



## Notice of meeting of

### Scrutiny Management Committee

**To:** Councillors Kirk (Chair), Merrett (Vice-Chair), Blanchard, Cuthbertson, Hill, Hyman and Livesley

**Date:** Monday, 29 January 2007

**Time:** 5.00 pm

**Venue:** Guildhall

### AGENDA

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

At this point in the meeting, Members will be invited to declare any personal or prejudicial interests they may have in the business on the agenda.

#### 2. **Public Participation**

At this point in the meeting members of the public who have registered their wish to speak regarding an item on the agenda or an issue within the Committee's remit can do so. Anyone who wishes to register or requires further information is requested to contact the Democracy Officer on the contact details listed at the foot of this agenda. The deadline for registering is Friday 26 January 2007 at 5.00pm.

#### 3. **Highways Maintenance Procurement Review Ad-Hoc Sub-Committee** (Pages 1 - 14)

To receive and consider an update report on progress relating to the above review in view of the timescale set by this Committee for completion of Part A of its remit.

**4. Update on Implementation of Recommendations of Previous Scrutiny Reviews** (Pages 15 - 24)

To receive and consider an update report on outstanding actions arising from agreed recommendations and actions resulting from completed scrutiny reviews since 2004/5.

**Note: information on progress to date with agreed actions or recommendations will be provided at the meeting.**

**5. Review of Traffic Congestion - Proposed Remit**

To consider a report setting a proposed remit for the above new scrutiny topic, further to the decision taken at the additional meeting of this Committee on 22 January 2007. [Report to follow]

**6. Any other business which the Chair decides is urgent under the Local Government Act 1972**

**Contact Details**

Democratic Services Manager

Dawn Steel

Tel: 01904 551030

Email: dawn.steel@york.gov.uk

For more information about any of the following please contact the Democratic Services Manager, who is responsible for servicing this meeting:

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

Contact details are set out above.



---

**Scrutiny Management Committee****29 January 2007****Report of the Head of Civic, Democratic and Legal Services****Interim Report for Highways Maintenance Procurement Review****Background Summary**

1. At its meeting in September 2006, Scrutiny Management Committee agreed to proceed with a review of topic no. 135 into Highways Maintenance Procurement, the PFI bid and associated Expression of Interest (EOI) to the DfT.
2. On 20<sup>th</sup> November 2006, Scrutiny Management Committee considered a further report incorporating a revised registration form referencing the PFI bidding process. It was decided that the remit for topic 135 on Highways Maintenance be dealt with in two parts in order to address the urgency of the PFI issue, and a draft remit for Part A detailing its aims was agreed together with the following objectives:
  - i. Examine the potential efficiencies from a PFI arrangement.
  - ii. Make recommendations with regard to available alternative options in the event that a PFI outcome is unsuccessful.
  - iii. Looking at the cost effectiveness of those options, including improved ways of working.
  - iv. profiling expenditure over the lifespan of the PFI and any associated secondary costs.
  - v. understand the cost implications associated with the PFI bid and its outcome if successful.
3. At their November meeting SMC agreed that the review for Part A be completed by the end of January 2007, to enable the findings and recommendations to be used in considering the Council's next steps following the outcome of the PFI Expression of Interest.

**Consultation**

4. In view of the tight timescale, the Chair of the Sub-Committee consulted with the Head of Highways Infrastructure prior to the first meeting of the Highways PFI Ad-Hoc Scrutiny Sub-Committee. This met on 3 January 2007 to consider a report containing information on the history of highways maintenance procurement, as detailed in Annex A.

## Analysis

5. Originally the Sub-Committee were informed that the outcome of the Council's Expression of Interest (EOI) submission was expected by the end of January 2007. Subsequently, the DfT have indicated that we are not likely to hear back until early/mid February.
6. The Head of Highways Infrastructure informed the sub-committee that due to this change in timescale a report detailing the outcome together with a recommendation on whether or not to proceed with the PFI bid would not go to the Executive before early/mid March.
7. Given the complexity of Part A of the review and the detailed analysis required, the Sub-Committee recognised it would not be possible to give due consideration to all of the objectives within the agreed timescale previously set by SMC.
8. As a result of this and the later date of the EOI outcome, the sub-committee have requested that the review timeframe be extended and that a final draft report be brought to SMC on 26 February 2007.
9. The revised timeframe will allow for objectives (i)-(iii) of the remit to be looked at first. The table below details actions and gives a breakdown of the work to be covered within the requested extended timeframe.

