



## Notice of meeting of

### Executive

<b>To:</b>	Councillors Steve Galloway (Chair), Aspden, Sue Galloway, Jamieson-Ball, Reid, Runciman, Sunderland, Vassie and Waller
<b>Date:</b>	Tuesday, 9 October 2007
<b>Time:</b>	2.00 pm
<b>Venue:</b>	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 8 October 2007**, if an item is called in *before* a decision is taken, *or*

**4:00 pm on Thursday 11 October 2007**, 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 B to Agenda Item 8 (Capital Programme – Monitor One) 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 25 September 2007.

## **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 8 October 2007.**

## **5. Executive Forward Plan (Pages 13 - 16)**

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

## **6. Reference Report: Supporting People Programme (Pages 17 - 40)**

This report advises the Executive of progress made within the Supporting People (SP) Programme in York, the key priorities for the Programme and the implications of these for the Council, as requested at the meeting of the Executive Members for Housing & Adult Social Services on 16 July 2007.

**7. First Performance and Financial Monitor - 2007/08** (Pages 41 - 114)

This report provides details of the headline performance issues from the performance monitor session on the 26<sup>th</sup> September 2007. It also builds on this to present the latest projection of the Council's revenue income and expenditure for the current year.

**8. Capital Programme - Monitor One** (Pages 115 - 134)

This report informs Members of the likely outturn position of 2007/08 Capital Programme based on the spend profile and information to August 2007, reflecting the capital monitor one reports taken to Executive Member and Advisory Panel (EMAP) meetings for each portfolio. It also informs the Executive of any under or overspends and seeks approval for any resulting changes to the programme, informs them of any slippage and seeks approval for the associated funding to be slipped to or from the financial years to reflect this, and informs them of the funding position of the Capital Programme, taking account of the current capital receipts forecasts for the four year Capital Programme.

**9. Corporate Risk Management Report 2007/08** (Pages 135 - 150)

This report provides information on the key risks identified through deployment of the risk management strategy and details progress made in embedding risk management arrangements across the Council.

**10. Waste Management Strategy 2007/2008 - 2013/2014** (Pages 151 - 184)

This report considers what actions need to be taken during the period from 2007/2008 to 2013/2014 to help meet challenges relating to waste management prior to the Waste Private Finance Initiative (PFI) contract becoming operational. It asks Members to consider a range of recommendations and initiatives that have been identified to reduce the risk of the Council incurring fines through the Landfill Allowance Trading Scheme (LATS) by operating within our allowances.

## **11. Review of Parking Services (Pages 185 - 232)**

This report summarises the outcome of a review of parking services, outlines the results of an in depth review of the enforcement, administration and management of parking services and recommends opportunities for improvements. It includes consideration of and recommendations on a number of parking issues from the Policy Prospectus.

*[Note: Appendices J-M of this report are available for inspection in the Members' Library and at Guildhall Reception or online at [www.york.gov.uk](http://www.york.gov.uk)]*

## **12. Urgent Business**

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

### Democracy Officer:

Name: Simon Copley

Contact details:

- Telephone – (01904) 551078
- E-mail – [simon.copley@york.gov.uk](mailto:simon.copley@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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### Would you like to speak at this meeting?

If you would, you will need to:

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

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

### Further information about what's being discussed at this meeting

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

### Access Arrangements

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

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

Every effort will also be made to make information available in another language, either by providing translated information or an interpreter providing sufficient advance notice is given. Telephone York (01904) 551550 for this service.

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### **Holding the 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

### **Who Gets Agenda and Reports for our Meetings?**

- Councillors get copies of all agenda and reports for the committees to which they are appointed by the Council;
- Relevant Council Officers get copies of relevant agenda and reports for the committees which they report to;
- Public libraries get copies of **all** public agenda/reports.

City of York Council

Committee Minutes

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MEETING	EXECUTIVE
DATE	25 SEPTEMBER 2007
PRESENT	COUNCILLORS STEVE GALLOWAY (CHAIR), ASPDEN, SUE GALLOWAY, JAMIESON-BALL, REID, RUNCIMAN, SUNDERLAND, VASSIE AND WALLER

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**PART A - MATTERS DEALT WITH UNDER DELEGATED POWERS****52. 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.

No interests were declared.

**53. Exclusion of Press and Public**

RESOLVED: That the press and public be excluded from the meeting during consideration of the following:

Annexes 1-4 to Agenda Item 9 (Improved Direct Communications with Residents) (minute 60 refers) on the grounds that they 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).

**54. Minutes**

RESOLVED: That the minutes of the Executive meeting held on 11 September 2007 be approved and signed by the Chair as a correct record.

**55. Public Participation**

It was reported that there had been three registrations to speak at the meeting under the Council's Public Participation Scheme.

Paul Hepworth from the Cyclists' Touring Club (CTC) addressed the meeting regarding agenda item 7 (Reference Report: Public Places and Footstreets) (minute 58 refers). He supported the retention of the cycle scheme in Deangate and highlighted the need to experiment with the retention of 24 hour cycle access in any other areas that the footstreet scheme was extended to cover in the future, with particular reference to

Goodramgate. He circulated copies of a Department for Transport leaflet on cycling in pedestrian areas to Members for consideration.

Keith Chapman, from Nunnery Lane Residents' Association, spoke about agenda item 10 (Sustainable Street Lighting Strategy) (minute 61 refers) to outline concerns about dimming of street lights and highlight energy wasted by faulty street lights remaining on during the daytime.

Quentin Macdonald also spoke regarding agenda item 10 (Sustainable Street Lighting Strategy) (minute 61 refers), to suggest that action 7 be reworded to ensure that a lighting scheme be designed for the Moor Lane Roundabout that minimised light trespass and incorporated fully operational dimming, and that action 8 be amended to ensure that trials started immediately and that the public be asked for their opinions, so that dimming could be implemented in 6 months.

**56. Executive Forward Plan**

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

**57. Minutes of the Economic Development Partnership Board and Local Development Framework Working Group**

Members received a report which presented the minutes of a recent meeting of the Economic Development Partnership Board and asked them to consider the advice given by the Board in its capacity as an advisory body to the Council. It also presented the minutes of recent meetings of the Local Development Framework Working Group and asked Members to consider the advice given by the Working Group in its capacity as an advisory body to the Executive.

Paragraph 7 of the report detailed the following resolutions within the attached minutes which required the specific endorsement or approval of the Executive:

- a. the Board's recommendations on the Christmas Light proposals for 2007 (minute 7);
- b. the Working Group's recommendations on the Scoping Report for the York Northwest Area Action Plan (minute 4);
- c. the Working Group's recommendations on the Strategic Flood Risk Assessment (minute 8);
- d. the Working Group's recommendations on the Open Space, Sport and Recreation Study (minute 9);
- e. the Working Group's recommendations on the Employment Land Review (minute 12);
- f. the Working Group's recommendations on the York Strategic Housing Market Assessment 2007 (minute 13).

The report also drew Members' attention the Board's comments on the Future York Group report (minute 4) and on the research findings on the evening economy in York (minute 5), which were considered by the Executive on 24 July 2007;

Having considered the advice of the Shadow Executive, it was



RESOLVED: That the minutes attached at Annexes A-D be noted and the recommendations listed at paragraph 7 of the report be approved.

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

**58. Reference Report: Public Places and Footstreets**

Members received a report which informed them of a decision made by the Executive Members for City Strategy and Advisory Panel on 16 July 2007 to review the City's footstreets and support the Minster's Heritage Lottery Fund bid with funding, and sought approval to allocate £250,000 from the Council's reserves from the 2006/07 underspend as part of this funding, in recognition of the significant economic benefits to the city of this proposal.

The options available to the Executive were to either approve or reject the Executive Member's recommendation.

In relation to the comments made under Public Participation (minute 55 refers), the Assistant Director (City Development & Transport) provided reassurance that provision for cyclists would be included in any schemes brought forward for the extension of the footstreets.

Having considered the advice of the Shadow Executive, it was

RESOLVED: That £250,000 be allocated from the Council's reserves from the 2006/07 underspend, in recognition of the significant economic benefits to the city of this proposal.

REASON: In line with constitutional requirements.

**59. Report of the Review on Jobs**

Members received a report which sought to brief the Executive on the review on jobs, as requested in the Policy Prospectus.

The review report highlighted how the Council could allocate sufficient resources to ensure that job creating planning opportunities were dealt with quickly, indicated how a partnership approach could assist the growth of local small businesses including refinements to the Council's purchasing policies (as part of an overall review of procurement to take account of ethical, sustainability and efficiency issues), and looked at the adequacy and success of local skill training facilities for York workers.

The Assistant Director (Economic Development & Partnerships) advised Members of the interim arrangements recently announced, which would give major employers a direct channel to a senior contact within the Council to ensure that any issues relating to jobs were resolved quickly, and outlined the next steps that were proposed to take the Jobs Review forward.

Members discussed the continuing good performance of the York economy and the low unemployment rates. They noted that an issue still to be addressed was ensuring that York residents were able to play a full part in the economic growth of the City and that some people were not left “economically excluded”, and they outlined ways in which partners and partnerships could contribute to dealing with this matter.

Having considered the advice of the Shadow Executive, it was

- RESOLVED: (i) That the continuing good performance of the York economy and the very low unemployment rates seen in the City over the last 4 years be noted;
- (ii) That the interim arrangements recently announced, which will give major employers a direct channel to a senior contact within the Council to ensure that any issues relating to jobs are resolved quickly, be welcomed;
- (iii) That officers be requested, as part of their response report to the Future York proposals, to consider how the City Strategy Directorate resource allocation priorities can be refined to ensure prompt attention to major applications which are likely to result in significant additional jobs in the City and also to address the issues of job vacancies in the planning department;
- (iv) That, using the opportunities offered by the restructure of the Business Link support organisation, the Council and its partners consult further with small business representative organisations to understand whether more can be done to sustain the economic viability of the sector;
- (v) That the City’s approach to skill training and social inclusion issues (including relative wage rates) be progressed with partner organisations using the Local Strategic Partnership (LSP) and other appropriate interface mechanisms.

REASON: To help shape the effectiveness of future action.

## **60. Improved Direct Communications with Residents**

Members received a report which responded to the questions raised by the Executive at their meeting on 24 July 2007 when they agreed, in principle, to the introduction of a free delivery, civic publication for a trial period of 10 issues.

The report presented the following options for consideration:

- Option 1 – to make a formal decision to go ahead with Your Local Link for one calendar year, as proposed in the previous report;

- Option 2 – to go through a full Official Journal of the European Union (OJEU) procurement now, using either the open or restricted route;
- Option 3 – to re-tender, explicitly excluding recruitment advertising;
- Option 4 – to continue with existing arrangements.

In considering this issue Members will take particular notice of the following factors:

- That a decision to award a contract for 10 or 12 issues now would mean that if the Council wished to continue beyond that timescale with a civic publication it would have to run another OJEU based procurement process. This process would be time consuming both for the Council and the bidders and would lead to the possibility of a change of supplier between the initial 10/12 issues and a longer term contract. It was believed that this would be undesirable for all parties.
- The report made clear that at present there was still some uncertainty surrounding the financial basis of the project which would need to be resolved.
- The report acknowledged that whilst a legal procurement process was followed there had been three procedural shortcomings that had led to questions about the process being asked.

These three issues indicated that Option 2 based on a full OJEU procurement and a delay to the proposed civic newspaper would be the best way forward and would allow for the issues to be resolved in the meantime.

Having considered the advice of the Shadow Executive, it was

- RESOLVED: (i) That Option 2 be adopted;
- (ii) That the Director of People & Improvement be asked to make every effort to produce an updated A-Z of Council Services, for publication shortly after Christmas, within existing resource budget levels.

- REASON: (i) To allow for the financial and procurement issues raised to be resolved and a longer term approach to be taken to commissioning the civic newspaper;
- (ii) In the light of current budget constraints.

## **61. Sustainable Street Lighting Strategy**

Members received a report which presented a Sustainable Street Lighting Strategy for approval.

The proposed Strategy, which was attached at Annex A of the report, had been prepared to ensure that the effects of street lighting were minimised in terms of the use of natural resources for the supply of equipment and services, the use of energy to power the lights and the light pollution produced. It set out, in a series of policy statements, the way in which the Council would deliver a sustainable street lighting service. An Action Plan was included which covered:

- Procurement of services and energy;
- Asset management;
- Waste management;
- Design and installation of new lighting schemes;
- Consideration and use of new technology;
- Seeking improvement in Supplementary Planning Guidance to incorporate sustainable street lighting where possible;
- Investigating new sources of funding.

Members had the option to approve, amend or reject the proposed Strategy in its current form.

