce the travel time and journeys associated with completing the work, thus reducing the carbon emissions linked to the delivery of this work.

16. None of the contractors who were appointed by NHC have a local base within York. Given that we are not tendering the service (as outlined in Para 7), we have not approached the external contractors to find out their direct costs associated with the establishment of a local base or if they would pass those cost on to the council as the client. However, our experience of working with other external contractors has been that set up costs are passed on to the council as the client either directly or indirectly. To determine an indicative cost associated with the establishment of a local base for benchmarking purposes, an existing capital works contractor, working within the gas industry has been approached to ascertain what they feel the costs would be associated with the establishment of a local base to carry out gas servicing and maintenance work to 7612 properties. This indicative costs is set out in Annex A.
17. As well as additional costs that will have to be borne by and external contractor, the additional costs that will be borne by CYC as a result of the service being provided by an external contractor. Where works are carried out by external contractors, there are Quantity Surveying (QS) costs associated with valuation and payment of works carried out. The previous external contract covered approximately 60% of the works and equated £26.5k per annum in QS fees, if all the work was to be procured via an external contractor this would rise to just over £44.1k per annum, and increase of £17.6k. There would also be additional client related technical costs within Housing Services to enable us to effectively managing the work on site. Our current staffing structure is based on the current 60/40 split. If all the work was externalised we would need to appoint an additional two members of staff to provide the increased client function. These additional costs would not be required if the service is provided via the Housing Repairs Partnership, due to internal procedures on payment of works between council departments and the partnering nature of the Housing Repairs Partnership.
18. If the works are procured via the Housing Repairs Partnership, there are additional savings of £15.3k that will be realised as a result of the internal accounting and invoicing procedures. Whilst these savings are non-cashable as they relate to a proportion of two administrative roles within the Housing Service Asset Management Team, alternative work not related to the gas servicing contract will be carried out by the individuals. Details of these have been provided in Annex A.
19. When comparing NS costs against the four contractors from the NHC tender exercise, the gross cost based on the standard specification, NS were the second most expensive. When considering the net costs i.e. taking into account additional contractor costs and council savings, NS were the second cheapest. Details of these costs are set out in Annex A. The additional cost associated with procuring this works via the Housing Repairs Partnership can therefore be established by taking the difference between the net costs of the cheapest contractor and NS as the second cheapest and multiplying the difference by the number of properties that receive the gas servicing works. In cash terms this equates to £21K per annum.
20. However, it is expected that efficiency savings arising from improved joint working are achievable which will off set this small increase in costs, however, these are unquantifiable at this point in time and as such have not been taken into account.

Consultation

21. Officers in Neighbourhood Services and Procurement have been consulted in producing this report.

Options

22. Option 1 - Approve the amendment to the Housing Repairs Partnership to include the whole of the gas servicing for the city. This is the recommended option.
23. Option 2 – Not approve the amendment to the Housing Repairs Partnership and request officers to undertake a formal tendering process for the servicing and maintenance of the Councils gas heating appliances in it homes.

Analysis

Option 1

24. It is considered that if the whole service is brought together under the Housing Repairs Partnership efficiencies can be delivered across the whole end to end process that will significantly reduce cost and increase performance. These efficiencies would not be deliverable under a traditional contract.
25. Delivering the service via the repairs partnership places the authority in a much stronger position regarding a number of the guiding principals set out in Para 6. It clearly enhances our ability to control and take ownership of the service, ensuring that a constant service is provided to all customers.
26. It is proposed to fully integrate the delivery of the service by integrating the traditional client and contractor roles with both Housing and NS staff working together in a single team. In order to reduce job role duplication for both Housing and NS staff there will be the requirement to redefine a number of officers duties. A single co-located team will be operationally resourced and jointly managed by Housing & NS to deliver this service made up of officers from both Housing and NS, this will speed up decision making and reduce duplication. Following evaluation of the new ways of working it is expected there will be changes to the permanent establishment which will be recommended through the appropriate channels. Adopting this approach will result in streamlining the processes, stripping out duplication from the system and increase the quality of the service that we provide to our customers.
27. With a joint management arrangement between Housing and NS, lines of communication will become much clearer and shorter with response times to decisions or changes reducing. NS have historically undertaken the role of an emergency fallback contractor where other contractors are unable to deliver on issues relating to gas and hence their services are tailored to deliver the flexibility required.

28. NS have been undertaking this service since November 2003 albeit on a lesser volume and have proved themselves to be reliable and are improving their levels of service in a continuous trend. Although this does include an expansion it is not considered to be one which would be undeliverable within their existing management resources.
29. By extending the Housing Repairs Partnership it allows for a fully integrated team, jointly managed, made up from the traditional client and contractor roles. While the potential future savings this is expected to achieve cannot yet be accounted for there are a number of targeted areas of improvement officers shall seek to take advantage of. This includes issues such as a shortening of communication lines seeking authorisation replacing this with a focus upon 'getting the job done', an increase in operatives productivity and single point of contact management for the service.
30. When considering the potential for service improvements, as set out in the key service criteria set in Rollo, specifically, Highest Quartile Quality, High Percentage on Time and Capacity for Continuous Improvement, the Housing Repairs Partnership has shown significant continual improvement since its launch in July 2005 with a reduction of all average repair response times since then as depicted below.

| Average time to complete repairs | Current performance | 2006/07 outturn | 2005/06 outturn |
|---|----------------------------|------------------------|------------------------|
| Emergencies | 0.47 days | 0.95 | 3.53 |
| P1's (3 working days) | 3.69 | 4.15 | 7.65 |
| P2's (25 working days) | 12.9 | 14.31 | 17.61 |
| Urgent repairs | 1.79 | 1.94 | 3.86 |
| Non-urgent repairs | 8.75 | 9.68 | 13.90 |

31. No direct customer satisfaction surveys are undertaken for the NSO heating team, however, the Annual Housing Service Monitor shows improved satisfaction levels with the repairs service globally of which NSO undertake the majority of the works, this currently stands at 84% satisfaction rating. In addition to this in October 2007 the repairs partnership has started to carry out monthly satisfaction surveys of a representative sample of customers who have had repairs completed within the last month. These surveys have shown customer satisfaction with the service NS provide as average of 86%.
32. Within the partnership there have been significant strides made in the area of health and safety in NS Building Maintenance as a whole of which the Domestic Heating section is part of. Building upon existing 'Safe Systems of Work Procedures' NS have produced a document 'Safety Management System'

highlighting potential risks and thus control measures for all activities expected to be carried out in the building maintenance department.

33. As a result of the inclusion of the gas servicing work into the partnership, the Service Level Agreement (SLA) has been amended to reflect this change, see Annex B. However the key elements of the SLA remain:

- **Objectives of the partnership;** including maintaining high customer satisfaction, reducing duplication, increasing efficiency, continual financial control, encouraging through example and placing the customer at the forefront of the service whilst involving them in the monitoring and milestone decision making process's.
- **Mutual Responsibility;** both partners will carry a mutual responsibility for the current level of and ongoing improvement of service provided to customers and members as well as each other.
- **The Pricing Framework;** Housing & Adult Social Services will provide Neighbourhood Services with a long term commitment of ongoing business through which they can have the confidence to plan for the future. Neighbourhood Services shall in return charge actual cost for each job based on a zero profit margin of labour rate, materials, and plant with a fixed percentage overhead cost, this shall be undertaken using open-book accounting.
- **Joint Performance Measures;** A robust Performance Framework around cost, speed of delivery, management of void properties, quality and customer care is essential to inform and facilitate continuous service improvement. The performance indicators for these will measure jointly the partnership rather than individually Housing & Adult Social Services or Neighbourhood Services again reinforcing the mutual responsibility of each partner.

34. The Partnership will require an Improvement Plan which will be linked to the Housing Services and Neighbourhood Services Improvement Plans, and reflect the Audit Commission requirements for stock investment and asset management. This approach will provide consistent criteria for assessing and measuring the effectiveness and efficiency of specific parts of the housing service. The Rollo Report 'A Strategy for Assessing Service Procurement Options', outlines that where a recommendation on placement of the service at Level Two – existing provider with Improvement Plan that the improvement plan is included in the SLA. Schedule 6 of the SLA set out the principals of any improvement plan, Annex C set out the detailed improvement plan linked to the gas servicing process.

Option 2

35. The provision of the service via external contractors was considered when discussion were first held within Housing Services during 2007. At this point in time, the Northern Housing Consortium published the outcome of their consortium procurement process for gas servicing which gave actual tender prices for the

work in question. Following discussion within the service, it was felt that external contractors could provide the service, but many of the efficiencies and improvements in customer service would be difficult to achieve as we would still have the traditional client / contractor roles.

36. If this option is chosen, NS would continue to carry out the service for the whole of the city under the current financial waiver that is in place until an external contractor was appointed. It would also be possible to bring in emergency cover, however, past experience has shown that this would be very costly.

Corporate Priorities

37. This tender exercise contributes to the Council's corporate priority to "Improve the quality and affordability of decent, affordable homes in the city".

Implications

38. Implications arising from this report are:
39. **Financial** - The detailed financial implications are set out in confidential annex A attached to this report.
40. The recommended option is within the approved budget for the service, and it is expected that improvements made to managing the service will deliver further reductions in the actual costs, over and above those highlighted in Annex A.
41. The actual costs will continue to be closely monitored and any variations will be reported to members in the normal way through the service plan monitoring reports.
42. **Human Resources (HR)** - Due to the current moratorium on restructures it is not possible to embark on implementing the proposed structural changes. In order to undertake the pilot it will be necessary to assess the remuneration applied to the additional duties undertaken by staff until such time as it is possible to consult on permanent changes to the cross directorate teams. Any proposed changes will be undertaken in accordance with the City of York Council's Management of Change Policy and Procedures and full consultation will be required.
43. Discussions with the previous contractor have taken place regarding the Transfer of Undertakings (Protection of Employment) Regulations 2006 ('TUPE') and how these would affect the individuals who worked on this contract. Given that good gas servicing engineers are a limited resource, the contractor indicated that the individuals who were working on the contract were being absorbed in to other areas of their business, they were happy to do so and as such there would be no individuals transferring. The legal issues associated with TUPE are set out below in the legal implications.
44. **Legal** - Approving this report would amend the Housing Repairs Partnership.