<b>Date</b>	<b>Activity</b>	<b>Responsibility</b>
17 <sup>th</sup> Jan & 22 <sup>nd</sup> Jan	Two informal meetings of the Sub Committee <ul style="list-style-type: none"> <li>• Discuss review remit and scope and evidence available in respect of objectives (i)-(iii)</li> <li>• Receive a presentation from an Expert Witness on the PFI process and its potential benefits</li> <li>• Consider the Best Value Review from June 2001 and the report to Urgency Committee from 5 September 2006</li> </ul>	All/Scrutiny Officer
29 <sup>th</sup> Jan	<ul style="list-style-type: none"> <li>• Interim Report to SMC</li> </ul>	Scrutiny Officer
w/c 5 <sup>th</sup> & 12 <sup>th</sup> Feb	Further informal meetings of the Sub-Committee to be arranged <ul style="list-style-type: none"> <li>• Discuss review remit and scope and evidence available in respect of objectives (iv)-(v)</li> </ul>	All/Scrutiny Officer
<b>Date</b>	<b>Activity</b>	<b>Responsibility</b>
26 <sup>th</sup> Feb	<ul style="list-style-type: none"> <li>• Final Draft Report to SMC</li> </ul>	Chair supported by Scrutiny Officer
13 <sup>th</sup> Mar	<ul style="list-style-type: none"> <li>• Final Report for the Review of Part A of the remit to Executive</li> <li>• PFI Report to Executive</li> </ul>	

10. The extension of time will enable the scrutiny review to respond to the immediate needs of Part A of the remit and contribute proactively to the decision making process in relation to whether or not to proceed with the PFI bid.
11. At the time of this meeting, the Sub-Committee have already met twice informally to consider the first three objectives of part A of the remit. The findings to date are contained within the briefing notes in Annex B and further information can be provided by the Chair of the Sub-Committee at this meeting.

### **Options**

12. Members may wish to consider extending the timescale of the review to allow full consideration of all the objectives of Part A of the remit.

### **Corporate Priorities**

13. This review will contribute to improving 'the actual and perceived condition and appearance of the city's streets and open spaces' through contributing to improving the Council's procurement arrangements for highways maintenance. In rationalizing our procurement arrangements, it may help to improve our organizational effectiveness.

### **Implications**

14. There are no known financial, HR, equalities, legal, crime and disorder, IT or other implications at this stage of the process.

### **Risk Management**

15. In compliance with the Councils risk management strategy, there are no known risks associated with undertaking this review, other than the potential of not maximizing efficiencies in the Council's procurement arrangements for highways maintenance.

**Recommendations**

16. Members are asked to consider extending the timeframe of the review of Part A of the remit, to be completed by 26 February 2007.

**Reason:** In order to allow full consideration to be given to the objectives of Part A of the remit of the review

**Contact details:**

**Author:**

Melanie Carr  
Scrutiny Officer  
Tel: 01904 552063

**Chief Officer Responsible for the report:**

Suzan Hemingway  
Head of Civic, Democratic and Legal  
Services

**Report Approved**  **Date** 22/01/07

Wards Affected:

**All**

For further information please contact the author of the report

**Annexes**

Annex A – Information gained through consultation between the Chair of the Sub-Committee and the Head of Highways Infrastructure

Annex B – Briefing Notes from the informal meetings held on 17 January and 22 January 2007

## **HISTORY of HIGHWAYS MAINTENANCE PROCUREMENT in BRIEF**

The procurement of highway maintenance has been a subject included on the agendas of numerous Executive meetings in recent years. The main reason for reviewing the procurement arrangements came from the Best Value review in 2001. This review identified the benefits of developing a highway improvement plan as well as researching the market to improve understanding of various approaches to procurement based upon output based contracts and partnership working.

A brief history of the procurement of highway maintenance, in so far as it has been reported to Members at strategic points in the process, is as follows:

- June 2001 report to the Executive - Best Value Review
- March 2003 to the Executive - A Strategy for Assessing Service Procurement
- July 2003 report to the Executive - Procurement of Services via a “Thin Client”
- March 2004 report to the Executive - Procurement of Highway Maintenance Services.  
Outcome:
  - Approval of temporary extension of contract arrangements for the supply of highway maintenance services
  - Approval that the procurement of highway maintenance services should proceed on the basis of a single tender but in two parts.
- November 2004 report to the Executive - Procurement of Highways Maintenance Services.  
Outcome:
  - If Commercial Services are assessed and accepted as the best value organization to carry out the work then business model 1 will be implemented.
  - If Commercial Services are not assessed and accepted as the best value organization to carry out work then business model 2 is the preferred option for further consideration, notwithstanding the merits of other options being explored with the preferred contractor, for further reporting to the Executive
- November 2004 report to the Executive - Procurement of Highway Maintenance Services.  
Outcome:

- The Executive endorsed the report and the progress made to date as the way in which it wishes to proceed with the Procurement of Highway Maintenance Service.
- March 2005 report to the Executive - Tendering strategy  
Outcome:
  - Approval was given to the procurement of various traffic management maintenance contracts for CCTV, traffic signals, VMS signs etc on a separate basis.
- July 2005 report to the Executive - Procurement of Highways Maintenance Services - Evaluation Strategy.  
Outcome:
  - The selection of the preferred contractor based on the “most economically advantageous tender” (MEAT) proposal for the City of York Council, on a 60% quality, cultural criteria / 40% price and technical capability basis was approved.
  - The use of the ‘restricted’ tender procedure in selecting the preferred contractor was noted.
- October 2005 report to the Executive - Procurement of Highway Maintenance Services – Post Evaluation Clarification.  
Outcome:
  - The Executive approved delegation of authority to hold post-evaluation clarification discussions.
- November 2005 report to the Executive - Procurement of Highways Maintenance Services – Preferred and Reserve Bidder  
Outcome:
  - Subject to the outcome of the market testing exercise on Commercial Services, the Executive agreed to nominate Alfred McAlpine Government Services as preferred bidder for Part A + B and Part A, with Amey Infrastructure Services as reserve bidder for Part A + B and Part A.
- May 2006 report to the Executive - Joint Report of the Director on City Strategy and the Director of Resources: Highway Services Contract Report  
Outcome:
  - Approval to the short term arrangements to extend contracts. Approval to the maintenance of the current arrangements with Commercial Services (reactive and routine maintenance including small footway improvement schemes) for 12 months to maintain safety on the highway network.
  - Approval to the medium term arrangements to tender the carriageway and large footway schemes, integrated transport schemes and ward committee schemes for a period of 18 months starting from September 2006 extendable annually. The design and management function to remain in-house.
  - The decision made by the corporate management team to suspend the current procurement process was approved, to allow investigation of the new emerging options to address the backlog of highway maintenance.



- The in-house procurement team will investigate long term options of a PFI contract and, an extended scope contract, and report back to Members with the outcome.
  - The proposed management arrangements of a Project Board and a Steering Group were agreed.
  - The pursuit of a further option, to develop existing arrangements, would go ahead in the event that the other two options are unsuccessful.
- July 2006 report to the Executive - Highways Services.  
Outcome:
- The details for the reporting and management structures were approved.
  - The appointments to the Steering Group were approved.
  - Delegated authority was given to the Project Board and the Steering Group to submit an EOI, should this be considered appropriate, as there is insufficient time to bring a report to the Executive.
- September 2006 report to the Urgency Committee - Highways Services – PFI Option.  
Outcome:
- Members noted that the outcome of the extensive investigation into a PFI option to provide highway maintenance services in the future.
  - Approval was given to the submission of a PFI Expression of Interest for a Pathfinder Project to the DfT for highway maintenance management and works, with traffic management Infrastructure works.

## **Specific Issues in the Scrutiny Topic Registration Form**

Regarding the specific issues raised in the Scrutiny Topic Registration Form the following comments may assist Members.

Potential savings were initially assessed, prior to any tender process, as being in the 5% to 10% region, depending on the type of contract. It is not possible to say if the previous procurement exercise would have delivered that level of saving, as it was not completed. One of the reasons for not completing the exercise was the attractiveness of the Pathfinder PFI contracts for highway maintenance, that came along in February 2006. If the Council is successful then the financial benefits will outweigh anything possible through other means as this is the only way of removing the backlog of works..

If the PFI opportunity is not successful then work currently being carried out will be reported to Members to enable a decision to be made about the most effective strategy for completing the procurement.

Members have already received a considerable number of detailed reports and have had the opportunity to examine these and to ask questions of relevant Chief Officers.

The District Auditor has been briefed on the procurement process earlier this year and is being kept informed.

Best practice has been and continues to be investigated. There is no established procurement package that works well in all cases but advice has been obtained, in 2006 for example, from the following:

- 4ps – advisors to DfT and Local Authorities on PFI and partnership projects.
- Deloitte – financial advisors to 4ps and Government, experienced in Lighting PFI projects and recently Highways Management projects at Portsmouth and Birmingham.
- Halcrow – technical advisor to DfT with hands on experience at Portsmouth and Birmingham.
- Portsmouth – learning from others seminars and discussions.
- Birmingham – learning from others seminars and discussions.
- Service providers – via a soft market testing exercise.
- Yorkshire and the Humber Regional Highway Procurement Collaboration Forum.

Prior to the previous procurement the local authorities across the country that were involved in similar procurements were contacted and in some cases visited to learn from their experience.

**Briefing note for Highways Maintenance & Management PFI Scrutiny  
meeting 17<sup>th</sup> January 2007**

This meeting and the meeting scheduled for 22 January 2007, proposes to address the following objectives:

- i. Examine the potential efficiencies from a PFI arrangement.
  - ii. Make recommendations with regard to available options in the event that a PFI outcome is unsuccessful
  - iii. Looking at the costs effectiveness of these options, including improved ways of working.
- i. Members have received the following documentation giving information on this aspect of the Committee's work:
- Copy of the confidential Expression of Interest for the PFI
  - Urgency report from 5 September 2006
  - Summary of the Best Value Review from June 2001

Having already had an opportunity to study the information provided, members may be in a position to determine whether there is any further work required.