In relation to the comments raised under Public Participation (minute 55 refers), officers advised that the lighting for the Moor Lane Roundabout had been designed in accordance with the proposed Strategy.

Members proposed to defer making a decision on the proposed Strategy to allow for further work to take place to strengthen the action plan.

Having considered the advice of the Shadow Executive, it was

RESOLVED: (i) That a decision on the proposed Sustainable Street Lighting Strategy be deferred for 4 weeks so that proposals could be brought forward to amend the action plan as follows:

- a) To action 4, to commit the Council to switching to a metered electricity supply;
- b) To action 11, to require all new luminaires to be fitted with switching mechanisms capable of varying energy levels to the bulb;
- c) To action 13, to require trials to be conducted to evaluate different methods of varying power to street lights;

(ii) That information also be included in the report on the lighting scheme for the Moor Lane Roundabout.

REASON: To strengthen the action plan and provide further details relating to the lighting scheme for the Moor Lane Roundabout.

### **62. Sale and Production of Foie Gras**

Members received a report which responded to a notice of motion on the sale and production of foie gras, which was referred to the Executive for consideration by Full Council on 27 January 2007.

The notice of motion, proposed by Cllr Blanchard, read as follows:  
"Council notes that:

- To produce foie gras, at just 12 weeks old ducks and geese are restrained and grain is forced down the throat through a tube or pipe, a process that often results in physical injury;
- They are forcibly fed the equivalent to an adult human eating 1-28 lbs (7-13 kg) of spaghetti a day; and, after two or three weeks, when they are ready for slaughter, their livers will have swollen to about ten times normal size. The swollen liver expands the abdomen and can make movement and breathing difficult, as well as causing other health problems;
- Most ducks are kept in wire cages so small they have no room to turn around or stretch their wings, and their feet are often injured by the wire floor;
- Many die before the force feeding cycle ends, and the mortality rate for ducks raised on foie gras farms is overwhelmingly the highest in the industry;
- The force-feeding of geese is already outlawed in Poland, Denmark, Germany, Norway and Israel.

Council believes that:

- This intolerably cruel and painful practice is unnecessary and should end;
- The city of Chicago, USA, has shown tremendous compassionate leadership in its brave decision to ban foie gras in its shops and restaurants;
- The torture of small innocent animals should not be a matter of personal dietary choice.

Council resolves to:

- Instruct the Chief Executive to write to Ben Bradshaw MP, Minister of State responsible for Animal Welfare, informing him of this motion and asking for the production and sale of foie gras to be banned in the UK;
- Do as much as reasonably possible to discourage or prohibit the sale of foie gras within the authority area, whether in shops or restaurants.”

The report presented the following options for consideration:

- Option 1 – to undertake all of the following actions:
  - (i) That a letter be sent by the Chief Executive to Lord Rooker, stating that the Council was opposed to the production and importing of foie gras in the UK;
  - (ii) That the procurement of foie gras be prohibited in the Council’s own establishments;
  - (iii) That a link to the Compassion in World Farming website, which gave information on the discouragement of foie gras production, be placed on the Council’s webpage;
  - (iv) That letters be sent by the Executive or the Group Leaders to either all registered food businesses in the city or only those registered food businesses in the city that have a reasonable likelihood of selling foie gras and/or using it as part of their menu offer, asking them to voluntarily withdraw foie gras from sale or use;
- Option 2 – to undertake any combination of these actions;
- Option 3 – not to undertake any of these actions.

The Executive favoured Option 2 and the following actions:

- A letter being sent by the Chief Executive to Lord Rooker, stating that the City of York Council was concerned about the production and importing

of foie gras in the UK and requesting a review of central government policies on animal welfare issues;

- Foie gras not being offered for sale by the Council on its premises;
- A link to the *Compassion in World Farming* website being added to the Council's web site;
- The contents of the motion being circulated to representative hospitality organisations in the City.

Having considered the advice of the Shadow Executive, it was

RESOLVED: That the notice of motion be referred back to Council, with the officer report and the Executive's comments and advice (set out above).

REASON: To respond to the Council motion.

### **63. York Northwest Area Action Plan**

Members received a report which sought their approval of the Issues and Options documents for the York Northwest Area Action Plan and sought agreement to undertake public consultation on them. Members were also asked to delegate to the Director of City Strategy, in consultation with the Executive Member and Shadow Member for City Strategy, the approval of any changes arising from the Executive's comments, and the approval of the final layout of the documents, the content of the Executive Summary, the consultation plan and the content of the accompanying consultation leaflet.

The Issues and Options documents included:

- The Issues and Options Report (Appendix 1);
- The Baseline Report (Appendix 2);
- The Sustainability Statement (Appendix 3);
- The Executive Summary.

The report presented the following options for consideration:

- Option 1 – to proceed with the amended Issues and Options documents and carry out the public consultation between November 2007 and January 2008;
- Option 2 – to request further amendments to the documents.

Members thanked officers for their hard work preparing the documents.

Having considered the advice of the Shadow Executive, it was

RESOLVED: (i) That the Issues and Options Report, the Baseline Report and the Sustainability Statement be approved for public consultation, subject to amendments to the Issues and Options Report to include the requirement that exemplar designs should be expected in the Central Business District and to add an indoor sport option to question 13;

- (ii) That the approval of any changes requested by the Executive and the approval of the final layout of the consultation document be delegated to the Director of City Strategy, in consultation with the Executive Member and Shadow Executive Member for City Strategy;
- (iii) That the approval of the consultation plan, the content of the Executive Summary and the content of the summary leaflet to accompany the Issues and Options documents be delegated to the Director of City Strategy, in consultation with the Executive Member and Shadow Executive Member for City Strategy.

REASON: (i) To ensure the Issues and Options for York Northwest are subject to consultation and the responses to this are carried forward to the next stage in the preparation of the Area Action Plan;

(ii)&(iii) To ensure Members' comments are included in the documents for public consultation.

## **PART B - MATTERS REFERRED TO COUNCIL**

### **64. Setting out the long-term direction for the Council: Corporate Strategy 2007-2011**

Members received a report which set out proposals for a refreshed Corporate Strategy, which set out the long-term direction for the Council, and also for an overall corporate planning framework.

The refreshed Strategy, which had been developed via an extensive consultation process, built on the excellent foundations established through the Council's existing Corporate Strategy. The refreshed Strategy was however enhanced significantly by the addition of a series of long-term (10 year) "direction statements" which gave the Council's improvement priorities essential strategic context. These focused on areas which were fundamental to how the Council needed to operate in the future and what role it took in the city. The refreshed Strategy would provide clarity over the Council's improvement priorities and set out a 4-year programme of work for the Council in the period 2007-2011. If Members agreed to the headline issues proposed in the overall corporate planning framework, then further work would be carried out to work up the detail and produce an updated Corporate Strategy document and a summary by the end of October. This could then be published widely within the organisation, with residents and with partners.

Members had the option to agree the proposed outline for the refreshed Strategy set out in Figure 1, continue with the existing Strategy or vary parts of the refreshed Strategy.

Having considered the advice of the Shadow Executive, it was

- RECOMMENDED:
- (i) That the proposed outline Corporate Strategy, set out in Figure 1 of the report, be agreed;
  - (ii) That the values, direction statements, improvement priorities and imperatives set out in Annexes A-C of the report be agreed;
  - (iii) That the embedding proposals and next steps outlined in paragraphs 25-27 and 37 of the report be agreed.

REASON: In order that the Council has an agreed Corporate Strategy which sets out long-term strategic direction and improvement priorities, which in turn underpin improved services for the people of York.

S F Galloway, Chair

[The meeting started at 2.00 pm and finished at 3.05 pm].



**EXECUTIVE FORWARD PLAN**

<b>Table 1: Items scheduled on the Forward Plan for the Executive Meeting on 23 October 2007</b>		
<b>Title &amp; Description</b>	<b>Author</b>	<b>Portfolio Holder</b>
<p><b>Park &amp; Ride Contract Acceptance</b></p> <p><i>This report will describe the outcome of the tendering and evaluation process for the Bus Service Contract for Park &amp; Ride. Members will be presented with a range of options and asked to decide upon the selection of a service provider.</i></p>	Tony Clarke	Executive Member for City Strategy
<p><b>Competition Policy</b></p> <p><i>To set out and consider the Council's approach to competition.</i></p>	Liz Ackroyd	Executive Member for Corporate Services
<p><b>Thin Client Management Arrangements</b></p> <p><i>A review of the Client &amp; Contractor roles within the Council – this report seeks to rationalise and streamline them.</i></p>	Simon Wiles	Executive Member for Corporate Services
<p><b>Energy &amp; Water Management – Policy &amp; Practice</b></p> <p><i>As a response to the Climate Change Agenda, Members will be informed on best practice and will be asked to approve a draft policy which will generate an Action Plan to prioritise energy and water management issues for CYC over the next 4 years. All CYC staff will be affected and it is also intended to heighten public perception of this issue through the Council's website.</i></p>	Neil Hindhaugh	Executive Member for Corporate Services
<p><b>Sustainability in Design – Policy &amp; Practice</b></p> <p><i>As a response to the Climate Change Agenda, Members will be informed on best practice and will be asked to approve a draft policy which will generate an Action Plan to prioritise sustainability in design for CYC over the next 4 years. All CYC staff will be affected and it is also intended to heighten public perception of this issue through the Council's website.</i></p>	Neil Hindhaugh	Executive Member for Corporate Services

<p><b>Monk Bar Garage – Future Use of Site</b></p> <p><i>Members are asked to consider options for disposal and development and approve a chosen option for the eventual sale of this site.</i></p>	John Urwin	Executive Member for Corporate Services
<p><b>Community Management and Ownership of Council Property Assets</b></p> <p><i>Purpose of report: Summarises the contents of the Quirk Review of community management and ownership of assets &amp; details the work this Council has already done in encouraging community management of assets. It sets out options for future progress and details the Community Asset Fund with a proposal to make a bid to this fund.</i></p> <p><i>Members are asked to:</i></p> <ol style="list-style-type: none"> <li>1. note the contents of the report;</li> <li>2. approve the recommendation for dealing with the ownership and management arrangements for potentially qualifying properties;</li> <li>3. support the proposal to make a bid to the Community Asset Fund</li> </ol>	Philip Callow	Executive Member for Corporate Services
<p><b>Waste PFI Update</b></p> <p><i>Purpose of report: Update on the status of the PFI project, including approval of an inter-authority agreement with North Yorkshire County Council for the procurement to consider waste sites for inclusion in the local development framework for the City of York Council.</i></p> <p><i>Members are asked to: Approve the way forward and delegate approval for the inter-authority agreement to be signed by the Head of Legal Services and Director of City Strategy within the framework set out in the report.</i></p>	Sian Hansom	Executive Member for Neighbourhood Services
<p><b>Sustainable Street Lighting Strategy</b></p> <p><i>This report discusses the introduction of a sustainable street lighting policy and seeks Member approval to adopt it.</i></p>	Paul Thackray	Executive Member for City Strategy

<p><b>Leisure Facilities Strategy (Swimming)</b></p> <p><i>Purpose of report: This report sets out options for an updated Leisure Facilities Strategy.</i></p> <p><i>Members are asked to:</i></p> <p>a) <i>reconfirm the Council's commitment to the partnership with the University for an additional pool;</i></p> <p>b) <i>revise the capital programme to take account of additional capital expenditure required for Yearsley Pool and York High Pool schemes.</i></p>	<p>Charlie Croft</p>	<p>Executive Member for Leisure &amp; Culture</p>
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<p><b>Table 2: Items scheduled on the Forward Plan for the Executive Meeting on 6 November 2007</b></p>		
<p><b>Title &amp; Description</b></p>	<p><b>Author</b></p>	<p><b>Portfolio Holder</b></p>
<p><b>Discus Bungalows – Preferred Partner</b></p> <p><i>To provide Members with details of the recent tender process and recommend the appointment of a preferred development partner.</i></p>	<p>Steve Waddington</p>	<p>Executive Member for Housing Services</p>
<p><b>Local Development Framework: Statement of Community Involvement</b></p> <p><i>Purpose of report: Reports to Members the Inspector's report on the Statement of Community Involvement (SCI) and includes the final draft of the SCI for adoption by the Council.</i></p> <p><i>Members are asked to: Approve the document for adoption.</i></p>	<p>Claire Beech</p>	<p>Executive Member for City Strategy</p>

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**Executive**

9 October 2007

Report of the Head of Civic, Democratic and Legal Services

**REFERENCE REPORT: SUPPORTING PEOPLE PROGRAMME****Summary**

1. This report requests Members to consider a decision referred by the Executive Members for Housing and Adult Social Services and Advisory Panel on 16 July 2007. This referral was made in accordance with the delegation scheme detailed in the Council's Constitution.