45. Where work is brought back in-house from an external provider the Transfer of Undertakings (Protection of Employment) Regulations 2006 ('TUPE') are likely to apply. The effect of TUPE is that employees of the contractor who are assigned to CYC work (broadly speaking those who spend 50% or more of their time on CYC work) immediately before the in-sourcing would be automatically transferred to the employment of CYC. Pre-transfer terms and conditions of employment are protected by TUPE and the ability to dismiss post-transfer is curtailed.
46. That is not to say that employees will inevitably transfer even where TUPE applies. Individual employees are entitled to object to the transfer and the contractor may redeploy employees away from the transferring part of their undertaking. However, the costs associated with inheriting long serving employees may be significant should, for example, redundancies be necessary (it is also worth noting that any post transfer redundancies caused by over capacity should be made from a pool which includes existing comparable CYC employees so may be disruptive).
47. TUPE contains strict anti-avoidance clauses. Any agreement between the contractor and CYC that TUPE will not apply will be invalid. Whilst the risk of challenge may be low if the employees are happy to remain employed by the contractor, the risk cannot be discounted until after the transfer. Should CYC receive an indication that the contractor intends to re-assign its employees so that no-one is assigned to the transferring undertaking, and that the affected individuals are happy with that, further legal and HR advice should be sought. Such an indication, in itself, offers no legal protection against the risk of employees transferring. However, if the appropriate employee liability information, warranties and indemnities were received then it would be possible for CYC to safely assume that there will be no transferring employees.
48. **Information Technology (IT)** - Retaining the service in-house would allow all ordering, management and invoicing processes to remain within the authorities IM&T systems further reducing the time and cost implications of marrying up to an external contractor.
49. There are no **Property, Equalities** or **Crime and Disorder** implications arising out of this report.

Risk Management

50. In compliance with the Council's risk management strategy the main risks that have been identified are those which could lead to the inability to deliver services (Operational) as this is an expansion of works to NSO leading to financial loss (Financial). With any works relating to gas appliances in customers homes there is also the (physical) risk to health from carbon monoxide poisoning/explosions that could lead to non-compliance with legislation (Legal & Regulatory) should there be an avoidable accident.

Measured in terms of impact and likelihood, all risks have been assessed at less than 16. This means that at this point the risks need only to be monitored as they do not provide a real threat to the objectives of this report.

Recommendations

51. The Executive is asked to approve option 1, which involves in-sourcing the gas servicing work, and to approve the amendment to the Housing Repairs Partnership to include the whole of the gas servicing for the city.

Reason: To secure service quality and value for money on behalf of the council's tenants.

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Report Approved

Date 24th April 2008

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

All

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Annexes:

Annex A – Confidential Financial Implications
Annex B – Housing Repairs Partnership, SLA
Annex C – Improvement Plan (Gas Servicing)

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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SERVICE LEVEL AGREEMENT

In support of a Partnering Agreement

Between

HOUSING & ADULT SOCIAL SERVICES

And

NEIGHBOURHOOD SERVICES

For the provision of a responsive housing repairs service, including gas maintenance to void and council houses.



City of York Council

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THE PARTNERING CHARTER

The Responsive Repairs Partnering Team undertake to work together in a culture of cooperation, openness and trust to deliver the best possible service to our customers.

The principals of the agreement are to:

- deliver a high quality repairs and maintenance service;
- maintain high customer satisfaction;
- continuously improve;
- be accountable for our actions;
- jointly control cost and provide the service customer want within the agreed budgets;
- work towards reducing the actual cost of delivering the service;
- eradicate duplication, bureaucracy and waste;
- promote a 'right first time' approach;
- ensure value for money;
- reduce disputes;
- be innovative.

This is the Schedule referred to in the foregoing Agreement between Housing & Adult Social Services (the Client) and Neighbourhood Services (the Supplier).

SCHEDULE - PART 1

EXECUTIVE SUMMARY

THE AGREEMENT

This is a Service Level Agreement (SLA) between the Directorate of Housing & Adult Social Services (the Client) and Neighbourhood Services (the Supplier) for the provision of a responsive housing repairs service, including gas servicing, to void and tenanted council homes along with other council owned buildings as outlined in schedule 2 . It describes the services to be delivered, the standards to which they shall be delivered, the mechanism of payment and the measurement of the quality of output including the satisfaction of tenants. The SLA will operate from January 1st 2005 for a period of five years with an option to extend the agreement subject to all parties being willing to do so. In line with the Service Improvement Plan, the SLA will be mutually reviewed and amended as required, but as a minimum on an annual basis, to ensure that we continue to match the internal and external demands and expectations of the service. The SLA provides formal dispute avoidance and resolution and termination procedures. This SLA will form the foundation of a Repairs Partnership between the two parties that includes a mutual responsibility for the success of the Partnership.

SERVICE PROVISION AND OBJECTIVES

Housing & Adult Social Services holds a portfolio of approximately 8000 homes of mixed size, constructional nature and tenure which are required to remain in a high state of repair. Major planned improvements for replacement of whole building elements are carried out through the Housing Capital Programme and therefore falls outside of this agreement.

Within this agreement are the day to day repairs to void and tenanted properties, annual gas servicing and maintenance as well as certain non-domestic properties such as garages/sheds. Subject to an annual review and appropriate benchmarking the scope of the Partnership may be expanded to include other works.

The Partnership is tasked to provide a flexible repairs service tailored to the requirements of the customers and property portfolio. A Schedule of Rates will form the basis of repair diagnosis and the continued use and improvement upon the current appointment system is crucial to its success.

A successful Repairs Partnership will, when assessed against the relevant Best Value Performance Indicators (BVPI's), achieve top quartile in relation to all aspects of performance and customer satisfaction whilst striving to achieve lower quartile operating costs for delivering all aspects of the service.

Imbedded throughout the SLA will be the principles of 'Rethinking Construction' - a report of the Construction Task Force by Sir John Egan. These principles will form the basis of ongoing annual reviews stimulating year-on-year improvements, though

collaborative partnership working. Egan set the following improvement targets for construction projects;

| | |
|---------------------------------|------------------------|
| Construction costs | Reduce by 5% |
| Construction time (Capital) | Reduce by 5% |
| Predictability – Time (Capital) | Increase by 10% |
| Predictability – Budget | Increase by 10% |
| Defects | Reduce by 10% |
| Health and Safety | Reduce Accident by 10% |
| Productivity | Increase by 5% |
| Customer Satisfaction (Service) | Increase by 10% |
| Customer Satisfaction (Product) | Increase by 10% |

As the Partnership is not an individual construction project but a year-on-year service contract combined with the fact that we are starting from high base level in some areas, particularly customer satisfaction, it may not be possible to achieve the results quantified above however the in the spirit of cooperation and joint working the goal is to strive to make measurable improvements in the same areas.

SCHEDULE – PART 2

SERVICES TO BE DELIVERED

The services included in this SLA are;

- daytime and out of hours responsive and emergency repairs as designated by an agreed Schedule of Rates document including response times as ordered by the client, annual gas servicing and maintenance to Housing Services properties as well as responsive repairs to Social Services Elderly Persons Homes, Travellers Sites, Hostels, Schools / Education owned buildings;
- a computerised repair by appointment system to maximise both tradesperson access rates and customer satisfaction;
- tradesperson diagnosis and completion of repair at first visit as often as practically possible within an agreed framework;
- the return of void properties to the agreed void quality standard within agreed timescales to ensure minimum void loss;
- utilisation of the supply chain to make optimum use of purchase price, choice, product quality and life cycle costings;
- quality assurance of procedure and product.

OBJECTIVES OF THE SERVICE

The Partnership and Corporate objectives of the service to be provided are to;

- improve and maintain the physical environment for its customers to promote quality of life;
- through co-operative working reduce duplication, variation and waste in the service to increase efficiency and quality of the service output;
- alongside the Housing Capital Programme maintain as a minimum the Decent Homes Standard;
- keep all of the Housing Stock as rentable valuable assets to the HRA and ensure that any other council owned building included within the agreement are maintained;
- maintain high customer satisfaction;
- protect customers, City of York Council representatives and members of the public from health and safety risks in or around the housing stock and any other council building included within this agreement;

- maintain the security of customers homes and communal areas of the housing stock and any other council building included within this agreement;
- encourage through example and the provision of high quality services, resident ownership of the home and local environment;
- continuous service improvement through various scrutiny and review processes resulting in SLA variation to the benefit of the service;
- continual financial control and future sound business planning of City of York Council budgets and resources to maximise service output whilst at lowest quartile cost;
- provide a flexible service that can link into the City of York Council's global overarching objectives;
- place the customer at the forefront of the service whilst involving them in the monitoring and milestone decision making stages.

LINKS TO STRATEGIC AND CORPORATE OBJECTIVES

The Housing Repairs Partnership links into a number of key strategic and corporate objectives for the City, particularly around the themes of:

- **Improve the quality and availability of decent affordable homes with the city;**
- **Improve the actual and perceived condition and appearance of the city's streets, housing estates and publicly accessible spaces;**
- **Improve efficiency and reduce waste to free up more resources.**

SCHEDULE – PART 3**THE PRICING FRAMEWORK****Methodology Underpinning The Partnership**

The client will provide the supplier with a long term commitment of ongoing business through which the supplier can have the confidence to plan for the future. The supplier shall in return charge the client real cost for each job based on a zero profit margin of labour rate, materials, and plant with a fixed percentage overhead cost, this shall be undertaken using open-book accounting. A detailed breakdown of these costs is to be used for commitment accounting to provide tight financial control and sound budget planning.

Ordering, Charging And Payment

The client will electronically raise works orders via the Housing 'iworld' IT system, they shall be in the form of the approved Schedule of Rates (SOR) providing a commitment cost against the Housing Revenue Account. Where work is not covered by the SOR's it shall be ordered electronically via 'iworld', but against an estimated price provided by the supplier. As this order is carried out, the supplier will incur real costs of materials, plant, labour and a percentage overhead fee. This will be openly recorded as the invoice cost overriding the initial commitment. Charging and payment shall be made electronically via the Council's Financial Management System (FMS) in the form of a batch file payment no less than once in any Mon-Friday period. Simultaneously, the same batch file of invoice details shall be electronically transferred to Housings 'iworld' IT system to update the commitment cost to real costs thus ensuring effective financial control.

No hold period will be required between invoice date and payment date. A regime of random checks in throughout the life of the partnership will be employed to understand variances between the value of jobs ordered and jobs completed. Work on improved supply chain management and invoicing from suppliers will reduce the time from work complete to work invoiced. The overall objective being to reduce the value of work in progress to levels that enable accurate budget control. A sliding scale of random checks will be employed based upon improved performance.