- ii. On the face of it there appears to be two alternative options outside of PFI:

Traditional – Keeping the work in-house which retains risks for the Council  
Partnership Working – This transfers risk but also transfers a degree of control

Each has its merits and drawbacks, and members will need to ascertain which of these options is thought to be more advantageous by considering the options fully i.e. gathering more information on how a partnership approach would be effected (delivery/costs), and with whom.

- iii. Members will need to consider the advantages and disadvantages of a variety of sources for funding the above options:

Venture Capital, Prudential Borrowing, Yorkshire Forward, National Lottery, European funding sources etc

In considering objectives (ii) & (iii) members will need to identify the optimum combination of method and funding should the PFI route be unsuccessful. To do this it is envisaged that Members will need appropriate officer and/or external support during the review. Therefore, it has been arranged that the following officers will be in attendance:

<u>Meeting Date</u>	<u>Officer</u>	<u>Type of Advice</u>
17 January	Liz Ackroyd	Procurement issues and process
22 January	Simon Wiles	Procurement, process, and financial issues
17 & 22 January	Patrick Looker	Financial issues
17 & 22 January	Richard White	Neighbourhood Services
17 & 22 January	Brian Gray	Legal
17 & 22 January	Damon Copperthwaite	City Strategy (Development & Transport)
17 & 22 January	Paul Thackray	Highways infrastructure

At the meeting on 17 January members may feel better informed to decide upon a suitable expert witness to attend a future meeting of the committee.

**Briefing note for Highways Maintenance & Management PFI  
Scrutiny meeting 22<sup>nd</sup> January 2007**

This meeting and the previous meeting held on 17<sup>th</sup> January 2007, were organised to address the following objectives of Part A of the review:

- iv. Examine the potential efficiencies from a PFI arrangement.
- v. Make recommendations with regard to available options in the event that a PFI outcome is unsuccessful
- vi. Looking at the costs effectiveness of these options, including improved ways of working.

17<sup>th</sup> January 2007

iv. Prior to the meeting, Members received the following documentation:

- Copy of the confidential Expression of Interest for the PFI
- Urgency report from 5 September 2006
- Summary of the Best Value Review from June 2001

Having had the opportunity to study the information provided, Members were satisfied that the potential efficiencies from a PFI arrangement had been properly considered and addressed in the Expression of Interest. Therefore it was recognised that no further work was required in regard to this objective.

v. The documentation included information on two simplistic alternative options to PFI. The Assistant Director of City Development & Transport expanded on both of these to give Members a fuller understanding – see attached.

Having considered this information Members recognised that:

- both options had merits and drawbacks and;
- both were extremes on a scale with other options between drawing upon a combination of both of these extremes

Although Members were drawn towards the partnership approach, they agreed that the simplified information they had received would not allow them to make a fully informed decision as to the best approach. Instead, they recognised that, should the PFI outcome be unsuccessful, they could help to identify those key issues which should be considered when deciding how to proceed.

Members were also concerned that allowance was made within the timescale of any future work for innovation. Should the partnership route be adopted the partner would be expected to consider and implement any new beneficial development in working practices.

vi. It was recognised that funding was a key issue and would have an influence on which work method was adopted. Members discussed

various sources of funding, though they decided that they would need further information on the alternative sources of funding before they could fully consider the advantages and disadvantages of each. The identified sources of funding were:

- Venture Capital – this would only be available for partnership working.
- Prudential Borrowing – this would provide funds with which to undertake a works programme, but it would be necessary to identify where savings could be made in future years to repay the loan.
- Yorkshire Forward – it was thought that there would need to be an identifiable improvement to the economic situation in the city in order to attract funding from this source. It was also considered that there would probably have to be a benefit to the region.
- National Lottery – it was considered that the amounts of funding would be relatively small and that it would be a support but not a major source. It would be unlikely to fund maintenance programmes, but may contribute to improvements in Conservation Areas.
- European funding sources – It was thought that any EU funding would be tied to partnership working, possibly even between countries. Access to funding from this source wouldn't necessarily depend on what the scheme was but also how it would be implemented.

It was agreed therefore to consider this issue further at the meeting on 22 January 2007 when Simon Town would be in attendance.

It was also agreed that an interim report be submitted to Scrutiny Management Committee, identifying the work undertaken so far, and advising that this Committee wished to hold two further meetings in February, to investigate points (iv) and (v) of the Scrutiny Remit.