**Background**

2. At the meeting of the Executive Members for Housing and Adult Social Services and Advisory Panel on 16 July 2007, Members considered a report, which advised them of progress, made within the Supporting People (SP) Programme in York. It also identified the key priorities for the programme and the implications of these for the Council.

The following resolutions were made by the Executive Member.

- (i) **Note the information provided within this report, and refer the report on to the Executive for information.**
- (ii) **That in future a report should be provided to the Executive Members and Advisory Panel, on an annual basis, for referral on to the Executive.**

Members are asked to consider the Executive Member's recommendations, as indicated in Resolutions (i) and (ii) above.

**Consultation**

3. No further consultation has taken place in addition to the consultation detailed in paragraphs 16 to 20 of the report attached as Annex 1.

**Options**

4. The Executive can either approve or reject the proposal of the Executive Members.

## Analysis

5. Members need to consider the details in the report attached as Annex 1 and make a decision based on the information therein.

## Corporate Priorities

6. The aims in facilitating this referral to the Executive accord with the key principles of improving the Council's organisational efficiency and complying with the requirements of the Council's Constitution.

## Implications

7. The implications of the original decision are set out in paragraphs 44 to 53 of Annex 1.

## Risk Management

9. There are no risk management implications in relation to the referral to the Executive of this matter. The risk management implications of the original decision are outlined in paragraphs 54 and 55 of Annex 1.

## Recommendations

That the Executive note the information provided on progress made with the Supporting People Programme and that this information, will in future, be provided on an annual basis to the EMAP prior to referral to the Executive.

Reason: In line with Constitutional requirements.

## Contact Details

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**Democracy Officer**  
**01904 551027**

**Chief Officer Responsible for the report:**  
**Suzan Hemingway**  
**Head of Civic, Democratic and Legal**  
**services**  
**01904 551004**

Report Approved

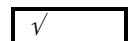


Date 08/08/07

**Specialist Implications Officer(s)**

N/A

**Wards Affected:**



For further information please contact the author of the report

**Background Papers:**

Decision Sheet of the Executive Members for Housing and Adult Social Services and Advisory Panel, 16 July 2007 (published on the Council's website on 17 July)

**Annexes**

Annex 1 – Report to the Executive Members for Housing and Adult Social Services Advisory Panel – Supporting People Programme – 16 July 2007.

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## Meeting of the Executive Members for Housing and Adult Social Services and Advisory Panel

16 July 2007

### Supporting People Programme

#### Summary

1. This report advises Members of the progress made within the Supporting People (SP) Programme in York. It identifies the key priorities for the programme and the implications of these for the Council. The report invites the Executive Members to refer this information to the Executive for their information.

#### Background

2. The Supporting People Programme was launched by the Office of the Deputy Prime Minister (ODPM) in 2003, and enables the provision of housing related support to help vulnerable people maintain or improve their ability to live independently. The programme is expected to contribute to a range of strategies, including reducing re-offending, tackling disadvantage and social inclusion, reducing and preventing homelessness, reducing health inequalities, reducing substance misuse, and increasing choice for older people, people with disabilities and with mental health conditions
3. The programme is delivered locally through a partnership between City of York Council, North Yorkshire and York Primary Care Trust and North Yorkshire Probation Service, with the Council also taking the role of Administering Authority. The partnership operates through the Commissioning Body, with non – executive and executive representatives from all three partners, and operates according to a Memorandum of Understanding.
4. City of York representatives on the Commissioning Body are the Director of Housing and Adult Social Services and two members nominated by Council.
5. The Programme in York is delivered through 125 contracts with 39 supported housing providers. These include charitable organisations, Registered Social Landlords, the Primary Care Trust and the Council. These contracts are reviewed on an annual basis, with service reviews for each customer group

undertaken on a 3 yearly cycle, to ensure that quality, cost effectiveness and strategic relevance are delivered.

6. The customer groups supported by the programme are:
  - Older people
  - People with mental health problems
  - Ex offenders
  - People with drug problems
  - People with alcohol problems
  - Homeless families, single homeless and rough sleepers
  - Travellers
  - People with HIV/AIDS
  - Young People at risk, care leavers, teenage parents
  - People with learning disabilities
  - People with physical and/or sensory disabilities
  - People fleeing domestic violence
  - 'Generic' vulnerability
7. Housing and Adult Social Services works with many of the vulnerable customer groups but the services provided through Supporting People are 'preventive' and not statutory services. Unlike the statutory services the Directorate is responsible for , it is the services that are eligible for Supporting People subsidy and not the individual using the service.
8. The programme impacts on some customer groups and strategies which do not fall within the remit of the Department, or where other Directorates will also have an interest. In particular, Young People, Offenders, and Drugs and Alcohol. Corporate links and links to the Local Strategic Partnership and Local Area Agreement are therefore essential to the success of the Programme.
9. The Programme was inspected by the Audit Commission in August 2004 and the report was published on 11<sup>th</sup> November 2004.
10. The inspection report rated the service in two ways :
  - a) How good is the Service ?  
The inspectors gave the service a Fair or One Star rating
  - b) What are the prospects for improvement ?

The inspectors found the prospects to be uncertain.

11. The Commissioning Body agreed an Action Plan in November 2004. This action plan was reported to the Executive in *January 2005*. By November 2005, all actions bar one were either achieved or partly achieved. Any outstanding actions were included within the Five Year Supporting People Strategy agreed in 2005. Annex A summarises the delivery of the Inspection Action Plan.
12. The Five Year Strategy is currently being refreshed to ensure that new strategic drivers are captured. This provides an opportunity to ensure that the Supporting People Programme is more closely aligned with LAA outcomes, and contributes to the prevention and well being agenda within the city.
13. Updated information on housing support needs within the City, as well as the impact of new services that have been developed within the Programme since 2005, will also be reflected in the strategy refresh. Annex B outlines the key actions within the original strategy, and the progress to date with these.
14. The Programme in York was originally allocated a grant of £9.4m. This was based on the value of 'legacy services' as defined by the grant conditions i.e. eligible services that were already in place. York was very successful in maximising the amount of funding that could be attracted under the transitional arrangements, however the City was identified as a 'high spending' Authority from the outset. Since 2003 York's grant has decreased each year, and for 2007/8 will be £8.2m. Significant work has been required to address the reducing funding within the programme, with a large retraction plan in place for some services.
15. The Office of the Deputy Prime Minister (now Communities and Local Government - CLG) consulted on the future funding arrangements for the Programme in 2005. There remains a high risk that the grant will continue to reduce over the coming years, with any move towards a Distribution Formula likely to disadvantage York. It is now expected that any announcement on the future funding for the programme will be made as part of the Government's Spending Review.

## **Consultation**

16. The Programme has a number of mechanisms for consultation, with customers, providers and other stakeholders.
17. These include a Provider Forum, and a newly formed User Group (York Support). It also includes the Core Strategy Group, which oversees the work of the programme and includes representatives from all partner organisations, and representatives from the Provider Forum. There are plans to increase the membership to include strategic leads for key customer groups, and representatives from the York Support Group.
18. Three yearly reviews of all services are undertaken by the Supporting People team, by customer group. Part of the review process includes consultation

with service users, and with stakeholders to identify any gaps, or issues with the quality of services, and to help develop plans for service development.

19. Both the Strategy, and the Strategy Refresh have been considered by stakeholders through these consultation routes.
20. Consultation over the best forum for regular reports on the programme to Members has been undertaken with the head of Legal Services, and with the Directors responsible for the two key customer groups that do not fall within HASS remit. No views have been expressed over a preferred option.

## **Options**

21. Members are invited to note the progress achieved on both the post Inspection Action Plan and the delivery of the Five Year Strategy. Members are invited to note the new priorities proposed within the Strategy Refresh, and consider referring this report to the Executive for their consideration and information.
22. Members could indicate whether they would wish to receive regular updates on the Programme.
23. An alternative would be to provide copies of Commissioning Body Minutes to be circulated with Council Agendas, allowing members to raise any questions they may have of the nominated representatives to the Commissioning Body.

## **Analysis**

### **Service reviews, eligibility and the retraction plan**

24. The Supporting People Team were successful in meeting the Government's target of reviewing all legacy services by March 2006. As a result of the Service Reviews a number of services agreed to make changes to address value for money issues, improve quality and improve strategic relevance.
25. A small number of services were identified as being not eligible for SP funding, under the local eligibility criteria introduced following the Audit Commission's inspection. A larger number were identified as not being fully eligible for the level of funding they were receiving. This was because the Government had made it clear, once the overall cost of the national programme was known, that the programme was intended to provide 'low level' housing related support. It was expected that the original criteria for identifying legacy services needed to be reviewed at a local level to ensure local priorities could be delivered, and to make sure that care and housing management costs were not being funded through the SP grant.
26. Whilst the general efficiencies and quality improvements identified through the service reviews in York affected all services, the ineligible funding was found mainly in services that were either managed by the Council (for example a contribution to the costs of estate management in Housing

Services), or joint funded between SP and the Council or the Primary Care Trust (PCT) ( for care costs). In particular services for people with learning disabilities and people with physical and sensory disabilities have been affected by the loss of SP funding, because many of these schemes provide support with daily living tasks, which were eligible under the legacy arrangements, but, in line with Government guidance, not under the local criteria.

27. Where customers were also in receipt of care services following a care assessment, and where it is clear that their eligible care needs can best, and most cost effectively, be met by the continuation of a service, the reduction in SP funding will in future be part of the care management costs.
28. The Commissioning Body's retraction plan has allowed funding to be withdrawn over time, up to a four year period, where there would otherwise be a risk that essential support for vulnerable people would be affected. This was agreed to allow alternative funding to be secured. However this does still mean the significant cost pressure for the Council will be a phased pressure until the final retraction for 2009/10.

#### **Financial position and development of new services**

29. At the time of the Audit Commission inspection the Commissioning Body and the Council were criticised for allowing balances to accrue without any plans for investing them in new services. The balances had accrued as a result of some services not being fully operational at the time the programme, together with a caution about making commitments when there was significant uncertainty about the future funding that the Partnership would receive.
30. Following the inspection the Commissioning Body invited the current SP providers to put forward proposals for new services, that they could evidence a need for. These services were funded for an initial period of 18 months, with a review to be undertaken during that time to decide if continued funding would be agreed, taking account of both the performance of the services and the financial position of the programme.
31. Six new services were established, including an outreach service for women escaping domestic violence, a teenage parents support scheme, support for people with mental health needs, and a skills development programme for rough sleepers. All of these services have been awarded further contracts at the end of the pilot period, following successful reviews, and a more stable financial position projected for the programme.
32. A second phase of commissioning new services commenced last year. The retraction plan, to remove ineligible funding from services, has freed up sufficient money to cover the reduction in grant and to leave some funding available for new services. Because of the staging of some of the funding reductions over three & four years, additional money will also become available next year.

33. New services are being commissioned to meet gaps in service for the priority customer groups, identified in the Five Year Strategy. These priority groups are: people with drug problems; people with complex needs (needs relating to three or more of the vulnerable customer groups); people with mental health needs; and young people.
34. To date new services have only been commissioned from our current providers, however we will be inviting other providers to apply to join our accredited provider list this summer, and will then be able to extend future bids for services to a wider market.

### **New priorities**

35. Since 2005 new strategic drivers have continued to emerge. The information from the Long Term Commissioning Strategy for Older People highlights the demographic pressures of an aging population, and the changing aspirations of older people. Mid Year population estimates also indicate that the Black and Minority Ethnic (BME) populations are growing faster in York than elsewhere.
36. The Government White Paper 'Strong and Prosperous Communities' sets out the importance of the Local Strategic Partnership ( LSP ) and Local Area Agreement (LAA) to help shape communities, and local priorities and to deliver joint working. The LAA in York sets out objectives for the local community, and has provided the Supporting People programme with a new set of local outcomes to contribute to .
37. Council Priorities, and Government initiatives are also drivers for the programme. The Respect Agenda, the drive to reduce the number of homeless 16-17 year olds placed in bed and breakfast, and the development of individualised budgets for social care customers are three key areas which have implications for the future priorities for the Supporting People programme in York.
38. Through the refresh of the Five Year strategy it is clear that the development of new services has begun to address some of the gaps that existed at the outset of the programme.
39. Looking again at the current gaps, and the strategic requirements, the revised priority customer groups for any additional investment will be: people with drug problems; young people, vulnerable older people and older people with dementia. There is still a need to understand the housing support needs of BME populations and so it will be a priority to commission research on this during the coming year.
40. Discussions are already underway to explore the possibility of SP funding being used to help commission a new hostel for 16- 17 year olds, as proposed within the Homelessness Strategy, which would help reduce the use of bed and breakfast and provide the appropriate help and support to young people who are very vulnerable if they cannot live with their families.