Should the responsible client/supplier officers require to part or fully refund any invoices this shall be done either in the form of a negative value works order from the client placed immediately or a cost reversal provided from the supplier within 5 working days of request.

Annual Guaranteed Maximum Price

The Annual Guaranteed Maximum Price (AGMP) is the budget set by Housing & Adult Social Services for the responsive repairs, including gas servicing and voids service and there is a shared responsibility on both partners to ensure that the budget is not exceeded.

The AGMP shall only be adjusted as a result of :

- The omission of significant work activities;
- The addition of work, over and above that taken into account when setting the AGMP, requested by Housing & Adult Social Services and involving further investment.

The omission of work and subsequent reduction of the AGMP shall not count as part of the ongoing savings targets outlined elsewhere within the SLA.

The increased costs associated with the addition of work shall be agreed between all parties.

If the nature and / or the type of works change and this substantially alters the work carried out under the agreement, there will be a need to re-evaluate some of the KPI's, particularly the average job cost.

Key principals:

- All parties to work together to ensure that the AGMP is not exceeded;
- Work should be carried out at actual cost with a commitment that all savings resulting from the repairs partnering agreement should be should be paid back to the Housing Revenue Account (HRA).

Guaranteed Minimum Price

The guaranteed minimum price will be the fixed % fee for overheads regardless of what work is carried out.

Open Book Accounting

Central to this Partnering Arrangement is the confidence the partners have in each other's commitment to share general business information, including cost information. Open Book Accounting is one of the tools available to achieve this.

Open book accounting can be described as an arrangement where access to financial information of both parties is available including cost of supplies, wage rates and overheads, so that all parties can work together to reduce cost and ensure that value for money is achieved.

Reasons for employing an open-book approach vary but it is agreed that it supports the principles of Best Value, the ethos of partnering and has the potential to generate the often elusive cost savings.

Overheads

Overheads will be reviewed and agreed on an annual basis as part of the annual review of the agreement. Once set, overheads will be paid on a monthly basis, one twelfth each month.

Actual Costs

Works should be charged on an actual costs basis. The costs to be set against the AGMP will therefore be actual costs (labour & materials) plus overheads as outlined above. Actual costs for materials includes for wastage and handling.

Commitment Accounting / Schedule of Rates (SOR)

Work shall be ordered against an agreed SOR. (See Annex 2). The SOR will be used for the duration of the partnering agreement on all works. The rates inserted in the Schedule will be as accurate as possible to reflect the actual cost of the work. The partners will update the rates as frequently as necessary to ensure their accuracy, and at a minimum on an annual basis at the commencement of the new financial year.

Any work that can not be ordered against the SOR should be ordered against an estimated price agreed between both partners.

The SOR will be a living document and will change over time to reflect any changes in the nature and type of work required.

The SOR is for commitment accounting purposes only. Work shall be charged and paid based on actual cost as outlined above. Invoices for works shall be paid electronically via the councils financial management system.

Value for Money (VFM)

As part of the annual review of the agreement it will be necessary to ensure that the partnership is providing VFM. Annual benchmarking will therefore take place to ensure that this is the case. To ensure that a consistent approach to benchmarking is achieved, it will be essential that whilst the SOR is a living document and will change. However, the codes used for benchmarking purposes in the independent health check will remain in the SOR which can be used for benchmarking purposes.

Benchmarking against this set list of codes will be carried out as part of the annual review of the agreement. Where the nature & type of work evolves over the life time of the agreement, it is essential that the benchmarking process evolves to reflect any changes to ensure that the agreement is still providing VFM.

Exceptions

An exceptions criteria will be established, and reviewed as required, but as a minimum on an annual basis at the commencement of the new financial year. All jobs which fall outside the criteria will be reviewed by both parties on a monthly basis and agreed. There should be no outstanding jobs against the criteria for longer than one month.

Average Job Cost / Inflation Adjustment

Key to the success of the partnership is to realise the benefits of partnering, as exemplified in the Egan report. One element of this is to show a real time reduction in average job cost. As outlined in the Key Performance Indicators Schedule, year on year reduction of average job cost in one of the KPI's. However to ensure that we are assessing the reduction of actual cost against a true position taking account of inflation, for performance measurement purposes the average job cost shall be inflated by increasing the labour element by the local authority pay increase and the material element by RPI for the previous 12 months as shown in table 18.1 of the monthly digest of statistics published by government.

Works will be charged and paid for on an actual costs basis, however for performance management purposes and assessing real time reduction in construction cost, each year the actual average job cost will be inflated as outlined above, and the agreed target cost set for the Key Performance Indicator (KPI) against which performance will be assessed. For example:

| | Year One | Year Two | Year Three |
|--|----------|----------|------------|
| Average job cost (base year) | £98.00 | | |
| Target for reduced average job cost - year 1 | £95.50 | | |
| Actual average job cost - year 1 | £96.00 | | |
| Inflation element for KPI - year 2 | | £02.79 | |
| Target for reduced average job cost - year 2 | | £98.79 | |
| Actual average job cost – year 2 | | £97.50 | |
| Inflation element for KPI - year 3 | | | £ 03.09 |
| Target for reduced average job cost - year 3 | | | £100.59 |
| Actual average job cost – year 3 | | | £ 99.68 |

Managing the Budget

Whilst overall responsibility for the managing the Housing Revenue Account, of which the repairs budget is one part remains with the Head of Housing Services, and the responsibility for other directorates budgets is with the appropriate Assistant Directors, it is a requirement of the agreement will be that all partners work together to ensure that the approved repairs budgets are managed effectively.

There will be a joint monthly budget monitoring meeting. The purpose of this meeting will be to consider all of the headline budgets relating to the agreement, including external factors which are not subject to the agreement. In order to ensure that decision are taken based on up to date information a valuation will take place prior to the meeting, with information circulated before the meeting. At the meeting each headline budget code will be assessed taking into account:

- any exceptions, as outlined above;
- repairs ordering profile;
- invoiced costs;
- commitment costs;
- work in progress;
- average job cost; &
- projected year end outturn.

By managing the budget in this way we will be able to ensure that decisions are taken jointly, based on real time, accurate information with the end result of balancing all the headline budgets.

This budget monitoring group meeting will include key personnel from both Housing & Adult Social Services & Neighbourhood Services, and will also include tenant representation.

Variation and authority

The Partnership is committed to reducing variation within the works order process and will work collaboratively to reduce the amount of variations to an acceptable minimum. Where the client takes full responsibility for the number and quality of the works orders placed, the supplier has the duty to work flexibly but responsibly once at the work site.

The agreed SOR document will provide a framework for job task variation at the working site. The SOR document is not a definitive list of repairs to be carried out but where identified to provide written guidance for the supplier's operatives regarding their authority to adapt/vary the works order placed to match the job task on site and hence complete the repair. If the actual required repair exists identified within the SOR document as an authorised variation then the operative is immediately delegated authority to carry out such a variation. This shall be noted upon the works order prior to request for payment.

Should the supplier's operatives, whilst at the work site, notice subsequent 'other' repairs that do form part of the identified SOR document they shall only be carried out if they:

- materially form part of the initial works order;
- pose a legitimate Health and Safety risk;
- are listed as available repairs within the SOR document which need doing and are specifically requested by the tenant

Therefore once the original work task has been completed on site the operative shall not inspect the remainder of the property for subsequent repairs.

Should the work task be in excess of any tasks within the SOR document then this information shall be returned in writing to an authorised Client Officer as an estimate including all necessary detail such as Address, previous works order number, detailed priced specification and an estimated timescale for completion.

The client is the budget holder, any changes in working practice that will significantly affect the profile of or actual budget expenditure must be agreed by the client prior to implementation.

SCHEDULE - PART 4

KEY PERSONNEL

CLIENT ROLE

With respect to the partnership the client's responsibilities are:

- all repairs budgets relating to the agreement;
- to its customers, elected members and CLG for the quality of the service;
- for the Partnership's integration with other of Housing's services e.g. the capital programme, recharge policies, estate management issues etc;
- to achieve the direct and indirect Key Performance Indicators (KPI's) of the service;
- front line customer contact and ordering repairs with appointments where required;
- links to the Asset Management Strategy;
- achieving and maintaining the Decent Homes Standard;
- achieving value for money and proving Best Value;
- the legal requirements of a landlord;
- the relative financial wellbeing and stability of the supplier through the Partnership relationship;
- to carry out post inspection of repairs on an exceptions basis with the number required reducing or increasing dependant on performance indicators on quality and customer satisfaction;
- to commission annual benchmarking to ensure VFM.

Housing & Adult Social Services (the Client)

Key personnel within the service are;

| Name | Designation | Tel Ext. No |
|------------------|---|-------------|
| Bill Hodson | Director of Housing & Adult Social Services | 4000 |
| Steve Waddington | Head of Housing Services | 4016 |
| Mark Grandfield | Asset Manager | 3733 |
| Chris Pinder | Responsive Repairs Manager | 4452 |

| | | |
|-----------------|-----------------------------|------|
| Debbie Mitchell | Senior Accountant | 4166 |
| Dilys Jones | Strategy & Enabling Manager | 4143 |

Resources

Housing Services is led by an Head of Housing Services with the responsibility for the management of the service being the responsibility of the Asset Manger, who will report to the Head of Housing Services, with day to day operations being overseen by the Responsive Repairs Manager. A team of technical officers within Housing Services with specialist skills in diagnosis and specification of works will provide the client role technical resource. A number of non-technical officers will via dedicated telephone numbers liaise with customers regarding requests for works and place the appropriate works orders.

SUPPLIER ROLE

With respect to the partnership the supplier's responsibilities are:-

- shared goals of the client as above;
- to provide a high quality service tailored to fluctuating demand;
- to plan and deliver the service with the most suitable workforce, skills and materials available;
- provide and monitor Best Value whilst striving for continuous improvement.

Neighbourhood Services (the Supplier)

| Name | Designation | Tel Ext. No |
|-----------------|------------------------------------|-------------|
| Terry Collins | Director of Neighbourhood Services | 2003 |
| Richard White | Assistant Director (Construction) | 3206 |
| Steve Peel | Operations Manager | 3252 |
| Kevin Bray | Operations Manager | 3237 |
| Graham Frodsham | Management Accountant | 3220 |

Resources

The resources employed within the repairs partnering arrangement will not be exclusive to the work.

The execution of the work will be organised through a central planning function with the partnering work prioritised ahead of any other business maximising performance. Typically the same staff will work on a day to day basis on this work but will be added to or removed from on a demand basis.

The level of resources allocated will be planned to match demand for services.