22 January 2007

Members will need to:

- Identify the key issues for consideration when deciding upon an alternative approach to PFI
- Consider the best alternative source of funding
- Decide if a suitable expert witness is required to attend a future meeting of the committee.
- Agree the dates for two further informal meetings in February to consider the remaining objectives of Part A of this review

The following officers will be in attendance:

<u>Meeting Date</u>	<u>Officer</u>	<u>Type of Advice</u>
22 January	Simon Town	Grants & Partnership issues
22 January	Simon Wiles	Procurement, process, and financial issues
22 January	Patrick Looker	Financial issues
22 January	Richard White	Neighbourhood Services
22 January	Brian Gray	Legal
22 January	Damon Copperthwaite	City Strategy (Development & Transport)
22 January	Paul Thackray	Highways infrastructure

## Basic Service Delivery &amp; Procurement Options for 2010

Approach	Traditional	Partnership
Scope	Broken into components i.e. Surfaces Street Lighting Routine / Reactive Technical i.e. traffic signals, CCTV	All inclusive with one partner
Client	Large	Small

**Contract Arrangements**

Specification	Input - where an exact job specification is agreed with the contractor prior to work commencing.	Output - Having agreed the outcome, the partner decides how to achieve this and then carries out the work. For this to be successful the partnership would need to be based on trust, openness and honesty. To achieve this level of compatibility, the two partners have to be confident that they both have the same work ethos and standards, therefore much time will be spent at the contract stage to ensure both parties fully understand the requirements of the other. They are equal partners and must both deliver on their side of the bargain
Risk to Council	Retained - risk remains with CYC	Transferred - a majority of the risk is transferred to the partner. The partner will not accept unknown risk i.e. inflation, insurance, changes to legislation.
Cost	Medium, there could be some increase due to variations	High - Initial high cost because partner takes on majority of risk including the biggest risk of all - construction risk. Partner has limited ability to come back for extra money
Term	Medium (5-7 yrs)	Long (7-10yrs) - Partner covers his costs over a longer term.
Incentive	No - The contractor has agreed a price before the work commences therefore there is no incentive to be more efficient	Yes - With a longer term there is more incentive/benefits to be more efficient

**Procurement Arrangements**

Evaluation	80% price / 20% "quality" - Tenders received are considered mainly on the cost as the specification set by CYC would have been written in terms of the required levels of quality	40% price / 60% "quality" - As the partner will be wholly responsible for the standard of work carried out it is important to consider the "quality" of the partner (e.g. whether the work ethos is compatible) when agreeing a contract. This becomes a much more important factor and outweighs the issue of cost.
Method	EU restricted standard tender	EU restricted or competitive dialogue (if the rules for competitive dialogue are met)
Cost	Medium - specifications are drawn up for each aspect of work	High - More time and resources are spent at the procurement stage to ensure the partnership is solid and will achieve the required outcomes.

This page is intentionally left blank





---

## Scrutiny Management Committee

29 January 2007

Report of the Head of Civic Democratic & Legal Services

### Update on Implementation of Recommendations of Previous Scrutiny Reviews

#### Summary

1. This report provides Members with update information on the implementation of recommendations made as a result of the reviews completed since 2004.

#### Background

2. At a previous meeting of Scrutiny Management Committee, Members requested an update on implementation of the recommendations made by previous Scrutiny Boards/Committees and subsequently approved by the Executive.

#### Consultation

3. Further to the above request, a document detailing the recommendations approved by the Executive in relation to those reviews completed since October 2004 was circulated to the relevant officers within Directorates - see Annex A. Officers have been asked to submit their updates no later than Friday 26 January 2007, and it is intended that this information will then be collated and circulated to Members via email for their consideration prior to this meeting.

#### Options

4. Members are asked to consider the update information and comment on the work completed to date.

#### Analysis

5. It will not be possible to analyse the work completed to date until the update information is fed into the attached document.

#### Corporate Objectives

6. This review will contribute to improving our organisational effectiveness.

### Implications

7. There are no known Financial, Human Resources, Equalities, Legal, ITT or Other implications connected to this report”.

### Risk Management

8. In compliance with the Councils risk management strategy, there are no known risks associated with this report.

### Recommendations

9. Members are asked to note the contents of this report and make comments.

Reason: To inform Members of implementation work completed to date.

### Contact Details

**Author:**

Melanie Carr  
Scrutiny Officer  
Scrutiny Services  
01904 552063

**Chief Officer Responsible for the report:**

Suzan Hemingway  
Head of Civic, Democratic & Legal Services  
01904 552001

**Report Approved**



**Date** 23 January 2007

**Wards Affected:**

**All**



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

**Background Papers:** None

### Annexes

**Annex A** – List of recommendations approved by the Executive following completion of a scrutiny review since October 2004