41. It is anticipated that recommendations for new services for people with drug problems will result from the current service review for this customer group.
42. Older peoples' SP services will be reviewed between September and December 2007, and so it is expected that recommendations for any new or changed services will come from this review. Any changes proposed should help to deliver the Long Term Commissioning Strategy for Older People, and in particular the prevention agenda.

### **Corporate Priorities**

43. By helping vulnerable people to develop the skills and networks to maintain their housing and by working in partnership with a regular review programme of the services commissioned, the Supporting People programme helps the delivery of the following Corporate Priorities:
  - Improve the life chances of the most disadvantaged and disaffected children, young people and families in the city
  - Improve the health and lifestyles of the people who live in York, in particular among groups whose level of health are the poorest
  - Reduce the actual and perceived impact of violent, aggressive and nuisance behaviour on people in York
  - Increase people's skills and knowledge to improve future employment prospects
  - Improve the way the council and its partners work together to deliver better services for the people who live in York
  - Improve efficiency and reduce waste to free up more resources

### **Implications**

#### **Financial**

44. There are no specific financial implications to this report. Financial pressures brought about as a result of the reduction in SP funding to essential services have been, and will be, raised through the usual budget monitoring procedures.
45. The future long term funding of the SP programme remains uncertain and no information is yet available on the level of grant that will be received in future years. Any reduction in grant would need to be matched by a reduction in the amount spent on the programme.

### **Human Resources (HR)**

46. Funding of staffing provision to administer the Supporting People Pot is ring-fenced and provided by the CLG. The move towards Market Testing will require new skills and resources within the Supporting People team which may have an impact on the budget or staff structure. A three year waiver is currently in place which will allow time to consider the impact of Market Testing on the team.

### **Equalities**

47. The Supporting People Programme provides support to many disadvantaged customer groups, and has a key role in addressing disadvantage, by providing help to ensure that basic needs such as maintaining a home, accessing services and participating in community life, are achievable.
48. There are outstanding issues to address within the programme to ensure that the needs of the BME communities within the city, regarding housing related support, are understood and met. Plans are now in place to address this during the coming months.

### **Legal**

49. There are no legal implications to this report

### **Crime and Disorder**

50. Supporting People Programme funds housing related support for ex offenders, with a view to reducing the risk of reoffending.
51. The Respect Agenda is one of the new strategic drivers recognised within the strategy refresh for the local programme, and there is a commitment from the Commissioning Body to support family programmes in the city to ensure that housing related support is part of the overall response to anti social behaviour issues.

### **Information Technology (IT)**

52. A new database, Framwork I, will be introduced over the next year which will replace the existing database Supporting People use to administer the programme. This is likely to cause short term disruption but long term administrative improvements.

### **Property**

53. There are no property implications to this report.

### **Risk Management**

54. The programme uses the Council's Risk Management approach, and reports regularly to the partnership on any high level risks.



55. The need to retract funding from services continues to bring a financial risk to the Council, but this risk will be managed through the ongoing review of accommodation and support needs, and through the usual budget management processes.

### **Recommendations**

56. That the Advisory Panel advise the Executive Members to note the information provided within this report, and refer the report on to the Executive for information.

Reason: This will allow a wider strategic understanding of the programme, which extends beyond the usual remit of Housing and Adult Social Services.

57. That the Advisory Panel advise the Executive Members that in future a report should be provided to the Executive Members and Advisory Panel, on an annual basis, for referral on to the Executive.

Reason: To allow a wider understanding of the progress and issues of the programme, and its links to local strategic priorities.

### **Contact Details**

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Corporate Strategy Manager

*Tel 554143*

**Chief Officer Responsible for the report:**

***Graham Terry***

Head of Corporate Services

**Specialist Implications Officers:** Finance - Debbie Mitchell, HASS Finance Manager

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

All

### **Annexes**

Annex A – Inspection Action Plan and outcomes

Annex B – Five Year Strategy Action Plan and progress

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## Action Plan in response to the inspection of the York Supporting People Programme

	Issue	Proposed Action	Timescale	Result
1	Plan how the underspend for 2003/4 and resources unlocked from the 2004/5 budget can best be utilised for benefit of the vulnerable people of York.	A report will be brought back to the CB once the final settlement of the SP grant for York is known	By April 2005	<p><b>Achieved</b> Agreed in Jan 05 workshop to look at pilot services.</p> <p>Bids reported July 05 and contracts awarded for 18 months Oct 05</p> <p>Rest used to enable SP funds to be reduced where services ineligible in phases thus not putting vulnerable people at risk</p>
2	Ensure that a framework for delivering the five year strategy is developed, resourced and adhered to	A project plan is in place to complete the 5 year strategy in time for submission	Submission by April 2005	<p><b>Achieved</b> Strategy developed and submitted April 05</p>
3	Implement effective arrangements for involving users, carers and advocacy groups including 'hard to reach' groups who do not currently receive or are underprovided for in relation to housing related support	Key target groups will be HIV/Aids, people with drug dependency, refugees, people from Black & Minority Ethnic groups, - for whom we will work with partner and neighbouring authorities to develop constructive links with user and advocacy groups. All service groups to be mapped to	March 2005	<p><b>Partly achieved</b> Service groups and links mapped. Some gaps – no links yet with refugees ( York is not a dispersal city) and limited links with BME groups</p>

Action Plan in response to the inspection of the York Supporting People Programme

		show how links will be made and maintained. Information provision will be improved by the development of the Council website, and the development of a services directory		Website developed  Service directory (with NYCC) published summer 05.  SP to host a stall at June 2007 Council event for BME communities
4	In relation to the governance of the programme:  a) develop protocols and procedures to resolve disputes should they arise between partners; and  b) review the membership of the Core Strategy Group to ensure it has adequate representation from all stakeholders, including external service providers.  c) Update the terms of reference for the group to reflect its current purpose and relationship with the commissioning body	a) This will be the subject of a separate report to the C.B on a memorandum of understanding  b) CSG has agreed to invite representatives from 2 provider forums. The SP Providers forum is looking at the method of selection and resource within providers.  c) Useful guidance has recently been received which can be used to clarify the relationship which will then be reported to the CB	January 2005   December 2004   January 2005	<b>Achieved</b> Memorandum of Understanding agreed March 05 (Updated arch 2007)   Providers selected representatives January 05 and attended CSG from March 05   TOR updated March 05

**Action Plan in response to the inspection of the York Supporting People Programme**

				Further review 2007 – proposals to extend membership to strategic leads and to User reps
5	Establish a local interpretation of which activities are eligible for Supporting People funding, involving service providers and user representatives.	This will be the subject of a further report to the CB following consultation with local stakeholders	January 2005	<b>Achieved</b> Completed for SP strategy
6	In relation to the service review programme: a) amend the approach to service reviews to ensure that services which are suspected of providing activities ineligible for grant funding, not strategically relevant, high cost or at risk are targeted for early review b) the commissioning body should ensure that the service review timetable is resourced and adhered to, and that services are re-configured, as necessary, to ensure that funded services are eligible and provide value for money c) establish in agreement with service providers a quality assurance mechanism to ensure reviews are	a) The service review programme will be amended from the start of 2005 (see reports on service reviews and eligibility criteria on this agenda)  b) The CB will be receiving updates on progress against the review timetable. A bid has been made for ODPM funding to supplement our resources through the “Value Improvement” programme with service reviews highlighted as the key issue.  c) A Quality Assurance Framework (QAF) is being implemented by the CSG in negotiation with	January 2005          Ongoing (result of the bid to ODPM to be announced on 19 <sup>th</sup> November )  January – April 2005 for	<b>Achieved</b>  PLD services brought forward          Service reviews completed by March 2006. Additional staffing financed through admin grant under spends          Review process

## Action Plan in response to the inspection of the York Supporting People Programme

	consistent and a means of dealing with appeals or disputes that may arise following a service review	provider and following ODPM guidance. A dispute resolution process needs to be agreed.	the dispute resolution agreement to be finalised	reported to CB Feb 05
7	Comply with ODPM guidance and grant conditions regulations by making payments to service providers in advance	This will require a waiver to the Council's Financial Regulations. It will also generate a lot of work on I.T. and admin. Systems, contract variation and housing benefit links.	By April 2005	<b>Not achieved</b> Waiver requested but ODPM advised Head of Finance that it was not a requirement. Providers advised with option to request review of payment arrangements if this caused hardship
8	Develop and deliver services with partners in response to identified need that plugs the gaps in housing related support provision for client groups who are currently not provided for.	The gaps in provision will be set out in the 5 year strategy based on the information we currently have available. This, together with information being built up from service reviews will be brought to the CB to inform decisions on priorities for future commissioning of services.	By November 2005	<b>Partially achieved</b> Pilot services targeted at groups identified as priority within strategy.  Commissioning plan further developed 2006/7 in line with retraction plan
9	Tackle the barriers that are put in place by service provider exclusion policies and the 'silting up' of accommodation based services through shortages of move on accommodation.	This has been identified as an issue for some customer groups – e.g. offenders and people with drug dependency. Contract reviews will examine exclusion policies and	By November 2005	<b>Delayed</b>  Second round of Service Reviews (from April 2006

## Action Plan in response to the inspection of the York Supporting People Programme

		challenge the rationale for them. There will also be work with the provider forum on acceptable principles for exclusion policies. The 5 year strategy should help inform the CB about areas where move on arrangements are not working well.		beginning to explore issues more robustly)
10	<p>Improve planning and performance management by:</p> <p>a) introducing an overarching short to medium term plan which allows the commissioning body to oversee the development and delivery of the programme</p> <p>b) finalising risk appraisal and contingency planning for the Supporting People services in York with an emphasis on the potential for service failure. These plans must be linked to the corporate programme of risk management, should be clearly recorded and agreed by the commissioning body</p> <p>c) considering how performance indicators and other statistical information provided by all the partners can be used to evidence the impact that the Supporting people programme is having in York</p>	<p>a) This will need to be in place for 2005/6 so that the CB can take a more active role in guiding and performance managing the SP programme</p> <p>b) The inspection has called for a more formal system of risk management to be put in place. In the first instance this will be discussed at the CSG.</p> <p>c) This can be considered initially as part of the 5 year Strategy</p>	<p>January to April 2005</p> <p>To be completed by April 2005</p> <p>April 2005</p>	<p><b>Mainly achieved</b></p> <p>Overarching work plan provided or CB and CSG for 2005/6</p> <p>Risk log agreed by and reported to CSG</p> <p>Delayed – first PI report May 06</p>

**Action Plan in response to the inspection of the York Supporting People Programme**

11	Report the findings of this report to the council, commissioning body, staff, partners, providers, stakeholders and users setting out proposals for addressing these recommendations and all other weaknesses in this report within 12 months.	There will need to be communications plan to achieve this. A newsletter has now been set up for stakeholders and reports are going to the council's Executive Members in December 2004.	Already underway	<b>Achieved</b>
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**Annex B  
Supporting People Strategy Action Plan**

**Progress on action plan**

Action area	Action planned	Progress
Needs assessment and strategic relevance for each customer group completed	<p>Specification for needs assessment drawn up</p> <p>Sign up from all named strategic leads</p> <p>Level 5 information on priority groups by 2006</p> <p>Other groups to level 5 ( suitable for specifying service requirements) by 2010</p>	<p>Specification outlined in 2006/7 work plan.</p> <p>Needs information gathered through strategic review elements of service reviews</p> <p>Updated assessments now in place for: mental health ( priority group), homelessness (including information on complex needs – priority group). Drug user assessment still not complete but some progress.</p> <p>Unlikely to achieve Level 5 for all services within original planned timescales</p>
Commissioning new services and utilising balances	<p>New ,or changed services in place</p> <p>Balance utilised</p>	<p>Pilot schemes commissioned from balances in October 2005 for 18 months.</p> <p>Pilot schemes reviewed and agreement to continue funding made April 2007.</p> <p>Balances utilised by these new services</p>

		and by the phased introduction of the retraction plan for ineligible services
Service re-engineering	<p>Process for service change agreed by 2006</p> <p>Services changed according to agreed process 2006-10</p>	<p>Service reviews identify need for change. Changes negotiated with providers. Appeals procedure in place.</p> <p>Services requiring decommissioning to be agreed by CB, and new services to be commissioned to be agreed by CB</p> <p>Changes identified through 1<sup>st</sup> service reviews now in place. Proposals for change all agreed with providers.</p> <p>Retraction plan agreed by CB March 2006.</p> <p>Decommissioning procedure to be in place by May 2007</p>
Commissioning plan needed	Commissioning plan in place by June 2006 for priority groups	<p>Commissioning Plan agreed by June 2006</p> <p>Reviewed and revised January 2007</p>
Assessing Value for Money of all services	<p>Completion of 3 year service review programme by March 2006</p> <p>Improvement areas for process agreed and implemented</p>	<p>Completed on time, and improvement areas agreed with all relevant providers. Services required to change to be reviewed again within a year.</p>