Management arrangements

The construction division of Neighbourhood Services is led by an Assistant Director. The overall responsibility for the management of the work will be with the Operations Managers who will report to the AD. The work area will be West (Acomb) and East (City) with the day to day operations overseen by two supervisors.

There will be a planning unit with a planning manager and two assistants. The primary function of the planning unit will be to plan the repairs work.

The business support unit within the building division of Neighbourhood Services that will receive all incoming telephone calls and close off completed work.

Hours of service.

The current core hours of the service will be Monday to Friday 8:00am to 5:00pm, with evening appointments for joinery, plumbing and plastering work available between the hours of 5:00pm to 8:00pm Monday to Friday.

The aim of the Partnership over the lifetime of the agreement is to continually evaluate customer requirements for appointment times and respond appropriately.

Work outside the core hours will be covered by the standby arrangements.

Supply chain management

The Council is committed to improving the delivery of its services and takes procurement seriously, viewing it as central to achieving service excellence by improving processes and achieving cost reductions that can be redirected to frontline services, thereby benefiting the citizens the Council serves. As such it sees it as more than just buying goods and services, or outsourcing service delivery and uses it as a mechanism to help challenge the way current services are delivered.

It is for this reason that as a result of an internal review, a Corporate Procurement Unit was established in Feb 2004. The unit is concerned with policy and strategy, the letting and administration of corporate contracts, contract monitoring, collecting procurement information across the council, overseeing devolved buying, acting as an internal source of expertise and co-coordinating training for departmental procurements.

The unit will be developing the council's Procurement Strategy and policy framework, together with procurement processes that address the Council's approach to issues such as environmental sustainability and ethical procurement as well as providing information on subjects including tendering thresholds, EU legislation, and dealing with suppliers in the management of contract negotiations. These documents will form a vital reference source for all procurement activity and all staff will be encouraged to use them to ensure a more coordinated and focused approach is adopted to procurement throughout the Authority in the management of the supply

chain. This will provide those staff engaged in some form of procurement activity, with the necessary commercial and operational tools to enable them to make a wide range of purchasing decisions in a more informed manner and will be published on the intranet.

JOINT RESPONSIBILITY UNDER THE PARTNERSHIP

Risk Management and Corporate Governance

The Partnership is committed to the principles of good governance, namely;

- Openness and inclusivity;
- Integrity, and;
- Accountability.

In addition, the Partnership will develop and maintain effective systems of risk management and internal control, so as to identify and mitigate the likelihood of losses or other failures in service planning and delivery. The system of internal control will be based on an ongoing process designed to identify and prioritise the risks to the achievement of policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised and to manage them efficiently, effectively and economically. The systems will be subject to periodic review and the results will be reported to the Partnership.

Performance Monitoring and Reporting

Performance information on the key performance indicators for the Partnership will be provided for the monthly review meetings. Key performance areas will be considered on a monthly basis by a core team of staff and customer representatives.

A report on the Housing Repairs Partnership performance will be reported quarterly to Members through Housing and Neighbourhood Services EMAP or a Partnership Board dependant on the outcome of the constitutional review.

Health and Safety

The health of our employees, residents and visitors, and the safety of our activities are of paramount importance. Activities will be undertaken with due regard to securing the highest possible standards of Health and Safety. We are committed to protect the environment and the safety of our employees and the public as a whole, ensuring no one is adversely affected by our activities. Non-compliance with Health and Safety Legislation is not an option, our policy is to exceed the minimum required by the law.

In support of the commitment to continuous improvement, the systems will not only measure quality performance, they will also allow for measuring, maintaining, monitoring and continually improving our safety performance. This will promote health and safety values throughout including joint working with staff unions, employee liaison groups, residents projects and community audits.

All Neighbourhood Services staff will have as a minimum attended a one day IOSH safety course. Neighbourhood Services Health and Safety systems are audited annually using the ROSPA audit scheme and currently hold and maintain a level two award.

HR Policies

Success can only be achieved with employees with the right skills and abilities to deliver a Quality Service. The Council has adopted the Recruitment and Selection Policy and Procedures as a means to make sure we have those employees. In addition this will include agreed induction programmes for all new staff, so that staff are made aware of the nature of the service they are to provide, the standards that are expected of them and the quality they are expected to achieve.

Recent EFQM assessments have identified areas for improvement in people issues and has influenced the approach within action plans for the development of Neighbourhood Services. This has led to initiatives in communications, such as team briefings and the in house newsletter 'team-talk'. This approach has been confirmed by results in staffs surveys where Neighbourhood Services has performed well in most areas.

In addition to standard terms and conditions for a Council staff benefits, Neighbourhood Services also provides staff with:

- personal development through the Workforce Panel, run by staff for the benefit of staff, with a stable annual funding;
- an osteopathy referral scheme allowing all staff to be treated, free of charge for up to six treatments.

Training and Development

Housing Services; provides a flexible training package for staff coordinated from a single officer point of contact, tackling specific technical issues to generic working practices and pressures including Health and Safety, a procedure is also in place for further education to promote employee skills, abilities and qualifications.

Neighbourhood Services; has recently expanded its HR team to enhance its training and development activities. A main priority will be the development of a leadership programme for all managers and supervisors, which will began in 2004/05.

This is the first stage in developing Personal Development plans for managers, arising out of the appraisal system, although all staff up to the level of Assistant Director, already have access to personal development training through the Organisation's Workforce Panel, managed by staff representatives.

All staff will undertake a development programme that will ensure skills and competency to carry out their work and will encourage personal growth and enhanced motivation, through gaining skills and competencies to carry out their work

to a higher degree of competence and go on to broaden their skills through personal development

At Neighbourhood Services, we recognise the value of the Council's customers and our staff's responsibility to behave correctly towards them, each member of our front line staff receives an annual 'Customer Care' training course, which sets out these responsibilities. It is our intention to improve the content of these courses to help our staff to communicate with residents, particularly about their neighbourhood.

All staff also receive, as a minimum, ongoing training in Health and Safety aspects of their work. In addition, all existing staff at supervisor level and above are required to undertake a four day IOSH training course 'Managing Safely'. This policy applies to all Neighbourhood Services' staff, with management responsibilities.

Review Meetings

Periodic review meetings between the parties will be held monthly to discuss operational issues and quarterly to discuss strategic issues of the Partnership. Agendas will be published in advance and all parties will be expected to release the appropriate members of staff to both prepare for and attend each meeting as required. Monthly review meeting will be attended by key personnel nominated by the Assistant Directors from the list outlined earlier.

Annual review meetings will take place in February each year at which time the strategic direction of the partnership will be considered. Assessment against the partnerships KPI's will also be carried out at this time. It will also be essential to review the agreement to ensure that the Partnership is providing value for money. Annual benchmarking will therefore take place to ensure that this is the case and is detailed on page 10. The annual review will be led by the two Assistant Directors.

SCHEDULE – PART 5

Key Performance Indicators

Housing & Adult Social Services & Neighbourhood Services will report on performance in line with the councils service planning / performance monitoring timetable. Progress of many of the key features of the arrangement will be monitored using performance indicators. It is a way of making sure we do what we say we will do.

A robust Performance Framework for the Housing Repairs Partnership is essential to inform and facilitate continuous service improvement leading to:

- Well maintained homes;
- Value for money for customers and the City of York Council;
- High customer satisfaction;
- A culture of continuous improvement.

The key areas that need to be measured and monitored to give a clear understanding of the performance of the Partnership are;

- **Cost** - Value for money is a key measurement of the success of the partnership, and bearing in mind the principles of partnering reductions in cost through efficiencies of delivery and the supply chain will need to be demonstrated;
- **Speed of delivery** - There are statutory indicators to be measured on speed of response within government timescales. The speed within which a repair is successfully completed has been consistently raised by tenants as one of the most important aspects of the service to the customers;
- **Management of void properties** - It is essential that properties are let as quickly as possible. A recent system review of the voids process has resulted in changes to working practices. Performance across all voids is currently running at an average of 19.5 days, however with improved working practices and lines of responsibility the process can be streamlined further;
- **The percentage of properties receiving their annual gas servicing** – The requirement to annually service all it's gas burning appliances is a statutory duty. The proportion of properties requiring a gas service that receive their gas service will be critical to ensuring that a) the council is meeting it's statutory duties and that we are keeping our customers safe.
- **Quality & Customer care** – It is difficult to have precise targets for quality and for customer care as results are often based upon perception and satisfaction which are hard to measure. It is therefore important that these indicators are closely linked to the Quality Control and Customer Care Management System.

All indicators will have a detailed definition as well as a target, tolerance level, ownership, and a date for monitoring, reporting and review. The Partnership will have some 'top level' indicators covering the key areas and flowing from these will be lower level targets possibly down to team level. Due to new working practices and IT systems it may be difficult to set some of the targets and even definitions until the Partnership is operational and has been in place for some months.

It should be remembered that most performance indicators are management tools only and provide useful pointers towards service delivery standards. However individual PIs are limited in the information they give and can never be more than 'can openers'. The performance of the service as a whole should be considered, in the local context, rather than concentrating on individual aspects.

Below is a list of initial PI's for measurement of the success of the service, many are operational management tools only and not intended for publication. Not all PI's will be equally weighted in importance for success of the partnership measurement. The setting of this weighting along with future targets and the recording and maintaining the PI's will be the responsibility of the Partnership. Any variation is subject to the agreement of the Partnership, in case of disagreement The Head of Housing Services shall make the final decisions regarding the indicators that are required to be reported as part of any statutory process by Housing Services.

| PERFORMANCE INDICATOR | CPA | Statutory | Local | Operational |
|---|------------|------------------|--------------|--------------------|
| COST | ✓ | ✓ | | |
| Average cost of repairs per home | ✓ | ✓ | | |
| Average actual cost of repairs | | | ✓ | |
| Average cost of gas servicing per home | | | ✓ | |
| Percentage change in actual cost of repairs | | | ✓ | |
| Average cost of a basket of 30 most common repairs | | | | ✓ |
| SPEED | | | | |
| Percentage of appointments kept where raised (subject to removal by ODPM) | ✓ | ✓ | | |
| Percentage of P1 repairs raised within time limits | | | | ✓ |
| Percentage of repairs completed emergency – within 24 hours | | ✓ | | |
| Percentage of repairs completed P1 – within 3 days | | ✓ | | |
| Percentage of repairs completed P2 – 25 within days | | ✓ | | |
| Percentage of appointable repairs appointed | | | | ✓ |
| Percentage of non urgent repairs completed within Government time limits | ✓ | ✓ | | |

| | | | | |
|---|---|---|---|---|
| Average time to complete non urgent repairs | ✓ | ✓ | | |
| Percentage of jobs completed on first visit | | | ✓ | |
| Ratio of emergency to urgent to non urgent repairs | | | | ✓ |
| Percentage of properties receiving their annual gas servicing | | | ✓ | |
| VOID MANAGEMENT | | | | |
| Average time to complete property clean, service and inspection | | | | ✓ |
| Average time to complete scenario 3 repairs | | | ✓ | |
| Average cost per scenario 1,2 and 3 property | | | | ✓ |
| Ratio of scenario 1 to 2 to 3 properties | | | | ✓ |
| Satisfaction with condition of new properties | | | | ✓ |
| QUALITY AND CUSTOMER CARE | | | | |
| Number of upheld complaints received | | | ✓ | |
| Percentage of customer feedback cards received to jobs raised | | | | ✓ |
| Percentage upheld fault finding resulting from post inspections of completed work | | | | ✓ |

Quality Control

Quality of work will be monitored using different formats and against different parameters, this will be in a joined up approach from both Housing Services and Neighbourhood Services incorporating current measurement methods from both parties to form one holistic approach to Housing Repairs.