Board and Topic	Rec No.	Recommendation	Update on Implementation of Recommendations
<b>Social Services and Health Scrutiny Board: Access to Services to the Homeless in York (Nov 2004)</b>	1	The Council, with Selby and York PCT, should support the aims and long-term financial maintenance of the PMS.	
	2	The Council should request that the PCT re-establishes the drop-in service at Carecent.	
	3	The Council should work towards building a stronger and closer working relationship with the PMS.	
	4	The Council should request that the PCT examines ways of increasing the profile of PMS in the voluntary services.	
	5	The Council should request that the PCT seeks to increase the number of detox beds in York.	
	6	The Council should look jointly with the PCT into ways of providing more rehabilitation services to support clients after detox.	
	7	The Council should work to develop better relationships with external organisations, encouraging these groups to improve communications between themselves and with the Council.	
	8	The Council should investigate ways of sharing training opportunities in this area both across the Council and with other statutory and voluntary organisations, in order to reduce the cost incurred by smaller agencies.	
	9	The Council should examine the use of grant-supported joint training for staff working with the homeless on mental health issues. Statutory bodies should take a lead role in assessing training needs across all interested agencies and should promote the take-up of that training.	
	10	The Board should be supplied with the results of the Advocacy for the Homeless survey currently being conducted by Mind.	
	11	This Board or the Council should write to the ODPM explaining the main findings of this review and highlighting the need for flexibility in policy based on the 'local connection' directive.	
	12	The council should maintain its homelessness strategy, continuing its current policy on homelessness and its policies aimed at preventing homeless people from developing mental health problems.	
	13	In recognising the welcome review of the housing allocation process, the council's housing allocations continue to be made with sensitivity to clients' needs for suitable homes and appropriate support.	
	14	The Council should examine ways of increasing support given to the homeless in temporary accommodation and while in tenancies.	
	15	The council should examine tenancy sustainability programmes as a way of helping particularly vulnerable people.	

Board and Topic	Rec No.	Recommendation	Update on Implementation of Recommendations
<b>Economic Development and Community Safety Board: City Centre Retailing (Oct 2004)</b>	1	a) That the appeal and potential benefits of a large 'flagship' retailer in York are acknowledged as a valuable addition to the stores that York already has.	
		b) That future efforts to develop this type of retailer are supported, if it is viable to do so in view of the other issues that must be taken into account when any such large scale development is proposed.	
	2	a) That the appeal and potential benefits of a primarily food selling retailer in York city centre are acknowledged.	
		b) That future efforts to develop this type of retailer are supported, providing the other planning requirements that must be taken into account for such developments can be satisfied.	
		c) That a large, non-specialist food retailer be sought for the city centre, to serve a broad customer base	
	3	a) That the uniqueness and diversity of York's shops is acknowledged as a particularly appealing aspect of shopping in the city.	
		b) That efforts to promote the city as a shopping venue emphasise this uniqueness.	
		c) That council officers look into how the council's planning powers could be used to encourage new stores to design their shop fronts, so that wherever possible they compliment the architecture and character of the building and street they occupy	
	4	a) That the uniqueness of many of York's shops and of some of the events that the city stages (and has the potential to stage in the future) are recognised as a key attraction and selling point of the city.	
		b) That efforts to promote these unique shops and events are supported and encouraged, particularly in terms of raising York's profile as a centre for certain specialist interests.	
		c) That the success of specialist market events is acknowledged and more widely encouraged	
	5	That the detailed review of the methods in place to raise awareness of which shops there are in York and where these are based is conducted and that this should include a specific focus on improving:	
		i) Signage in and around the city centre.	
		ii) Information that raises awareness about the diversity of shops in York and where these are based.	
	6	That a detailed review is conducted of York's city centre toilet facilities with a view to considerably improving these facilities. This review should include in its considerations:-	
		i) How to improve the cleanliness and hygiene of the toilets.	
		ii) Reviewing the number and location of toilets including a review of the distribution of users.	
		iii) How to fund improvements to toilets – considering charging for usage on the provision that money made is invested in improving and maintaining facilities.	
		iv) Staffing – whether any money made from charging for toilets could be invested in staffing the toilets to maintain their upkeep and safety.	
		v) Signage for toilets, including disabled toilets	
	7	a) That officers carry out a detailed review of boarded-up shops and devise and initiate a system for monitoring the number of boarded-up shops in any given street or area in the city centre.	
	b) That officers consider how to reduce the negative appearance of such shops when a build-up of them is identified. These considerations should include looking at the viability of open shops using unoccupied shops for additional window space		