	Continuing review of service review process	CB agreed revised procedure August 2006  2 <sup>nd</sup> round of service reviews now under way using new procedures, with greater links to strategic partners for customer groups
Assessment gateway to be considered to ensure that customers can access the services they need	Feasibility study required	Not pursued. A number of customer groups already have accommodation panels, which provide a gateway to services
Engaging BME communities to understand housing support needs	Project group set up Brief agreed and work undertaken to improve engagement	Agreed not feasible to undertake solely for SP – needs co-ordinating to reduce risk of overburdening communities. CYC event June 2007. Research to be commissioned following this event
Performance monitoring to be developed to allow partnership to monitor the programme	Approach to be agreed and implemented on performance monitoring and reporting	Performance reports received quarterly by CSG To review 2007, once National framework is agreed.
Develop an Outcome based approach for schemes	Agree outcomes for schemes with providers  Monitor outcomes	Pilot under way – roll out delayed to take account of new national framework: National framework for short term schemes due to commence June 2007, Long term schemes due to start July 2007
Outcomes in individual support plans	Support plans are outcome based	Pilot on outcomes in line with regional model  Rollout delayed to take account of

		national framework
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**Executive**

9 October 2007

**Joint Report of the Director of People & Improvement & Head of Finance****First Performance and Financial Monitor - 2007/08****Purpose of the Report**

- 1 This report provides details of the headline performance issues from the performance monitor session on the 26<sup>th</sup> September 2007. It also builds on this to present the latest projection of the Council's revenue income and expenditure for the current year.

**Background**

- 2 This year's first monitor session looked at a number of different areas of corporate performance, considered under three separate categories:
  - Progress on our corporate *priorities*.
  - A *corporate health* check for the Council (i.e. financial performance, staff performance, CPA and Customer First statistics)
  - Key performance issues of corporate significance from *directorates*.
- 3 This report follows the same format and all analytical performance data, reports and presentations used at the session have been added to the Council's intranet site, under '*Documents & Information/Council/performance information & management*'.

**Summary of Performance headlines from Monitor 1**

- 4 A number of performance issues were identified at the monitor session for Directors and Executive members to address before the next monitor in December. The key ones are:
  - *Capacity problems with planning & development projects*: There are currently an unprecedented number of large-scale developments coming forward which have the potential to be very good for the city, but (as things stand) there is insufficient staffing capacity to ensure timely and successful delivery. Any delays could affect improvement across all areas of the council, as many areas rely on this type of work to achieve their own improvement targets.
  - *Staff sickness*: Although this first part of the year has seen a slight reduction in staff sickness in some directorates, our overall performance is still very poor in comparison to other councils. A new sickness management policy is being introduced in October 2007 and this will need to be implemented effectively if we are to tackle this issue more robustly.
  - *Easy@york*: progress and improvements from Easy@york have now begun to increase in pace, with the York Customer Centre (YCC) handling many more enquiries. There has also been a significant increase in the number of on-line transactions available to our customers. To ensure this level of progress continues to be rolled out smoothly to local residents, effective communication and consultation is paramount.

- *Communication of major performance achievements:* A number of significant performance achievements in educational assessment & attainment and community safety are covered in this monitor report (see para 70 & Annex 1). These need to be communicated more effectively, both within the council and to local residents.

### **Progress on Priorities**

- 5 The monitor session reviewed progress on the Council's existing corporate priorities (see Annex 1 for a synopsis update of each). The Executive considered a refreshed and improved corporate strategy on 25th September. This incorporates much of the content of the existing strategy but includes a series of longer-term direction setting statements and has been updated to reflect changes in local priorities. This is reflected in a widening of the Science City priority and the addition of a new climate change priority. A new people priority has also been added replacing the existing partnership priority (which is now a higher-level direction setting statement). It is intended that the key focus of future Monitors will be to track progress against the priorities in the refreshed corporate strategy.

### Changes to OEP priorities

- 6 The values have a key and complementary role alongside the direction statements. Focusing on Leadership, Customers, People (i.e. our staff) and Improvement, these values will determine the way we work in future, shape attitudes and behaviours, and crucially improve our organisational culture.
- 7 These values (taken directly from the council's existing vision statement) are intended to replace the 4 internal improvement priorities within our existing corporate strategy (Leadership, Customer Focus, Improvement and Partnerships). Three overlap, the fourth, partnerships will be replaced by the people priority. Working effectively in partnership is however seen as fundamental to our organisational success so is now reflected as one of the long-term direction statements described above.

### Changes to service priorities

- 8 The service related priorities for improvement are 10 key areas that have been identified as areas where the council needs to make considerable progress over the next 4 years. They are identical to the 9 service priorities in our existing corporate strategy with a couple of key exceptions.
- 9 The previous priority around Science City York has been widened to respond to the recommendations contained in the Future York Group report; and, a new priority for improvement around climate change has been added - on the basis of the importance placed on this aspect in the political prospectus:
- Refocused Science City priority: *"Improve the economic prosperity of the people of York with a focus on minimising income differentials"*  
(previously Improve the contribution that Science City York makes to economic prosperity)
  - Added climate change priority: *"Reduce the environmental impact of council activities and encourage, empower and promote others to do the same"*

### **Staff performance – corporate overview**

- 10 Corporate sickness absence levels are still very high, but stable compared to last year, with only a small 0.01 days per FTE increase on the equivalent period in 2006/07 (see Annex 2). However, the situation across directorates is rather more varied, with a 15%

fall in LCCS and City Strategy being matched by rises in Chief Executives and Resources. Chief Execs, Resources, LCCS and City Strategy are performing comparatively well and are expected to meet or exceed the corporate target. However Neighbourhood Services and HASS continue to perform poorly with the performance in Neighbourhood Services worsening and HASS only showing a small improvement (less than 1%).

Directorate	2006/07 Outturn	Staff sickness levels (Apr – June 06)	Staff sickness levels (Apr – June 07)
<b>Corporate Figure</b>	<b>12.90 days</b>	<b>2.81 days</b>	<b>2.82 days</b>
Chief Executive	5.07 days	1.08 days	1.18 days
Neighbourhood Services	16.8 days	4.20 days	4.56 days
City Strategy	11.43 days	2.96 days	2.71 days
Resources	10.38 days	1.70 days	2.01 days
LCCS	9.96 days	2.51 days	2.14 days
HASS	21.11 days	4.52 days	4.49 days

- 11 The Council has been amongst the lowest bottom quartile for BVPI12 (days lost due to sickness absence), for a number of years now. Significant work has been undertaken in HR through the *Attendance at Work* project to raise the profile of sickness absence and absence management processes will be in place in October. In addition, HR is currently undertaking a piece of diagnostic work to identify root causes of absence as well as moving on to the next stage of the Attendance at Work project, which will concentrate on developing proactive measures to enable attendance. However these are medium to long term measures and if quarter 1 is comparable to last year, it is unlikely that 2007/08 will show any significant shift without the new sickness absence processes being fully implemented across the Council.

#### Stress

- 12 Stress levels are similar to the same period last year. Neighbourhood Services have seen a significant rise, as has Resources, albeit from a much lower base line, whilst City Strategy has almost halved its stress levels.

#### Turnover

- 13 The Council continues to have below average levels of employee turnover. This quarterly figure would suggest an outturn of 11% for full year, however, it is likely to rise slightly, as the peak time for staff turnover in schools is in quarter 2 at the end of the school year. As a result, we may see turnover levels relatively unchanged for 2007/08.

Directorate	Turnover levels for (Apr – June 2007)	2006/07 Outturn
<b>Corporate Figure</b>	<b>12.02%</b>	<b>2.75%</b>
Chief Executive	14.00%	3.34%
Neighbourhood Services	16.12%	3.54%
City Strategy	15.74%	4.26%
Resources	15.41%	2.44%
LCCS	12.96%	2.34%
HASS	16.95%	3.12%

### **Equalities**

- 14 There has been a slight drop in the council's employment of disabled staff – down from 2.1% to 1.9%, but there has been an improvement in the Council's employment of BME groups. The fastest growing minority ethnic group in York is the White non-British category and in this area, the numbers employed by the Council have increased significantly, from 3.1% to 4.2% over the last 12 months, against a city population of 6.1%.
- 15 Taking the official BVPI figures (which do not include white non British) however, the figure drops to 1.2%, the same as last year, against a local population of 2.35%. It is anticipated that the development and implementation of the recruitment strategy over the next 6-9 months will result in an improvement in these figures in future years, which will sit alongside the work undertaken through the equality strategy and the equality in employment improvement plans.
- 16 The Council has also carried out equalities focused consultation with our residents. In June two community conferences were held to get feedback on 13 different council services from local disabled ethnic minority residents. Delegates were able to have their say on issues such as accessible housing, affordable housing, healthy active lifestyles, childcare and access to York city centre. The results of the feedback is being used by services to help develop plans a strategies to help ensure our services are delivered and designed with equalities in mind.

### **Health and Safety**

- 17 Over the past couple of years the RIDDOR incidents we reported to the HSE (Health and Safety Executive) have remained fairly stable (61 for 2006/07 compared to 60 the year before). Unfortunately, there has been a significant rise in RIDDOR reportable incidents for the first period of this year. This is partly due to changes in the definition of those incidents, which are deemed to be RIDDOR reportable by the HSE. However, work done in the H&S team to improve awareness of Health and Safety practices across the Council, and the introduction of a new Incident, Reporting and Investigation policy in March, has almost certainly led to more robust incident reporting.
- 18 Neighbourhood Services experienced 2 incidents of road diggers striking power cables (one in December 06 and one in August 07). The procedures we have in place to avoid these type of incidents have now been checked and reinforced. NEDL have also provided the council with a detailed map of all power cable lines, which should effectively address the problem.

### **Comprehensive Performance Assessment**

- 19 This year the council is undertaking a comprehensive corporate self-assessment exercise as a lead-in to our formal 2009 CPA inspection, which starts on the 28<sup>th</sup> January 2008. We have not had a corporate inspection since 2002 and it is worth noting that the results of the new inspection will be probably be used for following 3 or more years (i.e. up to 2012).
- 20 The Audit Commission's overall CPA 'harder test' framework assesses on a five point score, with 0 low and 4 the highest. The corporate assessment covers 5 themes – Ambition, Prioritisation, Capacity, Performance Management and Achievement (see table on next page). Each theme is given a score between 1 and 4, and then a score is formulated using the criteria in the table below.



Corporate assessment rules

Scores on 5 themes (4 corporate themes and overall score for achievement)	Overall Corporate Assessment score
Two or more themes with a score of 4 None less than score of 3	<b>4</b>
Three or more themes with a score of 3 or more None less than score of 2	<b>3</b>
Three or more themes with a score of 2 or more	<b>2</b>
Any other combination	<b>1</b>

- 21 Members have previously been informed that due to the 'harder test', we expect this inspection to result in the corporate rating dropping from 3 to 2. This puts additional pressure on the service blocks to do well to maintain the council's 3 star rating. The predicted service scores as things stand are shown in Annex 4. Although these predictions should be seen as fairly accurate, a more complete picture of the block scores will be available for the next monitor session in December, as this is when:
- the Audit Commission's comparative quartile data for 2006/07 is formally published and the block thresholds change.
  - directorates will have produced more in-year performance data. Unfortunately, data is currently unavailable for around 60% of our CPA indicators.
- 22 The table below shows that if the corporate assessment scores a 2, the Level 1 services must score no lower than a 3, and the Level 2 services no lower than a 2, to retain our 3\* rating.

Predicted CPA scorecard (February 2007)

	Category	2006	2007	Notes
	Corporate Rating	3	2	This may change after initial self assessment has been reviewed.
	Direction of Travel	Improving adequately	Not yet assessed	
Level 1	Children & Young People	4	4	via OFSTED and CSCI
	Adult Social Care	3	3	via CSCI
	Use of Resources *	2	3	via Audit Commission.
Level 2	Benefits	3	3	Via benefits Fraud Inspection (BFI)
	Culture	2	2	Cultural Services inspection – 2 PIs – 2
	Environment	3	3	Waste Management inspection – 2 PIs – 3
	Housing	2	2	Supporting People Inspection – 2 Housing Management PIs – 2 Community Housing PIs – 2
	<b>Council Rating</b>	<b>3 star</b>	<b>3 star</b>	

\* Crucial that we score a 3 otherwise we may drop to a 2 star council

- 23 The scorecard above shows that the Use of Resources score would need to be a 3 by 2008/09. If the auditors are satisfied with our partnership arrangements and there is no material error in our accounts – there should be no reason not to expect a 3. All the other blocks will also need to show stability or improve to ensure an overall CPA rating of 3\*. It should be noted that securing a score of 2 in the corporate assessment is also imperative to this scenario.