Existing methods utilised by Housing Services include but are not limited to:

Annual Housing Monitor Survey – one to one interviews carried out by City of York Council Marketing Team annually with randomly chosen tenants on a variety of issues including satisfaction with the repairs service;

New Homes Questionnaires – postal questionnaire sent to all new tenants after 6 weeks of their tenancy to measure satisfaction with the service they have received including the physical quality of their home and the repairs carried out;

Housing Services Post Inspections – physical post inspections carried out by the Housing Maintenance team on completed repairs;

Housing Services Telephone Enquiries – telephone enquiries made by Rent Collectors or Housing Assistant Teams to gauge tenant satisfaction regarding the quality of completed repairs;

Neighbourhood Services' Quality Unit, supported by full-time assessors/inspectors, and specialist staff in Health and Safety and Human Resources. The Unit's role will be to:

- Drive the concept of quality in the organisation;
- Produce performance information to monitor performance in the organisation;
- Advise managers on options to improve performance;
- Ensure that Neighbourhood Services gains quality accreditation and maintains it;
- Act as the Departmental Management Team's champion for quality issues in the Department.

Responsibility for performance monitoring and implementation of improvement programmes lies with operational staff as part of their overall duties. This will ensure that quality is accepted by all members of the organisation.

The Quality Control and Customer Care Management System is simple in its basic concept but paying due regard to the Customer Contracts and Citizen's Charters of the Authority, by seeking to:

- identify the objectives that the service is striving to achieve;
- identify performance indicators that will measure the success of the operation in achieving those objectives;
- measure, monitor and report extent of compliance with the service objectives and produce strategies to improve where there are significant trends of under-performance;
- ensure that all requirements have been achieved and operations completed to agreed standards;
- ensure that personnel involved receive applicable training in the standards required;
- identify customer satisfaction with the service objectives and the service produced;
- identify customer requirements for improvements and recommend appropriate changes;

- provide feedback to the source of the complaint/recommendation;
- audit and evaluate the system processes and correct them where applicable;
- provide a culture and process for continually improving standards and evaluating lessons learned, ensuring they are fed back into processes;
- benchmarking services with comparable service providers to ensure the maintenance of high quality low cost services.

The source of most enquiries, complaints or comments are currently via the housing department or customer feedback cards. Once these have been passed to Neighbourhood Services, the customer satisfaction procedure will manage any issues arising and provide appropriate action and feedback within the timescale agreed by the Partnership.

Performance Monitoring within Neighbourhood Services

The achievement of quality and performance targets will be monitored by the Quality and Customer Care Section within Neighbourhood Services. Progress against performance indicators will be reported to nominated Officers as required. Progress against all PI's will be reported quarterly to Members and the partnership.

There will be five types of performance indicators;

1. National BVPIs;
2. Previous Audit Commission/BVPIs, still retained at a local level
3. Existing local BVPIs;
4. New local PIs;
5. Management PIs, not previously seen by Members agreed by the housing partnership.

SCHEDULE – PART 6

Improvement Plan

For both parties to be fully committed to continuous service improvement the joint adoption of a Strategic Partnering Improvement Plan is critical. This should be integral to both the Housing Services Improvement Plan and Neighbourhood Services Improvement Plan whilst also being robust enough to operate and stand alone. In no way is this expected to unnecessarily duplicate work in planning or operational functions.

The requirement is to stimulate improvement in terms of quality of service, product, planning and procedure through an ongoing goal setting and review process. It will target, item specific tasks, in isolation to stimulate service improvements in areas such as

- value for money as well as product quality through the management of the supply chain;
- workforce efficiency and reducing disruption to customers by reducing the number of repeat visits of operatives;
- maintaining of and improving on links to the capital programme and business planning functions of Housing Services;
- ongoing benchmarking of service standards and costs.

Update and development of the improvement plan will be on an ongoing process undertaken at quarterly intervals at the Partnership review meetings. It is envisaged that this will be a 'living' document subject to change, and review, and will form an integral part of the improvement process.

The initial production of such a document allows for an update and refresh of the main Housing Improvement Plan within which a number of items relating to the repairs process have been awaiting review. For ease of comparison it should follow a similar visual format to the Housing Services Improvement Plan.

SCHEDULE - PART 7

Definitions

In this Agreement, unless the context otherwise requires, the following expressions have the following meanings:

“Agreement” the agreement to which these definitions are annexed as Part 7 of the Schedule and the Schedule;

“Average Job Cost” means the result of the calculation of, the sum of all works orders invoiced through The Partnership divided by the total number of works orders for any one financial year..

“Commencement Date” means the date described as such in Part 8 of the Schedule;

“Key Personnel” means those persons (if any) employed by the Client and the Supplier and listed in Part 4 of the Schedule who are to provide all or part (as agreed between the parties) of the Services;

“Price” means the Price for the performance of the Services as set out in Part 2 of the Schedule;

“Services” means the Services to be performed by the Supplier as set out in Part 3 of the Schedule;

In this Agreement any use of the word “including” shall be treated as “including without limitation”.

The headings in this Agreement do not affect its interpretation.

Duration

Without prejudice to any other right of termination available to the Client set out in this Agreement, this Agreement shall commence on the Commencement Date, shall endure for the period stated in Part 8 of the Schedule (“the Initial Period”) and shall continue thereafter unless and until terminated by either party giving to the other at least six months’ prior written notice with such termination to take effect at any time after expiry of the Initial Period.

Positive obligations of the Supplier

The Supplier shall perform the Services in accordance with the Agreement.

The Supplier shall provide the Services at the premises specified by the Client from time to time (the “Premises”).

The Supplier shall keep reasonably detailed records of all acts and things done by it in relation to the provision of the Services and at the Client's request shall make them available for inspection and/or provide copies to the Client.

The Supplier shall at all times during the period of the Agreement:

- exercise all reasonable skill, care and diligence in the performance of the Services; and
- faithfully and diligently perform those duties and exercise such powers consistent with them which are from time to time necessary in connection with the provision of the Services.

Confidentiality

The Client and the Supplier agree to keep and ensure that its personnel shall keep all information arising or coming to its attention in connection with the provision of services under this partnership, secret and confidential and not at any time for any reason whatsoever to disclose them or permit them to be disclosed to any third party, except as permitted where the supplier requires to carry out its duties and obligations under this SLA.

The obligations of confidence shall not apply to information which:

- is in the possession of and is at the free disposal of the Supplier or is published or is otherwise in the public domain prior to the receipt of such information by the Supplier;
- is or becomes publicly available on a non-confidential basis through no fault of the Supplier;
- is received in good faith by the Supplier from a third party who, on reasonable enquiry by the Supplier claims to have no obligations of confidence to the Client in respect of it and who imposes no obligations of confidence upon the Supplier.

Variation

The scope of the agreement may be varied subject to appropriate benchmarking and affordability with agreement of both parties, any major changes must be by mutual agreement and not be to the detriment of the Partnership.

The repairs partnership recognises that the nature of the services to be provided will be under periodic review and that through these reviews and pressures both internally and externally may force variations to the SLA to reflect them.

Access to the Premises and Safety Requirements

The service must be carried out within safe and considerate working procedures. The supplier shall comply with its written Health and Safety procedures and note a suitable code of conduct for working in customers homes. The Supplier shall ensure that any agent and sub-contractors also comply with such requirements.

Payment

In consideration of the provision of the Services, the Client shall make payment to the Supplier in accordance with the provisions of Part 3 of the Schedule.

Obligations of the Client

Throughout the period of the Agreement the Client shall afford the Supplier such access to the Premises and Client's information records and other relevant material as the Supplier may reasonably and necessarily require to provide the Services provided always that the Client shall be obliged to afford such access only during its normal office hours.

The Client shall work with the Supplier to share such newly arising information that may be of relevance to service provision, such as potential hazards found within the property portfolio, adverse incidents regarding Housing Tenants of noteworthy comment or changes to the property portfolio.

Termination

Either party may formally terminate the Agreement in writing, the notice period for this being 26 weeks. Should both parties formally agree to termination and if a mutually acceptable notice period shorter than 26 weeks can be agreed this will be acceptable, if not agreement can be reached the period will be 26 weeks.

Assignment

The Supplier shall not assign, transfer, sub-contract or in any other manner make over to any third party the benefit and/or burden of the Agreement without the prior written consent of the Client.

Entire Agreement/amendment/waiver/

The Agreement embodies and sets forth the entire agreement and undertaking of the parties and supersedes all prior oral or written understandings or arrangements relating to the subject matter of the Agreement. Neither party shall be entitled to rely on any agreement, understanding or arrangement which is not expressly set forth in the Agreement.

The Agreement shall not be amended, modified, varied or supplemented except in writing signed by duly authorised representatives of the parties.

Notice

Both parties shall hold a joint responsibility for undertaking and maintaining responsible lines of communication. That where practical this should be in a suitable written format and to the relevant officer with authority to carry out/agree the instruction without unnecessary deterrent to the service provision.

Dispute Avoidance & Resolution Procedure

The purpose of the approach described below is to ensure that there is a mechanism to deal swiftly with any disputes that arise between parties to the agreement. If a dispute arises, it is important to manage it actively and positively and at the right level in order to encourage early and effective settlement.