Board and Topic	Rec No.	Recommendation	Update on Implementation of Recommendations	
<b>Economic Development and Community Safety Board: City Centre Retailing (Oct 2004)</b>	8	a) That efforts to improve and then maintain the appearance of the city centre by reducing rubbish are fully supported and encouraged to continue.		
		b) That initiatives to improve the appearance of the city centre incorporate considerations of how the effective usage of bins can be maximised, particularly in terms of using bins that have ash trays in areas where large numbers of smokers are likely to be concentrated.		
		c) That an adequate programme of repair and replacement of litter bins is put in to place		
		9	a) That art in York (in a diversity of forms) is recognised as a valuable way of adding to the attractiveness of the city centre and interest in it.	
			b) That initiatives aimed at bringing more art to the city (where that art adds value and interest to the city's appearance) are supported.	
		10	????	
		11	That a review of parking charges is fully supported and that this takes into account the following considerations: i) The impact of parking charges on the evening economy. ii) How the removal of free 'on street' parking spaces are impacting on the number and type of shoppers in certain areas. iii) How to challenge unrealistically negative perceptions of parking charges in the city centre. iv) The impact of the charges specifically on York's peripheral retail streets	
		12	a) That full support is given to initiatives aimed at ensuring that pedestrianisation rules on all relevant York streets are adhered to.	
			b) That every effort is made to ensure people are well informed about what York's pedestrianisation hours are and to which streets they apply	
		13	a) That any current or future considerations of potential coach drop-off points in or around York city centre include recognition for the need to try and increase footfall to York's	
			b) That considerations of changes to, or potential new, bus drop-off points also include recognition of this need.	
			c) That consideration is given to how to encourage visitors to enter the city centre from the railway station via Micklegate, which is a peripheral shopping street.	
		14	a) That the importance of trying to find innovative and effective ways of raising awareness about events, attractions and specialist shopping areas in the city centre is acknowledged.	
			b) That efforts aimed at raising awareness about events and attractions amongst visitors and residents are supported	
		15	a) That the need to raise awareness about the location of York's key information points is acknowledged.	
			b) That efforts to address this issue are supported.	
	16	a) That efforts to build stronger partnerships that recognise the diversity of interests between businesses in the city and City of York Council are recognised as an extremely important way of helping to promote the city and devising strategies which benefit the city's retailers and its prosperity as a whole.		
		b) That partnerships are devised in such a way that they aim to benefit the many different types of retail business in the city.		

Board and Topic	Rec No.	Recommendation	Update on Implementation of Recommendations
<b>Economic Development and Community Safety Board: City Centre Retailing (Oct 2004)</b>		c) That initiatives aiming to build stronger partnerships, with a view to achieving more effective city centre management, are fully supported.	
	17	a) That the negative impact that crime, drugs and anti-social behaviour can have on retailing in York is acknowledged.	
		b) That initiatives aiming to tackle these problems are fully supported.	
		c) That future work seeking to examine these problems in more detail and identify possible solutions, is encouraged and supported.	
		d) That further information be sought from the Safer York Partnership and relevant groups on the impact that crime, drugs and anti-social behaviour has on retailing in York.	

Board and Topic	Rec No.	Recommendation	Update on Implementation of Recommendations
<b>Economic Development and Community Safety Board: Drug and Alcohol Anti-social Behaviour (Mar 2006)</b>	1	The Board urges North Yorkshire Police to consider its support arrangements for dealing with the city centre, including the re-establishment of a city centre office, as a visible presence in the city centre is a key factor in addressing retail crime and anti-social behaviour resulting from drug and alcohol use.	
	2	Given the evidence that a high proportion of incidents of shoplifting are motivated by drug use, the Board recommends that treatment and rehabilitation services for drug users is given a high priority by the Safer York Partnership and Adult Services.	
	3	That the Executive writes to the Home Office and to local MPs expressing the Council's disappointment that the courts service has not responded to the Scrutiny Board's request for information, and asking them to seek Government action to foster partnership working.	
	4	The Board welcomes the development of the City of York Alcohol Strategy but recommends that it specifically addresses the issues of selling alcohol to people who are already drunk and tackling those who are repeatedly drunk and disorderly on the street.	
	5a)	The Board recommends that the comparative data on the incidence of crime and anti-social behaviour inside and outside the saturation zones is made available to the relevant Executive Member and Advisory Panel 12 months after the introduction of the Licensing Act so that its impact can be assessed. To be timed to fit in with the statutory review required by the Licensing Act 2003.	
	b)	The Board recommends that officers explore the option of a follow-up survey carried out with local residents and businesses to find out about their experiences of the impact. To be timed to fit in with the statutory review required by the Licensing Act 2003.	
	6a)	The Board recommends that, as part of the Best Bar None scheme, licensed premises are encouraged to take a tough approach to excessive drinking, in accordance with the regulation not to serve people who are already drunk	
	b)	The Board recommends that, as part of the Best Bar None scheme, a training scheme is developed that will ensure all participating premises meet minimum criteria for supporting staff in dealing with drunkenness	
	c)	The Board recommends that, as part of the Best Bar None scheme, a publicity campaign is implemented to raise the public's awareness of the law and that it will be enforced.	
	7	That information is disseminated, through the Licensing and Regulation department, to be displayed in licensed premises and taxis that gives information about alcohol units and contact details of support agencies for people with drug and alcohol problems.	
	8	That the Executive lobbies the Government and local MPs to establish a national Alcohol Arrest Referral Scheme which would result in more opportunities for the treatment of alcohol-related offenders.	
	9	That the Executive lobbies the Government and local MPs to request that the negative price differential between alcoholic and soft drinks is addressed in order to discourage alcohol volume drinking and encourage soft drink alternatives.	
	10	The Board recommends that, as part of the CCTV system upgrade, the Council takes a proactive role in seeking to close key gaps in the system e.g. Rougier Street and Toft Green and encourages businesses and taxi operators in York to contribute to the cost of CCTV cameras in their locality.	
11	That the issue of domestic abuse related to alcohol use and binge drinking is taken up as a separate scrutiny review.		
12	That, as part of the Best Bar None initiative, the confiscation of false identification is mandatory and action is taken against young people who repeatedly try to buy alcohol with false IDs.		
13	That the Executive Member for Children's Services and the Safer York Partnership explore the option of ongoing funding being made available for young people to receive accurate information on alcohol units and the effects of alcohol/drug use that is delivered in the most effective learning format for them.		