### **Local Public Service Agreement (LPSA2)**

- 24 Only a handful of indicators, which feature in the LPSA2 agreement, can be reported at this time. As a result, the overall picture shown has not changed much since monitor 3 at the end of 2006/7 (see Annex 4). Of those that can be reported however, two indicators have improved to the extent that we feel able to revise upwards our projections for payment of the reward grant. These cover vehicle interference and thefts from a vehicle, both of which have improved significantly over 2007/8 to date. Providing these trends remain consistent, both these indicators will attract the full payment of reward grant. This projection is susceptible however, to fluctuation and given the small numbers involved could be knocked off course by a small spree of vehicle crime such as that witnessed last year in the Clifton area.
- 25 Three indicators remain difficult to predict performance on due to the lack of interim data available. These are; the youth offending measures and adult participation in sport, all of which will not be measured again until the conclusion of the LPSA.
- 26 Based on the above projections, the amount of reward grant it is now estimated we will achieve overall is £2,207,988, an increase of approximately £79,000 based on the projections at year end and representing about 56% of the overall grant available.

### **Customer First Statistics**

- 27 The majority of our customer first results for April to June show high levels of performance across the different standards (see Annex 5). There were however, a few exceptions, which are being addressed corporately, or dealt with by the directorate responsible:
- The % of letters answered within 10 working days is declining in HASS. The directorate managed to answer just 89% in the first quarter of this year, compared to 98% for the same period last year.
  - Neighbourhood Services answered 82% of telephone calls within 20 seconds, down from 85% for the same period last year and well below the corporate average of 91%.
  - The number of stage 2 & 3 complaints dealt with within 10 days is currently at 100%. Although this only represents 18 complaints in the first quarter of this year, it is a major improvement on the same period last year. HASS in particular have improved their performance and have also dealt with the vast majority of the complaints received.

### **Financial performance - corporate overview**

- 28 Table 1 summarises the information presented to the individual EMAPs. It shows that because of one-off reductions in expenditure the projected out-turn is in line with current budget. However, if these one-off 'savings' had not been available the Council could have been heading for an overspend of £4,141k on the non Dedicated Schools Grant (DSG) functions.

- 29 There is an overspend of £146k on the DSG functions, however, under the terms and conditions of the DSG any in-year overspend can only either be funded from the general fund or carried forward and deducted from the following financial year's DSG. The proposal is to take the latter course of action and the overspend therefore does not need to be financed by the general fund.
- 30 The overspend on general fund services includes four principle elements:
- increased service expenditure pressures (either increased expenditure or reduced income) +£4,141k;
  - reduced service costs (either reduced expenditure or increased income) -£2,868k;
  - variations in central budgets controlled by the Executive -£852k
  - with a further -£409k from action proposed by Directors and agreed at the EMAPs.
- 31 Of the reduced service costs and action agreed at the EMAPs a proportion comes from underspends on budgets where the spend will not occur until 2008/09 (e.g. on the FMS replacement project), and a request will be made to carry these budgets forward at the end of the financial year.
- 32 While the projected out-turn is close to the budget this is due to a number of one-off occurrences which mask the true financial position of the authority. In overall terms the council faces a number of on-going budget pressures and future budget rounds will need to identify appropriate actions to control and mitigate them. The use of reserves to plug such gaps is unsustainable as it merely offsets problems and can lead to a continuing deterioration in the Council's underlying financial position. The Council's policy of only using one-off resources to meet one-off spending pressures is designed to explicitly negate such a risk.
- 33 The trading activity of Neighbourhood Services is reporting a lower than required profit for the year, but are continuing to look for action that can be taken to improve the position. The HRA out-turn working balance is expected to be £5,634k, £7k less than the current budget.
- 34 The level of total reserves reported at Annex 13 is currently projected at £7,572k. Any overspend will reduce the overall level of reserves. The minimum level recommended by the CPA is £5,201k.
- 35 In addition the report also provides:
- an update on the achievements of growth items and efficiency savings incorporated into the 2007/08 budget.
  - requests for virements and supplementary estimates.

### **The General Fund**

- 36 The General Fund net expenditure budget for 2007/08 was originally set at £105,088k, (£103,226k after the use of balances and reserves). Adjustments have been made between the profit expected from trading activities of Neighbourhood Services and general fund services as a result of allocating procurement savings, corporate budgets including the provision made during the budget process for increased NNDR liability at Hazel Court and a re-analysis of the Neighbourhood savings. These amendments total

£316k. In addition Members have agreed various other increased budgets, utilising reserves, and are asked to approve a further transfer of £152k between general fund and traded activities (see paragraph 58). The net effect of these changes has been to increase the net expenditure budget to £106,956k, and the details are shown at Annex 6.

- 37 A comprehensive breakdown of the projected position on the General Fund is shown in Table 1. Key parts of this are explained in paragraphs 68 to 85 and more detailed information is available in individual EMAP reports. An analysis of the key items which comprise current under and overspends for the Treasury Management activity is shown at Annex 7 and those for central services are in Annex 8.
- 38 Some of the underspending areas identified in the EMAP reports are delays in projects or deferral of expenditure (e.g. project slippage within the Resources area of £383k), and a request will be made to carry these resources forward into the next financial year. The reported position is therefore distorted by these amounts. Full details of the causes of the service variations were outlined in the individual EMAP reports and the overall financial position is summarised in Table 1.
- 39 As can be seen from Table 1 the increased spending pressures in service areas amount to £4,141k, with a further £279k on centrally controlled budgets. Wherever possible Departmental Management Teams/EMAPs have identified savings and action that can be taken to reduce the net effect of these pressures, reducing the net overspend on services to £864k. These increased service net costs have been more than matched by projected savings on centrally controlled budgets, almost entirely due to the improved position on interest rates and the ability to defer borrowing (see paragraph 45). However, the 'savings' on both departmental and central budgets are to a large extent one-off and mask the true financial pressures facing the Council, which will need to be addressed as part of future budget processes.
- 40 The 2007/08 budget included £3,725k for expenditure on growth items and £4,417k of budget/efficiency savings and with very few exceptions they are all being achieved. Where problems are being encountered these were highlighted in relevant EMAP reports. The growth items are set out in Annex 9, but all are on target to be delivered.

**Table 1 - Summary of Budgets and Variations**

	Currently Approved Budget				Variances					Projected Out-turn £000
	Gross Exp.	Notional Interest	Income	Net Budget	Over-spends Identified	Under-spends Identified	Action Agreed at EMAP	Out-turn to Net Budget		
	£000	£000	£000	£000	£000	£000	£000	£000	%	
<b>Service Area</b>										
Children's Services (non DSG)	64,471	4,733	(43,574)	25,630	+551	-158	-22	+371	1.4	25,988
Leisure and Culture	12,169	1,715	(4,329)	9,555	+163	-42	-17	+104	1.1	9,599
Economic Development	5,458	180	(3,375)	2,263	+62	-52	-	+10	0.4	2,273
City Strategy	30,852	3,105	(19,300)	14,657	+1,266	-492	-370	+404	2.8	15,061
Neighbourhood Services <sup>1</sup>	19,181	457	(5,219)	14,419	+25	-9	-	+16	0.1	14,435
Chief Executive's Department	9,743	-	(4,617)	5,126	+349	-258	-	+91	1.8	5,217
Resources	61,804	2,207	(59,279)	4,732	+465	-970	-	-505	10.7	4,143
- capital receipt income funded	200	-	(200)	-	+200	-	-	+200	N/A	200
Housing General Fund	12,192	52	(10,942)	1,302	+36	-101	-	-65	5.0	1,237
Adult Social Services	57,410	645	(23,872)	34,183	+1,024	-786	-	+238	0.7	34,416
<b>Total of Service Areas</b>	<b>273,480</b>	<b>13,094</b>	<b>(174,707)</b>	<b>111,867</b>	<b>+4,141</b>	<b>-2,868</b>	<b>-409</b>	<b>+864</b>	<b>0.8</b>	<b>112,569</b>
<b>Centrally Held Budgets</b>										
Notional Interest	-	(13,094)	-	(13,094)	-	-	-	-	-	(13,094)
Contribution from Cap Fin Acct	-	-	(5,669)	(5,669)	-	-	-	-	-	(5,669)
Treasury Management	10,983	-	(3,576)	7,407	-	-750	-	-750	10.1	6,657
Other Central Budgets	5,845	-	-	5,845	+279	-381	-	-102	1.7	5,743
General Contingency <sup>1</sup>	600	-	-	600	-	-	-	-	-	600
<b>Non DSG General Fund Total</b>	<b>290,908</b>	<b>-</b>	<b>(183,952)</b>	<b>106,956</b>	<b>+4,420</b>	<b>-3,999</b>	<b>-409</b>	<b>+12</b>	<b>-</b>	<b>106,806</b>
Children's Services (DSG)	83,835	-	(83,835)	-	+807	-661	-146	-	N/A	-
<b>General Fund Total</b>	<b>374,743</b>	<b>-</b>	<b>(267,787)</b>	<b>106,956</b>	<b>+5,227</b>	<b>-4,660</b>	<b>-555</b>	<b>+12</b>	<b>-</b>	<b>106,806</b>

<sup>1</sup> This includes the effect of the budget transfer with traded services recommended for approval by the Executive

- 41 The variations reported on budget/efficiency savings items are set out in Annex 10 and include:
- 41.1 Children's Services (general fund services) - saving on the cost of home to school transport of £70k unlikely to be achieved and only £55k of the target for in-year savings is likely to be delivered.
  - 41.2 Leisure and Culture - additional income generation of £5k at the library service is unlikely to be achieved.
  - 41.3 City Strategy - the savings proposal to maximise commercial opportunities (£100k) has been deferred until April 2008 and the income from charging for pre-application advice in development control (£30k) has been reduced by half due to delays in getting the scheme in place.
  - 41.4 Neighbourhood Services - two savings on the general fund side are not expected to be achievable, but both have been replaced with savings on utility and repairs budgets. On the traded activity side one saving will be met through increased profit on civic engineering and two further ones within the building services section will only be partially delivered.
  - 41.5 Chief Executive's - two proposals are unlikely to be achieved; the income from sponsoring city boundary signs (£20k), although work is still being undertaken on this, and saving on the cost of stress counselling (£8k).
  - 41.6 Resources - the saving from revenues and benefits management (£50k) is not achievable due to a delay in transferring the function fully into the customer centre. It will be delivered in 2008/09.
  - 41.7 Adult Social Services - the savings of £28.4k and £21.4k on learning disabilities services are unlikely to be achieved.
  - 41.8 Children's Services (dedicated schools grant services) - all savings are on target except for the £14k saving expected from reduced provision of home tuition and £14k from a reduction to the learning support assistants budget.

### **Centrally Held Budgets**

- 42 These are budgets where the reporting responsibility has been reserved to the full Executive, and so any movement on them must be considered as part of this report.

### Notional Interest Income

- 43 This budget matches the notional interest charged to the service revenue accounts. The notional interest charge must be excluded from the service expenditure when presenting the overall Council's Statement of Accounts. In order to show Members the effect of this the two sides of the notional interest are shown in Table 1.

### Contribution from Capital Finance Account

- 44 This budget represents the use of money held in the Capital Financing Account to match the depreciation charged to the service accounts. This is in accordance with the Accounting Code of Practice.

### Treasury Management

- 45 The Capital and Treasury Management part of Strategic Finance are currently predicting that treasury management will produce a surplus (underspend) of £750k. This is mainly due to three key events: a delay in borrowing due to the high cost of borrowing which has been made possible by strong cash-flows (£144k); interest earned on higher average

balances than anticipated (£192k); and an overall increase in interest rates throughout the year is projected to contribute additional interest income (£307k). Annex 7 shows the key variances that contribute to this surplus.