In all instance the focus should be to work together to resolve problems as they arise to avoid a dispute occurring. Where a problem can not be resolved, one of the parties to the dispute should notify the other, in writing, that the dispute resolution process in to be invoked.

The instigator of the procedure should then formally advise the other party of the nature of the dispute and that it is to be discussed at the monthly monitoring meeting. Dependant on the nature of the dispute, if necessary a special meeting will be convened to discuss the dispute.

If the dispute can not be resolved at the monthly monitoring meeting, a meeting should be convened with 1 week between the Assistant Director of Housing and the Assistant Director of Neighbourhood Services.

If the dispute can not be resolved between the AD's, adjudication as a Alternative Dispute Resolution method will be employed.

Adjudication Clause

A party to this partnership ("the Referring Party") may at any time give notice ("the Notice") in writing to the other partner of its intention to refer a dispute arising under the Service Level Agreement to adjudication.

The parties should agree the identity of the adjudicator.

Where agreement can not be reached, the Referring Party shall contact City of York's Chief Executive and ask him to nominate an adjudicator, nomination shall be communicated to the parties within 5 days of receipt of the application.

Within 7 days of the Notice the Referring Party shall refer the dispute to the adjudicator.

The adjudicator shall reach a decision within 28 days of referral or such longer period as is agreed by the parties after the dispute has been referred.

The adjudicator may extend the period of 28 days by up to 14 days, with the consent of the party by whom the dispute was referred.

The adjudicator shall act impartially.

The adjudicator should take the initiative in ascertaining the facts and the law.

When communicating the decision the adjudicator shall explain the reasoning being the decision.

The decision of the adjudicator is binding until the dispute is finally determined by legal proceedings, by arbitration (if the contract provides for arbitration or the parties otherwise agree to arbitration) or by agreement.

The adjudicator is not liable for anything done or omitted in the discharge or purported discharge of his functions as adjudicator unless the act or omission is in bad faith and any employee or agent of the adjudicator is similarly protected from liability.

Insurance Claims

Both Housing & Adult Social Services and Neighbourhood Services are indemnified under a Corporate Insurance Policy of The City of York Council for public liability.

If any event occurs which may give rise to any claim or proceeding in respect of loss or damage to property or possessions or injury to persons this shall be administered in accordance with the procedures of the City of York Council Resources – Financial Services Group.

SCHEDULE - PART 8

THIS PARTNERSHIP AGREEMENT is made the 1st January of 2005

between

HOUSING & ADULT SOCIAL SERVICES having its Offices at 10-12 George Hudson Street, York (the "Client") and **NEIGHBOURHOOD SERVICES** having its Offices at the Eco Depot, Hazel Court, York (the "Supplier")

WHEREAS

The Supplier has agreed to perform and the Client wishes the Supplier to perform the Services (defined below) on the terms set out in this Agreement.

IT IS AGREED:

A. MAIN TERMS

In this Agreement (which expression shall include the Schedule annexed hereto) the words and phrases and rules of interpretation set out in Part 7 of the Schedule shall, unless the context otherwise requires, have the meanings and the effect set out therein.

B. PERFORMANCE OF THE SERVICES

The Supplier agrees to perform the Services for the Client, and the Client agrees to pay for the same all upon the terms set out in this Agreement.

IN WITNESS WHEREOF these presents printed on this page, the next page and together with the Schedule annexed hereto are executed, in duplicate, as follows:-

SIGNED for and on behalf of
HOUSING & ADULT SOCIAL SERVICES (the Client)
by one of its authorised signatories
at λ on the λ day of λ
before this witness:-

| | |
|------------------------|-------------------------------|
|Witness | |
| | Director/Authorised Signatory |
|Full Name (print) | |
| | Full name (print) |
|Address | |
| | Title |

SIGNED for and on behalf of
NEIGHBOURHOOD SERVICES (the Supplier)
by one of its directors/authorised signatories
at λ on the λ day of λ
before this witness:-

| | |
|------------------------|--|
|Witness | Director/Authorised Signatory |
|Full Name (print) | Full name (print) |
|Address | |
| | Title |

Annex 1

LINKS TO STRATEGIC AND CORPORATE OBJECTIVES

| Community Strategy Themes | Corporate Objectives of Council | Housing Repairs Partnership |
|--|--|---|
| <p>Sustainable City: That York should be a model sustainable city with a quality built and natural environment and modern, integrated transport network</p> | <p>Take pride in the city by improving quality and sustainability, creating a safe and clean environment:</p> <p><i>1.7 provide a high quality housing landlord service meeting the aspirational expectation of the local community in both fabric and housing management structures</i></p> | <ul style="list-style-type: none"> • Well managed and maintained council homes • Improving homes to meet decent standards and people's aspirations • Minimise void period for empty homes • High customer satisfaction • A culture of continuous improvement |
| <p>Learning City: To ensure all those who reside and work in York have the skills that will enable them to actively participate in the life of the city. To ensure that the city is seen as an internationally recognised centre of learning and creativity</p> | <p>Improve opportunities for learning and raise educational achievement for everybody in York</p> <p><i>2.7 improve the range of opportunities for formal and informal adult lifelong learning and support residents to develop skills for life</i></p> | <ul style="list-style-type: none"> • Support for participation and partnerships • Employment and training opportunities • Strengthen links with local collages and schools |
| <p>Thriving City: To Support the progress and success of York's existing businesses and to encourage new enterprises in order to maintain a prosperous and flourishing economy that will sustain high employment rates.</p> | <p>Strengthen and diversify York's economy and improve employment opportunities for residents</p> <p><i>3.1 generate business growth and start-ups in science, creative, tourism and other key business sectors to protect existing jobs and provide higher quality, sustainable and higher paid jobs</i></p> <p><i>3.3 promote pride in the city, high quality services and product, and safe/fair practises among York businesses</i></p> <p><i>3.7 support residents into</i></p> | <ul style="list-style-type: none"> • Local employment and training opportunities • Strengthen links with local collages and schools • Improve and strengthen the 'supply chain' links • Work towards a multi skilled work force |

| Community Strategy Themes | Corporate Objectives of Council | Housing Repairs Partnership |
|---|---|---|
| | <i>learning and work, and improve skill levels in key areas of the economy</i> | |
| Safer City: To be a safe city with a low crime rate and to be perceived by residents and visitors as such | Create a safer city through transparent partnership working with other agencies and the local community | <ul style="list-style-type: none"> • A well managed and maintained council homes • Completion of repairs on time • Minimise void periods |
| Inclusive City: To ensure that all residents and visitors can take part in the life of the city | <p>Ensure that all council services are accessible and inclusive, and build strong proud local communities</p> <p>6.1 bring involvement and participation in local management and Council decision- making closer to local resident</p> <p>6.2 ensure that all residents can easily and quickly access the joined up services they need</p> <p><i>6.9 working towards equality of opportunity for all</i></p> | <ul style="list-style-type: none"> • High customer satisfaction • Customer participation in the setting up of the partnership, monitoring and delivering continuous service improvement • Equality of opportunity for all |
| A City of Culture: Celebrating both our uniqueness and our diversity, we will promote a culture that helps build a confident and creative community, welcomes and inspires residents and visitors alike, and encourages quality opportunities for fun and fulfilment open to all | Work with others to develop opportunities for residents and visitors to experience York as a vibrant and eventful city | <ul style="list-style-type: none"> • Well managed and maintained council homes • Support participation and partnerships |
| | Transform City of York into an excellent customer- focused 'can do' authority | <ul style="list-style-type: none"> • All points in Corporate objective 8 relate to the partnership, in particular: • Responsible leadership • affordable, good quality service • effectiveness of decision making |

| Community Strategy Themes | Corporate Objectives of Council | Housing Repairs Partnership |
|----------------------------------|--|---|
| | | <ul style="list-style-type: none">• a 'can do' philosophy• continuous improvement• sound financial management• effective management and development of staff |

Annex 2

Schedule of Rates

| | Section (SOR Type) | Sub Heading | SOR Description - High | Priority Code | AP'NT Y/N |
|----|------------------------|----------------------------------|--|---------------|-----------|
| | | | | E/P1, or P2 | |
| 1 | ROOFS | General Repairs | General repair to roof | 2 | N |
| 2 | | Chimneys | Refix or renew pot, cowl, terminal or cage | 2 | N |
| 3 | | | Re-launch stack | 2 | N |
| 4 | | | Repoint stack | 2 | N |
| 5 | | | Brickwork repair to stack | 2 | N |
| 6 | | Pitched Roof | Refix or renew tiles or slates NE 3sqm | 2 | N |
| 7 | | | Renew underfelt including laths | 2 | N |
| 8 | | | Rebed or renew ridge or hip tiles | 2 | N |
| 9 | | | Repoint verge or valley | 2 | N |
| 10 | | Eaves Boarding | Repair or renew fascia, soffit or bargeboard | 2 | N |
| 11 | | Flat Roofing | Patch repair leak to flat roof | 2 | N |
| 12 | | | Renew felt roof covering NE 10sqm | 2 | N |
| 13 | | | Renew roof decking NE 10sqm | 2 | N |
| 14 | | | Screed or overboard concrete roof | 2 | N |
| 15 | | | Repair or renew rooflight to flat roof | 2 | N |
| 16 | | Sheet | Refix or renew roof sheets | 2 | N |
| 17 | | | | | |
| 18 | | Leadwork | Refix or renew flashings or valleys | 2 | N |
| 19 | | | Repair or renew lead bay top or canopy top | 2 | N |
| 20 | | Insulation | Renew or provide insulation (200mm if possible) | 2 | N |
| | | | | | |
| 1 | RAINWATER GOODS | Gutter | Clean out gutter including resealing & remaking joints | 2 | N |
| 2 | | | Renew gutter including brackets | 2 | N |
| 3 | | Fall Pipe | Clean out fall pipe or outlet | 2 | N |
| 4 | | | Refix or renew fall pipe | 2 | N |
| 5 | | | Renew any rwp fitting | 2 | N |
| | | | | | |
| 1 | WALLS | Ventilation | Renew air brick, vent or grate | 2 | N |
| 2 | | | | 2 | N |
| 3 | | | Install air vent into wall inc. sleeve | 2 | N |
| 4 | | Brickwork & Blockwork | Repoint Brickwork or blockwork in any bond NE 10sqm | 2 | N |
| 5 | | | Renew Brickwork or blockwork in cavity wall NE 10sqm | 2 | N |
| 6 | | Render | Repair or renew rendered surface NE 10sqm | 2 | N |
| 7 | | Cavity | Reseal cavity | 2 | N |
| 8 | | | Install cavity wall tie | 2 | N |
| 9 | | Lintels | Reset or renew any lintel | 2 | N |
| 10 | | Clad | Repair or renew clad surface | 2 | N |
| 11 | | | | | |
| 12 | | Screen | Renew internal glazed screen wall | 2 | Y |
| | | | | | |