Board and Topic	Rec No.	Recommendation	Update on Implementation of Recommendations
<b>Planning &amp; Transport Board: Cycling Policy and Provision of Facilities (Oct 2004)</b>	1	That all cycling policies take account of the fact that there are many different cycle user groups in York with different concerns and levels of concern. Wherever possible all of these groups should be catered for on York's cycling network and throughout its cycling provisions.	
	2	That wherever possible cycle routes should allow access to all different types of cycles to ensure that cycling is available for different types of users right across the city	
	3	That in developing on-road cycling provisions priority is given to: 1. Completing gaps in the network, especially at particularly dangerous and/or busy points 2. Putting on-road cycle lanes on main roads where queuing is a regular occurrence, to allow cycles to bypass the queues	
	4	<p>That increased efforts are made to improve the quality, safety and coherence of York's cycling network. These should include initiatives that aim to:</p> <ul style="list-style-type: none"> <li>§ Ensure consistent and well connected cycle routes run throughout the city.</li> <li>§ Develop and improve dedicated cycle tracks</li> <li>§ Increase consideration of others and awareness of safety issues amongst all road users (challenging negative perceptions). A 'considerate road user' campaign should be looked at as a way of achieving this.</li> <li>§ Using mandatory cycle lane specifications in preference to advisory ones.</li> <li>§ Avoid wherever possible, features that hinder the safety or perceived safety of cyclists, such as narrow cycle lanes and combined bus and cycle lanes and provide full width segregated cycle lanes, if necessary by considering road space reallocation.</li> <li>§ Enhance the land available for public highways when a development opportunity arises, to enable off road cycle paths or at second best full width cycle lanes on the road.</li> <li>§ That the points set out above are referred to the Green Belt Working Group for consideration as part of the amendments to the Local Plan.</li> </ul>	
	5	That City of York Council identify potential opportunities in and/or around the city centre to build a safe and ideally sheltered cycle parking facility. This facility should use innovative ways to ensure a high level of security for bicycles parked in it. It should be considered through the council's regular planning procedures. That this is referred to the Green Belt Working Group for consideration as part of the amendments to the Local Plan.	
	6	That when a cycle lane comes across a difficult obstacle, innovative ways are explored of either enabling the lane to continue or suggesting a continued route for cyclists. This should be done with the aim of enabling all the different types of bicycles and cyclists to use as much of the network as possible	
	7	That every effort is made to maximise the safety of York's cycle network through high quality and regular maintenance and (wherever possible and appropriate) the use of sufficient lighting to make routes accessible to people at all times	
	8	That commitments to develop and improve York's road/cycle network (including commitments made as part of the forthcoming 'Local Transport Plan') are matched by adequate staffing levels to help the council to fulfil those commitments. Efforts should be made to ensure that all staff whose work impacts upon the cycle network, are sufficiently trained and skilled to enable them to deliver high quality, safe and cycle friendly improvements to the network effectively and efficiently	
	9	That the Executive Member for Planning and Transport considers the existing method(s) used for prioritising cycling schemes with a view to assessing whether this needs to be updated in light of the recommendations of this report	



Board and Topic	Rec No.	Recommendation	Update on Implementation of Recommendations
<b>Planning &amp; Transport Board: Cycling Policy and Provision of Facilities (Oct 2004)</b>	10	a) That the infrastructure suggestions outlined in paragraphs 6.1 and 6.2 above are taken into account during future analyses of the developments needed on York's cycle network	
		b) That in future, officers take into account the emphasis placed on these developments by those consulted, when assessing the popularity and appeal to users of different cycle routes and network developments	
	11	a) That a short interim update report on the progress made in implementing the recommendations outlined above be brought to the Planning and Transport Scrutiny Board in February 2005, or as near to then as possible	
		b) That a full report on the progress of implementing the recommendations outlined above be brought to the Planning and Transport Scrutiny Board in June 2005 or as near to then as possible	
		c) That this report is put together in partnership between the Board's Scrutiny Officer and the Transport Officer(s) responsible for implementing the recommendations	

This page is intentionally left blank