- 46 The projections are based on the best advice, but money markets are volatile and cash balances change rapidly so these predictions should be treated with caution. Each 0.25% change in interest rates will mean a change in the return on investments of approximately £50k per annum. It is worth noting that the current structure of Council borrowing and investments means that high interest rates are, at present, beneficial to the Council.
- 47 The recent turmoil in the money markets has resulted in higher than expected returns on the Council's investments by taking advantage of the high rates offered by institutions. The Council is restricted to the type of institutions that it can invest with, the level of that investment and period over which it can place an investment. The restrictions are based on the credit ratings from the credit rating agencies and interpreted by Sector, our Treasury Management Advisors.
- 48 There has been a lot of press coverage over the position of Northern Rock Bank PLC. The Council is permitted, within its treasury management procedures, to invest up to a maximum of £8m with Northern Rock Bank for no more than three months. The Council's current exposure to Northern Rock is £3.5m, with £2m maturing on 31 October 2007 with the remaining £1.5m maturing on 15 November 2007. The Government and Bank of England have agreed to underwrite all deposits placed with the Northern Rock prior to the recent troubles. The Council's investments are therefore safe.
- 49 The news that Northern Rock was having short term difficulties meant that the treasury management team took the proactive decision to removed them from the Council's list of institutions it can invest with. This decision has been confirmed by subsequent downgrading of the bank by the leading credit rating agencies.

#### Other Central Budgets

- 50 These budgets cover a variety of funding held centrally and details are shown at Annex 8. The majority of the budgets are for contractual purposes and will be fully required.
- 51 The projection on redundancies and pensions currently shows an overspend of £278k. This has been prepared using information on all known redundancy situations for the remainder of the year, most of which have arisen from 2007/08 budget savings and changing rolls within schools. Table 2 below gives the details. However, should there be further restructures during the remainder of the financial year the cost pressures will increase.
- 52 As part of the budget process this area was identified as a potential cost pressure, and account was taken in both the recurring pressure areas, to be funded from the contingency, and the non-recurring pressures areas, to be funded using reserves as shown in Annexes 11 and 12. The current pressures are all non-recurring and therefore should be funded by utilising reserves, and a request for a supplementary estimate of £278k is being requested (see paragraph 60). By utilising reserves to fund these one-off costs the recurring budget for contingency can be redirected to other pressures.

**Table 2 - Details of Redundancies and Early Retirement Costs**

	£(000)	£(000)
Annual charges for prior year retirements		711
Local Government Pension Scheme		
Redundancy payments	289	
Redundancy retirements	137	426
Teachers' Pension Scheme		
Redundancy payments	402	
Redundancy retirements	48	450
Administration charge		30
<b>TOTAL</b>		<b>1,617</b>

- 53 Members were promised an update in all monitoring reports of the value of NNDR rate refunds following successful appeals. The refunds received to date, after deducting all fees due to the Council's agents and the fee expected to be paid to property services, is £90k. It is projected that this may increase to £200k by 31 March 2008, and the latter figure has been included in Annex 13.
- 54 In addition to the above income that is posted directly to reserves the Council has been advised that it will receive a further £537k through the Local Area Business Growth Incentive scheme (LABGI). Members are asked to approve that this sum is also transferred directly to reserves.

### **Job Evaluation**

- 55 The current position on both Job Evaluation and Equal Pay (including the financial costings) is set out in Annex 15.

### **General Contingency and Supplementary Estimate Requests**

- 56 Contingency funding amounting to £600k was set aside in the budget process. As detailed in Annex 11 there have not been any supplementary estimates approved to date funded from the contingency as the one for Yearsley Pool approved on 12 June has been funded from reserves as it is a non-recurring cost item. As set out in paragraphs 73.2 and 73.3 the Executive Member for City Strategy has requested the release of £200k from the contingency to fund part of the increased cost of Concessionary Fares and the £200k identified during the budget process for planning income shortfalls. In considering these requests due regard must be given to other areas of pressure, which were identified during the budget process as potentially needing funding from the contingency and where there is still a possibility that additional funding may be needed. Annex 11 includes these items and the likely future requirements for additional funding in these areas. It should be noted that the projections do not include any requirement to fund additional pay award costs - if the settlement is higher than currently budgeted then Members are recommended to advise that the costs should be contained within existing departmental budgets. Also the sum identified for voluntary early retirement and redundancy costs has also been declared at nil as any additional costs in the year will be one-off not recurring. The annex shows that if all of these potential demands do materialise the amount now projected to be called down from the contingency fund will total £725k, which will lead to an overspend of £125k.



### **Virements Requested**

- 57 The Council's financial regulations require that any virements between service plan heads of more than £250k are agreed by the Executive as part of the budget monitoring report. The Executive Member for Housing and Adult Social Services has requested authorisation of a virement of £500k within Older People and Physical Disabilities to transfer the sum from residential and nursing to direct payments to realign budgets with activity.
- 58 As part of the ongoing review of the client and customer relationship sides of Neighbourhood Services the Executive Member was asked to consider that all waste budgets, including the operational budget for domestic collection should be classed as general fund. Commercial waste budgets would remain a traded activity. The effect of this action will be to increase general fund costs by £152k, which will be financed by an increase in the surplus to be made by the trading portfolio. The Executive Member for Neighbourhood Services has requested that this budget transfer be approved by the Executive, and the budget position reported within this report are based on the revised figures.

### **Reserves and Balances**

- 59 Annex 13 shows the position on the General Fund reserve which, it is anticipated, will fall from £7,702k at the start of the financial year to £5,395k by the end of the current financial year. Once other reserves are taken into account the level of reserves for CPA purposes is forecast to stand at £7,572k. It should be noted that while this is above the expected CPA target of £5,201k future potential demands have been identified which will reduce the available resources to around £500k by the end of 2009/10.
- 60 Three requests have been made to utilise reserves to fund additional one-off costs in 2007/08. The first is to fund the costs identified for redundancy and early retirement costs in the sum of £278k (see paragraph 52). The second is a request from the Executive Member for City Strategy to fund an additional contribution to the York Citizen's Advice Bureau of £2.5k as set out in paragraph 73.5. Finally the Executive Member for Corporate Services has requested the release of £200k for expenditure that was formerly funded from capital receipts and which now cannot be (see paragraph 83.3).
- 61 Members are reminded that balances are not normally used to fund recurring expenditure and any further large approvals against these balances will reduce the scope for Members to utilise reserves to fund current year overspends or new investment in future years. Using balances to fund recurring expenditure creates funding problems in future years, as the resources will no longer exist, but the expenditure will.

### **Monitoring Level of Debts**

- 62 There are three main areas of income to the Council where it is important that Members are kept informed of the level of the debt, the movement from the beginning of the year, and the likely position at the end of the year. In all cases the Council makes provision for non-collection of the debt, and the level of this is also monitored. The three areas are housing rents, collection fund (both council tax and business rates) and sundry debts.

63 Table 3 sets out a summary of the information on these sources of income, with some further explanatory notes below.

**Table 3 - Information on the Main Income Sources to the Council**

	Housing Rents	Council Tax	NNDR	Sundry Debts
Arrears at 31 March 2007		£5,741k	£3,178k	£2,707
current tenants	£712k			
previous tenants	£811k			
Provision for bad/doubtful debts at 31 March 2007	£1,213k	£3,126k	£1,469k	£525k
Value of debts written off so far in 2007/08	£47k	£195k	£83k	£40k
Current value of prior year arrears	See section below	£4,538k	£3,044k	£1,288k
Estimated accounts to be raised in 2007/08	£23,596k	£73,925k	£78,844k	£62,292k
Accounts raised to end of July 2007		£509k	£268k	£20,773k
% collected to end of July	See section below	38.7%	40.48%	96%
Target % to be collected in year	97.86%	97.2%	98.9%	95%
Arrears of in-year debt at end of July	See section below	£1,583k	£502k	£600k

#### 64 Housing Rents

64.1 As rents are a weekly charge, arrears are not separately identified into account years. It is therefore not possible to show the current position on collecting prior year arrears.

64.2 Percentage of rent collected - the data is calculated annually at the year-end. In 2006/07 97.46% was collected; the target for 2007/08 is 97.86%

64.3 Rent arrears as a proportion of the rent roll - year to date 3.41% (6.24% was the 2006/07 out-turn and the target for 2007/08 is 2.05%). These figures include the arrears figures for former tenants.

64.4 Rent income lost through voids - year to date 0.26% (1.04% was the 2006/07 out-turn and the target for 2007/08 is 0.9%).

64.5 The rent arrears at 31 March 2007 were £54k less than at 31 March 2006.

#### 65 Collection Fund (Council Tax and NNDR)

65.1 The collection of in-year Council Tax accounts at the end of July is 0.9% ahead of the same position in 2006/07. An internal target has been set to reduce prior year debt by 55%, and would expect that the level of prior year arrears would be around £4.02m. The current position of £4.54m is a slight shortfall but action continues to be taken to address this. Between April 1996 and March 2007 the total value of Council Tax bills raised was £555.005m, against which write-offs so

far total £1.710m. With current arrears at £4.538m this gives an overall collection rate to date of 98.87%.

- 65.2 The Council raises accounts for and collects the income due on NNDR on behalf of the government. The collection of in-year NNDR accounts at the end of July is slightly behind target, but this is primarily due to the late settlement of the Council's own bills which are usually paid during August. The total of the Council's bills is 3.8% of the collectable sum and helps to increase collection to 53.77% by the end of August, some 4.78% ahead of the same position last year. The position on both current accounts and prior years are prone to fluctuation due to the likelihood of large, and often retrospective, rateable value adjustments issued by the District Valuer. Between April 1996 and March 2007 the total value of NNDR accounts raised was £629.317m, against which write-offs so far total £1.641m. With current arrears at £3.044m this gives an overall collection rate to date of 99.25%.
- 65.3 Other significant action taken to improve the position on this service area are electronic forms and telephone sign-up for Direct Debits for council tax went live in the York Customer Centre from July. Increased direct debits helps improve the collection rate. For NNDR all backlogs of work and valuation changes were cleared in the last financial year, which means that bill and payment queries are resolved promptly, which again helps achieve effective recovery.

## 66 Sundry Debts

- 66.1 This section includes the miscellaneous debt raised and collected by the Council. It includes such varied income sources as commercial property rental, housing repairs, commercial waste collection, pest control and other fees and charges.
- 66.2 Unlike the other income the total to be raised will vary from year to year, and is not dependant on annual sums due in the same way that housing rents, council tax and NNDR are.
- 66.3 A debt recovery officer has been appointed to ensure that debt is recovered as expediently as possible. During the last six months arrangements have been set up to recover over £131k of debt, including housing benefits overpayments and council tax as well as sundry debts. At the same time the officer has identified £189k of new liabilities for NNDR, which initially benefits the Council in terms of cash-flow, but long-term will be paid to the government.

## Cost to the Council of the Level of Arrears

- 67 It is difficult to put a precise figure on the cost of arrears as at any time there are both arrears and prepayments, or refunds due, on all types of income. Also, with annual billing for council tax and NNDR for example, the level of debt recorded is not necessarily due for immediate payment. However, simply using the expected recoverable level of arrears at 31 March 2007 and a notional cost of borrowing at 6.5% would give an annual cost of £443k.

## **Key Performance Issues from Directorates**

- 68 Directorates produced a balanced scorecard showing headlines from three areas of their service performance:
- 68.1 progress on delivering the key actions to support our corporate priorities and imperatives, or any other high profile actions the directorate is delivering.
- 68.2 headlines on key performance indicators that are corporately significant (i.e. they support corporate priorities, LPSA, CPA, etc).

68.3 headlines on resources management (i.e. budget and staff management)

69 The full scorecards can be found on the council's intranet, but the key points are:

Learning Culture & Children's

70 Service improvement and key actions:

70.1 CLA: The % of Looked After Children (CLA) in long term placement stability is currently running at 56.7%, just below last year's outturn of 57%. It therefore looks likely that we will not return to the levels achieved in 2005/06 when performance was running at nearly 74%. It should be noted however, that the definition changed in 2006/07 and comparative information is not yet available for this indicator.

70.2 Core assessments: The % of core assessments completed within 35 working days is currently running at 94.3% as a result of new systems being introduced. This is a good increase on the 90.9% achieved in 2006/07 and LCCS expect to significantly exceed the 2007/08 target for this measure which was set at 45%.

70.3 Excluded pupils: The number of permanently excluded pupils in secondary schools has started to increase again, a disappointment given that we experienced a 17% decrease in 2006/07. A meeting of York's secondary headteachers was called in June and a 'Behaviour & Attendance Plan' has now been put in place to tackle the problem. Conversely, the number of fixed term exclusions in the special school sector has decreased markedly.

70.4 Nursery places: The proportion of 3-year olds with a pre-school nursery place in the maintained sector (including holiday places) has increased. Levels for the first 4 months of 2007/08 are already exceeding those for 2006/07, mainly due to increased demand from parents. Similar improvements have been made regarding after school and holiday places.