| | | | | | |
|----|----------------------------------|------------------------|---|---|---|
| 1 | FLOORS | Timber Floors | Pump out sub floor & provide ventilation | 1 | Y |
| 2 | | | Repair or renew timber board or sheet flooring | 2 | Y |
| 3 | | | Refix or renew floor or ceiling joist | 2 | Y |
| 4 | | Concrete Floor | Patch or renew concrete floor | 2 | Y |
| 5 | | | Patch or renew screeded floor finish | 2 | Y |
| 6 | | Asphalt | Patch or renew Asphalt floor path, hardstanding or walkway NE 5sqm | 2 | Y |
| | | | | | |
| 1 | FLOOR WALL & CEILING | Plasterwork | Repair plaster cracks to wall or ceiling | 2 | Y |
| 2 | FINISHES (FWC) | | Renew plaster skim coat to walls NE 12sqm | 2 | Y |
| 3 | | | Hack off complete and replaster to walls NE 12sqm | 2 | Y |
| 4 | | | Renew plasterboard and skim to wall NE 12sqm | 2 | Y |
| 5 | | | Replaster skim to ceilings NE12sqm | 2 | Y |
| 6 | | | Reboard & skim ceilings NE12sqm | 2 | Y |
| 7 | | | | | |
| | | | | | |
| 9 | | Tiled Walls | Refix, renew or fit new glazed wall tiles, 2 tile high splashback, cooker space or Authority owner shower area only | 2 | Y |
| 10 | | Tiled Floors | Renew tiled floor incl. proprietary screed where necessary | 2 | Y |
| | | | | | |
| 12 | | Artex | Repair or apply new artex finish to walls or ceilings | 2 | Y |
| 13 | | Mould | Anti-fungicidal solution | 2 | Y |
| 14 | | Suspended | Repair or renew suspended ceiling | 2 | Y |
| | | | | | |
| 1 | PAINTING & DECORATING | Decoration | Take back and repaint door or window | 2 | Y |
| 2 | | | Redecorate by wall or ceiling | 2 | Y |
| 3 | | | Redecorate by room | 2 | Y |
| | | | | | |
| | | | | | |
| 1 | DOORS | General Repairs | Repair or renew primary lock or locking mechanism | E | Y |
| 2 | | | Repair or renew secondary lock | 1 | Y |
| | | | | | |
| 4 | | | Refix or renew furniture as required per door | 2 | Y |
| 5 | | | Ease & adjust door or doorset including rehang | 1 | Y |
| 6 | | | Weatherproof door or frame | 2 | Y |
| 7 | | | Gain access including change locks or locking mechanism | E | Y |
| 8 | | | General repair to door or frame by filler or splice | 2 | Y |
| 9 | | | Provide extra keys for communal doors | 1 | N |
| 10 | | | Repair, renew or install door closer in any location | 2 | Y |
| 11 | | | Refix or renew beading or putty to door | 2 | Y |
| | | | | | |
| 13 | | | Temporary repair/board and/or de-board | E | Y |

| | | | | | |
|----|----------------|---------------------------------|---|---|---|
| | | | external door | | |
| 14 | | External | Renew timber front door | 2 | Y |
| 15 | | | Renew timber rear door | 2 | Y |
| 16 | | | Renew timber double door set or leaf | 2 | Y |
| 17 | | | Renew external timber door frame of any type | 2 | Y |
| 18 | | | Renew weatherboard or threshold | 2 | Y |
| 19 | | | Repair or renew pillasters | 2 | Y |
| 20 | | | Renew PVCu external door or doorset | 2 | Y |
| 21 | | | Renew external composite door or doorset | 2 | Y |
| 22 | | | Renew external security door or doorset | 2 | Y |
| 23 | | | Repair or renew external meter cabinet door or unit | 2 | Y |
| 24 | | | Renew patio doors or doorset | 2 | Y |
| 25 | | Internal | Renew internal room or cupboard door | 2 | Y |
| 26 | | | Renew internal door frame of any type | 2 | Y |
| 27 | | | Renew 1/2 hour fire resistant door | 2 | Y |
| 28 | | Shed, Yard & Landing | Renew timber shed or yard door or doorset | 2 | Y |
| 29 | | Garage | Repair or renew garage door incl. frame where necessary | 2 | Y |
| 30 | | | General repair to garage door | 2 | Y |
| 31 | | Canopies | Repair or renew door canopy of any construction | 2 | Y |
| | | | | | Y |
| 1 | WINDOWS | General Repairs | Repair or renew locking handle or mechanism | 2 | Y |
| 2 | | | Refix or renew furniture as required per window | 2 | Y |
| 3 | | | Ease & adjust casement or sash window including rehang | 2 | Y |
| 4 | | | Weatherproof window | 2 | Y |
| 5 | | | Gain access to window and make good | E | Y |
| 6 | | | General repair to window or frame by filler or splice | 2 | Y |
| 7 | | | Extra window lock or bolt keys | 2 | Y |
| 8 | | | Refix or renew beading or lath to window | 2 | Y |
| | | | | | |
| 10 | | | Temporary repair/board and/or de-board window | E | Y |
| 11 | | Timber | Renew timber window complete | 2 | Y |
| 12 | | | Renew timber sash or casement | 2 | Y |
| 13 | | | Repair or renew timber window pockets or lining | 2 | Y |
| 14 | | PVCu | Renew PVCu window | 2 | Y |
| 15 | | Aluminum | Renew Aluminum window | 2 | Y |
| 16 | | Roof | Renew Roof light | 2 | Y |
| 17 | | Cills | Repair or renew external cill | 2 | Y |
| | | | | | |
| 1 | GLAZING | Glazing | Single glazing | 2 | Y |
| 2 | | | Double glazing | 2 | Y |
| 3 | | | Temporary glazing repair | E | Y |
| 18 | | | Repair/renew ventomatic | 2 | Y |
| | | | | | |

| | | | | | |
|----|-------------------------|------------------------------------|--|---|---|
| 1 | INTERNAL JOINERY | Staircases (incl. concrete) | Repair or renew tread or riser | 1 | Y |
| 2 | | | Repair or renew staircase string | 2 | Y |
| 3 | | | Refix or renew balustrading | 2 | Y |
| 4 | | | Repair or renew newel post | 2 | Y |
| 5 | | | Refix or renew stair or banister rail | 1 | Y |
| 7 | | Room finishes | Refix or renew skirting, architrave, batten, bead, pelmet, rail or patress | 2 | Y |
| 8 | | | Repair or renew vertical pipe boxing | 2 | Y |
| 10 | | Window Boards | Repair or renew window board | 2 | Y |
| 11 | | Loft Access | Repair or renew loft hatch or trap | 2 | Y |
| 1 | KITCHENS | Units | Repair or renew unit door, drawer or carcass | 2 | Y |
| 2 | | | Renew wall unit | 2 | Y |
| 3 | | | Renew base unit excl. sink base units | 2 | Y |
| 4 | | | Renew sink base unit including sink top & taps | 2 | Y |
| 5 | | | Repair or renew plinth | 2 | Y |
| 6 | | Worktops | Renew worktop | 2 | Y |
| 7 | | | Reseal kitchen worktops | 2 | Y |
| 8 | | Shelving | Repair or renew shelving | 2 | Y |
| 1 | PLUMBING | Supply | Repair burst pipe | E | Y |
| 2 | | | Trace & repair external water service | 2 | Y |
| 3 | | | Repair or renew stop tap | 2 | Y |
| 4 | | | Repair or renew pump (non c/h) | 2 | Y |
| 5 | | Storage | Repair or renew water storage tank or cistern | 2 | Y |
| 6 | | | Renew hot water cylinder or combination tank & cylinder | 2 | Y |
| 7 | | Overflows | Repair or renew overflow of any type | 1 | Y |
| 8 | | Taps | Repair tap to sink, bath or basin | 1 | Y |
| 9 | | | Renew individual tap to sink, bath or basin | 1 | Y |
| 10 | | | Renew pair of taps to sink, bath or basin | 1 | Y |
| 11 | | Waste system | Repair or renew waste fitting, outlet or pipe | 1 | Y |
| 12 | | | Renew plugs and chains (voids only) | 2 | Y |
| 13 | | | Clear blocked waste | E | Y |
| 14 | | Washing machines | Renew Authority installed washing machine pipework | 2 | Y |
| 15 | | Sinks | Renew kitchen sink top/drainers only | 2 | Y |
| 16 | | WC's | General repair to WC suite | 2 | Y |
| 17 | | | Renew WC pan | 1 | Y |
| 18 | | | Renew WC cistern | 1 | Y |
| 19 | | | Renew full WC suite | 1 | Y |
| 20 | | WH Basins | Resecure wash hand basin/pedestal | 1 | Y |
| 21 | | | Renew wash hand basin and/or pedestal | 1 | Y |
| 23 | | Baths | Renew bath, 1500 mm | 2 | Y |
| 24 | | | Renew bath, 1700 mm | 2 | Y |
| 25 | | | Reseal bath or whb | 2 | Y |
| 26 | | | Renew or provide grab rail | 1 | Y |
| 27 | | | Renew bath handles | 2 | Y |
| 28 | | | Renew bath panel or panels | 2 | Y |

| | | | | | |
|----|-------------------|-----------------------------------|--|---|---|
| 29 | | Re-installations | Remove and refix general sanitaryware | 1 | Y |
| 30 | | Showers | Renew shower head and/or hose | 2 | Y |
| 31 | | | Repair or renew rail and riser | 2 | Y |
| 32 | | | General repair to shower unit | 1 | Y |
| 33 | | | Renew electric shower unit | 2 | Y |
| 34 | | | Renew shower mixer valve | 2 | Y |
| 35 | | | Renew shower tray | 2 | Y |
| 36 | | | Renew shower screen or enclosure | 2 | Y |
| 37 | | | Repair or renew shower rail | 2 | Y |
| | | | | | |
| 1 | ELECTRICS | General Repairs | Electrical Inspection test and certificate | 2 | Y |
| 2 | | | Repair to isolated sockets/lighting | 1 | Y |
| 3 | | | Trace and repair major fault to power/lighting | E | Y |
| 4 | | | Renew Earth Bonding | 1 | Y |
| 5 | | | Rewire circuit | 2 | Y |
| | | | | | |
| 7 | | | Renew or upgrade mains unit | 2 | Y |
| 8 | | Lights | Renew internal light fitting, lamp or luminaire | 1 | Y |
| 9 | | Power | Renew internal socket or outlet | 1 | Y |
| | | | | | |
| 11 | | Meters | Renew electric 'White' meter at travellers plot | 1 | Y |
| 12 | | Switches | Renew switch of any type | 1 | Y |
| 13 | | Fans | Repair extract or intake fan | 1 | Y |
| 14 | | | Renew extract or intake fan | 1 | Y |
| 15 | | | Supply & install new fan of any type and size | 2 | Y |
| 16 | | Immersion heaters | Repair or renew immersion heater or thermostat | 1 | Y |
| 17 | | Communal Light | Renew communal light fitting, lamp or illuminated sign | E | Y |
| 18 | | | Repair or renew communal lighting control | E | Y |
| | | | | | |
| 20 | | Emergency Lighting | Repair to emergency lighting equipment | E | Y |
| 21 | | Smoke Alarms | Repair or renew smoke alarm | 1 | Y |
| 22 | | Security Lights | Repair or renew security light | 1 | Y |
| | | | | | |
| 24 | | Cookers | Repair or remove electric cooker | 1 | Y |
| 25 | | | Repair or renew electric hob | 1 | Y |
| 26 | | White Goods | Repair or remove white goods | 1 | Y |
| 27 | | Door Entry & intercoms | General repair to door entry & intercom system | E | Y |
| 28 | | Intruder Alarms | General repair to intruder alarm system | 1 | Y |
| 29 | | Fire Alarms | General repair to fire alarm system | E | Y |
| 30 | | Commercial Equipment | General repair to commercial electrical equipment | 1 | Y |
| | | | | | |
| 1 | GAS SUPPLY | General Repairs | Gas Inspection, test and certificate | 1 | Y |
| 2 | | Supply | De-commission or re-commission gas supply | 2 | Y |
| | | | | | |
| | | | | | |
| 5 | | | Trace fault/repair or renew gas carcass | 1 | Y |
| 6 | | Cookers | Repair or remove gas cooker | 1 | Y |
| | | | | | |
| 8 | | Commercial | General repair to commercial gas equipment | 1 | Y |

| | | Equipment | | | |
|----|-----------------------|-------------------------------------|--|---|---|
| 10 | | Meters | Relocate gas meter leave unconnected | 2 | Y |
| 1 | HEATING | Fireplaces & Flues | Refix or renew hearth | 2 | Y |
| 2 | | | Refix or renew fire surround | 2 | Y |
| 3 | | | Clear blocked flue | 1 | Y |
| 4 | | | Repair or renew fire back and/or cheeks | 1 | Y |
| 5 | | Solid Fuel | Repair or renew solid fuel fire grate, burner, damper or glass | 1 | Y |
| 6 | | Fires | General repairs to Gas or Electric Fire | 1 | Y |
| 7 | | | Renew Electric Fire | 1 | Y |
| 8 | | | Renew Gas Fire | 1 | Y |
| 9 | | Boilers | Renew gas fired back boiler | 1 | Y |
| 10 | | | Renew combination boiler | 1 | Y |
| 11 | | Controls | Repair or renew heating and hot water control device | 1 | Y |
| 12 | | Pumps | Repair or renew c/h pump | 1 | Y |
| 13 | | Radiators | Balance radiators | 2 | Y |
| 14 | | | Take off & refit radiator | 2 | Y |
| 15 | | | Renew control valve to radiator | 2 | Y |
| 16 | | | Renew radiator | 2 | Y |
| 17 | | Servicing | Service gas fire and/or boiler | 1 | Y |
| 18 | | General system | | | |
| 19 | | | Drain down gas central heating and hot water system | 1 | Y |
| 20 | | | Re-commission gas central heating and hot water system | 2 | Y |
| 21 | | Electric | Repair electric storage heater | 1 | Y |
| 22 | | | Renew electric storage heater | 1 | Y |
| 23 | | Warm Air | General repairs to warm air heating system | 1 | Y |
| 1 | DRAINAGE | Manhole/Drains | Rebed manhole cover and frame | 2 | N |
| 2 | | | Renew manhole cover and frame | 2 | N |
| 3 | | | Clear blocked drain/gully | E | N |
| 4 | | Gully | | | |
| 5 | | | Renew back inlet gully | 2 | N |
| 6 | | | Clear blocked gully | 1 | N |
| 7 | | Above Ground-Soil & Vent | Refix or renew soil and vent pipe section | 1 | Y |
| 8 | | | Renew soil & vent pipe | 1 | Y |
| 1 | EXTERNAL WORKS | Drying Facilities | Refix, restring or renew Clothes Post or Rotary Drier | 2 | Y |
| 2 | | Fencing | Refix or renew Timber Fence or gate post | 2 | Y |
| 3 | | | Renew timber panel, paling, board or rail fencing NE 6lm | 2 | Y |
| 4 | | | Refix or renew Metal Fence or gate post | 2 | Y |
| 5 | | | Repair/refix Metal Fencing | 2 | Y |
| 6 | | | Refix or renew concrete fence post | 2 | Y |
| 7 | | | Renew or provide new galvanised line wire in 3 strands | 2 | Y |
| 8 | | Gates | Repair or renew single timber or metal gate | 2 | Y |

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|----|--------------------------|--------------------------------------|--|---|---|
| 9 | | | Repair or renew double timber or metal gates | 2 | Y |
| 10 | | | Repair or renew folding timber gates | 2 | Y |
| 11 | | | Renew gate catch to timber or metal gates | 2 | Y |
| 12 | | | Renew gate stop | 2 | Y |
| 13 | | Brickwork | Repoint external brick wall NE 10sqm | 2 | Y |
| 14 | | | Rebuild external brick wall in any thickness NE 10sqm | 2 | Y |
| 15 | | | Rebuild external brick wall or gate pier | 2 | Y |
| 16 | | Handrails | Refix metal handrail | 1 | Y |
| 17 | | | Renew external metal handrail | 2 | Y |
| 18 | | Concrete & Paving | Repair or renew concrete path or hardstanding NE 5sqm | 2 | Y |
| 19 | | | Rebed or renew flag paving NE 5sqm | 2 | Y |
| 20 | | Steps | Resurface concrete step | 2 | Y |
| 21 | | | Renew concrete step | 2 | Y |
| 22 | | Excavations | Excavate & backfill trial hole in any surface | 2 | Y |
| 23 | | Verdigris | Treat for verdigris | 2 | Y |
| | | | | | |
| 1 | ANCILLARIES | Rubbish | Remove rubbish from communal areas of Authority owned land | 1 | N |
| 2 | | Graffiti | Remove graffiti | 1 | N |
| 3 | | Blocked Chutes | Clear blocked refuse chute | E | N |
| 4 | | Communal areas | Clean and disinfect communal areas | 1 | N |
| | | | | | |
| 6 | | Asbestos | Removal of asbestos | E | N |
| 7 | | General Cleaning | Clean by item | 2 | Y |
| 8 | | Void Cleaning | Clean property incl. nets where necessary | 1 | N |
| 9 | | Garden Cleaning | Garden clearance & trimming | 1 | N |
| 10 | | Sharps Removal | Needle search & disposal to property | E | N |
| 11 | | Infestations | Eradicate infestations | 1 | N |
| | | | | | |
| | | | | | |
| | | | | | |
| 1 | SPECIALIST TRADES | | | | |
| 2 | | Stair Lifts | General repairs to Stair Lifts | E | Y |
| 3 | | Passenger lifts | General repairs to Passenger Lifts | E | Y |
| 4 | | Damp | Damp proofing works | 2 | Y |
| 5 | | Alarms | General repairs to Alarm Systems | 1 | Y |
| 6 | | Security Screening | Security Screening | E | N |
| | | | | | |
| 1 | DAYWORK | Daywork hrs | Daywork Hrs | | Y |
| 2 | | Daywork materials | Daywork material | | Y |
| 3 | | Daywork Plant & Equipment | Daywork Plant & Equipment | | Y |
| 4 | | DIY installations | Remove DIY installations | | Y |
| 5 | | Shopping | Material Shopping | | Y |
| 6 | | Waiting time | Waiting time on jobs | | Y |
| 7 | | Inclement Weather | Inclement weather | | Y |
| 8 | | Scaffolding | Scaffolding | | Y |
| 9 | | Double working | Double working (SWR) | | Y |

| | | | | | |
|----|--|--------------------|--|--|---|
| 10 | | Priced Work | Carry out works as quotation or tender | | Y |
|----|--|--------------------|--|--|---|

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Gas Servicing Future Procurement

Annex C

NSO Gas Servicing and Maintenance Improvement Plan

| Number | Task | Timescale |
|--------|--|-------------|
| 1 | Recruit to staffing levels required to undertake all obligations | Apr-08 |
| 2 | Integrate structural changes to management and reporting lines | Apr-08 |
| 3 | Fully integrate Management Information processes for recording of servicing access and no access rates | Apr-08 |
| 4 | Implement feedback mechanisms from engineers on appliances to inform on address list for future boiler replacement | Apr-08 |
| 5 | Complete training package for supervisors and agree core targets for service delivery | May/June 08 |
| 6 | Review and implement any changes to quality control procedures including agreement and delivery upon supervision, work audits, feedback, directed training and re-evaluation and records management. | May/June 08 |
| 7 | Continue to build upon the recently open Jewsons facility including cost reconciliation processes, management information on waiting times and timetables for van stock reconciliation. | ongoing |
| 8 | Roll out handheld technology and mobile working procedures following testing to target productivity increases in operatives working time and swift data transfer | ongoing |
| 9 | Implement outcomes of Housing Repairs Review | ongoing |
| 10 | Increase engineer training packages to keep abreast with modern technologies and regulations | ongoing |
| 11 | Improve communication links with Project team to ensure efficient communication and delivery of replacements, etc | ongoing |
| 12 | Review of end to end Servicing, repairs and replacement process to improve efficiency of service. | ongoing |
| 13 | Develop robust performance management and management information system to improve the understanding of how the Heating Servicing and repair process is performing | ongoing |
| 14 | Review of the Legal process for gaining access to Service appliances. | ongoing |
| 15 | Develop a publicity campaign to warn of the importance of customers having their fires services regular | ongoing |
| 16 | Develop closer links with Corgi to ensure that the service meets the required legislation and standards | ongoing |

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