70.5 Attainment: York's provisional key stage 4 results for 2007 are at 68%. This represents an extremely good trend for 5 A\*-C grades at GCSE and this is now 5% above the comparative early national results.

70.6 Museums & Galleries: Visits to museums and galleries per 1000 population continues to increase on what is already top quartile performance. The figure for the first 4 months of 2007/08 is 1563, which indicates that we will exceed the 2006/07 level of 4987 (accounting for seasonal variation). To put this into context, visits have increase by nearly 63% since 2003/04 and we are now the 5<sup>th</sup> highest performing unitary authority.

70.7 Children Centres: The authority is making excellent progress in developing accredited children's centres with considerable partnership, building and staffing changes well advanced in comparison with other Wave 2 authorities. Two of the centres have already been formally designated as children's centres and the remaining 6 sites are expected to be completed close to the April 2008 target date.

71 Resource management:

71.1 Staff sickness levels are running at 2.6 days per FTE for quarter 1. This is similar to the 2006/07 levels for this period, although stress related absence has reduced slightly. Staff turnover levels have also decreased.

71.2 The majority of the Children's Services budget is funded from the ring-fenced Dedicated Schools Grant (DSG). The current projection is that this area will overspend by £146k, of which the most significant item (£288k) is increased

demand being experienced within the Nursery Education Grant budget due in part to the impact of the Pathfinder projects. Under the terms of the DSG any overspend either have to be funded by a contribution from the Council's general fund in the year, or carried forward and funded from the following year's DSG. The latter process will be followed if there is an overspend at the end of the year.

- 71.3 The general fund areas of Children's Services are projecting an overspend of £371k, of which the two major areas are home to school transport (£146k) and independent fostering agency fees (£185k). The former projection has been prepared based on the summer term prices. A re-tender exercise has been undertaken in time for the Autumn term, and the impact of this on the projection will be reported in monitor two. The fostering agency fees have increased due to a significant increase in the number of children looked after, up to 160 earlier in the year. A clearer picture should be available in time for the second monitor as to whether this trend will be reversed or continue.
- 71.4 Leisure and Culture are projecting a net overspend of £104k, after action is being taken to contain £17k of current overspend within existing resources. Of this £60k relates to projected income shortfalls within the Library Service which could only be dealt with within the Library Service itself by reduced expenditure on library bookstock. It is unlikely that the remaining forecast overspend (£44k) for Sports and Active Leisure can be contained. This pressure has arisen mainly due to the deterioration in income due to the transfer of the Edmund Wilson fitness gym to temporary premises.

### City Strategy

#### 72 Service improvement and key actions:

- 72.1 Brownfield site development: The % of new homes built on previously developed land is currently running at 100%. This moves us from 2<sup>nd</sup> to 1<sup>st</sup> quartile and exceeds the government's target of 65%. This performance has been achieved due to a large number of applications for Brownfield site development. However, in future years we will perform closer to government target levels as a result of consent being given to a large number of Greenfield sites. This may move us back down to 3<sup>rd</sup> or 4<sup>th</sup> quartile performance, although there may be a national trend in Greenfield development, which could affect comparative performance thresholds.
- 72.2 Planning applications: The % of major planning applications determined within 13 weeks is now at 77.8%, a decrease on the 92% achieved in 2006/07, but exceeding this year's government target of 65%. The % of minor applications has increased slightly on last year, currently at 77.5% compared to the 76.9% achieved in 2006/07. We therefore expect to achieve our 2007/08 target of 75%. Planning services are currently experiencing income and grant shortfalls which will lead to a 6% overspend (around £220K).
- 72.3 Economy: York's unemployment rate is still running at 1.2% below the national average and 1.5% below the regional rate. Business confidence is also improving in York, with approx 32% of firms expecting turnover the rise in 2007/08. This is a significant increase on the 26% achieved last year.
- 72.4 Highways & streetlights: 99.25% of highways inspections are now completed with 4 working days, a good increase on the already excellent 95% we achieved in 2005/06. However, the time taken to repair streetlights has increase significantly on the same period last year (1.78 days for quarter 1, compared to 0.39 days

achieved in quarter 1 last year). It should be noted that this is still performing below the 2007/08 target of 1.9 days.

73 Resource management:

- 73.1 Staff sickness levels are running at 2.7 days per FTE for quarter 1. This is the same as that achieved for the same period last year. However, it is encouraging to see that stress related sickness absence has nearly halved compared to quarter 1 last year.
- 73.2 The biggest individual pressure facing the City Strategy directorate is that relating to Concessionary Fares, which are projected to overspend by £740k. This is due to a number of factors, the principal ones being the unfunded costs arising from the appeal decision during 2006/07 and a further anticipated 20% growth in the number of journeys. The additional costs are partially offset by reduced spend on travel tokens amounting to £100k. A supplementary request is being submitted for £200k to meet these additional costs.
- 73.3 Planning income, building control income, land charges income and planning delivery grant (announced after the budget was set), are all below budget. The first three follow trends in previous years, and were identified as potential problem areas during the 2007/08 budget process. A supplementary request is being submitted for £200k to meet this reduced income.
- 73.4 If the supplementary requests are approved the projections are still that there will be an overspend of £374k. The EMAP considered action to further reduce the forecast overspend and agreed to defer expenditure of £370k on highway maintenance until the financial position is more certain. If the budget position improves, e.g. there is additional income or reduced concessionary fare liability, then the schemes will be released and completed during the financial year.
- 73.5 In the Economic Development area Markets income continues to be a problem and further initiatives are being taken. Under arrangements for grants and partnerships the Executive agreed the contribution to the York Citizen Advice Bureau for 2007/08, but also agreed to review the level of grant following the 2006/07 out-turn position. The EMAP recommended that a further one-off grant of £2.5k be made in 2007/08 from the Council's reserves.

Neighbourhood Services

74 Service improvement and key actions:

- 74.1 Recycling & Landfill: Waste recycling levels have continued to increase in the first quarter of this year, with nearly 42% of waste currently being sent for recycling or composting compared to 39.9% in 2006/07. As a result, the tonnage of landfilled continues to decline, despite household waste levels rising in York. This has been achieved through the full roll-out of kerbside cardboard collection, which has had a significant effect on the service, requiring an increase in the number of refuse collection staff and vehicles. The reduction in landfill also impacts upon the council's financial position, by avoiding the government's hefty LATs charges.
- 74.2 Bin collection: The number of missed bin collections per 1,000 population has reduced in the first 4 months of this year. The average is currently running at '54', compared to last year's outturn of nearly 78 and Neighbourhood Services are predicting to achieve this year's target of '60'. Members should note that if this is achieved, it would be a major improvement on 2005/06 outturn of '97.5'. Unfortunately, the % of missed bins put right by the next day is currently to 55%, compared to 58% achieved in 2006/07. Neighbourhood Services are still

predicting that we will still improve on 2006/07 levels, but will fall well short of the 100% target set for missed bins in 2007/08.

74.3 York Pride: Our flagship measures on cleanliness show some very encouraging results from our first in-year survey (first of 3 surveys carried out annually):

- the % of land and highways with unacceptable levels of litter/detritus was at 5% in the 5 wards surveyed. This compares extremely well with the 2006/07 outturn of 19%. If this was maintained and we could achieve 8% or less, this would move us from 4<sup>th</sup> to top quartile in terms of unitary comparative performance.
- similarly, graffiti levels are at 1% (compared to 6% last year) and fly-posting is at 0%. Again, if this level of cleanliness was maintained for the other 2 in-year surveys, this would be top quartile performance.

74.4 Smoking ban: Neighbourhood services have been selected (along with 8 other authorities) to receive funding for a forthcoming ENCAMS campaign. It will be centred around the effects of the smoking ban on street cleanliness and will help us publicise the effects of littering and highlight enforcement issues in the city.

75 Resource management:

75.1 Staff sickness in Neighbourhood Services continues to be a problem, with 4.56 days per FTE being reported in the first quarter of this year. Stress related absence has also increased significantly (1.24 days compared for quarter 1 compared to 0.54 days for same period last year). Taking into account seasonal changes in sickness absence, the 2007/08 level is forecast to increase on last year's outturn of 16.8 days. As a result, the directorate management team are investing much more time into managing sickness absence and an in-year target of 14% has been set to help focus attention on the issue.

75.2 Twelve RIDDOR incidents were reported in quarter 1 of this year, suggesting that we may exceed the 25 incidents reported in 2006/07. This increase however, mirrors an increased trend in incidents across the council, which reflects the raised profile of Health & Safety, which in turn has led to more incidents being reported.

76 *General Fund Services*

76.1 The overall departmental position is a projected net general fund overspend of £16k, mainly due to variations in staffing costs against budgets.

77 *Trading Activity*

77.1 The trading accounts are forecast to achieve a surplus of £345k against a revised target (including the budget transfer set out in para 60) of £511k. The main reasons for the shortfall are that the building maintenance section is unlikely to achieve its' saving target because of delays in implementing the new structure (up to a shortfall of £78k), and the savings expected to be delivered through a revised school cleaning contract (£120k) may not be achieved. The latter service is currently under review and officers are meeting during September/October to agree a solution that should improve the financial position. Any shortfall against the targeted profit would have to be met from trading services reserves.

Housing and Adult Social Services

## 78 Service improvement and key actions:

- 78.1 Housing relets: The council's housing relet times continue to improve. Performance is currently running at 21 days (a significant improvement on the 32 days achieved in 2005/06) and now places us well into the top quartile of unitary authorities. This is also a CPA block indicator.
- 78.2 Repairs: The % of urgent housing repairs carried out within the government's timescales is predicted to hit 90% for 2007/08. Although this will be well short of this year's target, it represents a marked improvement on the 83.5% achieved last year. Again, this is a key CPA block indicator. The average time taken to complete non-urgent repairs has also reduced. Current performance stands at 7.9 days, nearly days lower than the 9.7 days achieved in the 2006/07 .
- 78.3 Care assessments: Waiting times for care assessments are currently performing below the government's 'acceptable' thresholds. This is mainly as a result of it taking longer for staff to complete the assessments under the new framework arrangements. Contingency plans are in place to try and improve performance for the latter part of 2007/08.

Acceptable waiting times for assessments:	06/07 outturn	07/08 latest	07/08 target
a) start within 48 hours	82%	81.3%	85%
b) completed within 28 days	79%	51.7%	68%
c) Average acceptable time	80.5%	66.5%	76.5%

- 78.4 Direct payments for over 65s: The number of older people receiving direct payments has increased to '53' for quarter 1. This is exceeding the 2007/08 target of 39 and already represents a improvement on the 47 achieved 2006/07.
- 78.5 MH assessments: The % of people with mental health problems under the age of 65 receiving an assessment within the government time limit of 2 days has increased markedly (quarter 1 is currently showing 64.5% compared to the 2006/07 outturn of 36%).
- 78.6 Work has now started on the relocation of the Peasholme Hostel, which will provide improved facilities for residents and free up land needed for the Hungate development.

## 79 Resource management:

- 79.1 Staff sickness absence levels in HASS are at 4.49 days per FTE, which represents no improvement on the 4.52 days achieved in the same period last year. Long-term sickness however, is starting to decline (currently 2 days compared to 2.3 days last year) and over time, this may start to bring down the overall level of sickness for the directorate. Staff turnover has also reduced significantly at 3.12% for the first quarter. HASS are therefore forecasting a much lower outturn than the 17% achieved last year.

80 *General Fund Services*

- 80.1 The overall departmental position is a projected net general fund overspend of £173k. The Management Team will be working to bring the overall General Fund expenditure back within budget by the end of the year - which should be achievable given the low percentage of overall spend that the projected overspend represents. It is also worth noting that whilst the overall position is a significant improvement on the position in previous years, it is dependent on



some areas under spending. Should these under spends not be achieved the departmental overspend could increase above the figures quoted here. The budgets will continue to be monitored closely to identify any problems at an early stage.

- 80.2 However, the EMAP were advised of the continued pressures in Learning Disabilities due to the increase in both the number of customers (young people coming into adult services and older people living longer) and the complexity of their needs. This trend is set to continue for the foreseeable future and is a part of a national pattern (an 11% increase in the number of adults in England with a learning disability is expected in the period 2001 to 2021). Ways of accessing income from alternative sources, e.g. Independent Living Fund and NHS Continuing Care, are currently being used with some success by the learning disabilities team. However, it is very unlikely that this will bring the service back within it's overall approved budget.
- 80.3 For Housing General Fund services several small items of variations were identified, leading to a small underspend of £65k.

81 *Housing Revenue Account (HRA)*

- 81.1 The current forecasted position on the HRA is a projection for the working balance to be £5,634k at 31 March 2008. This is a small overspend of £7k from the budget for the year. The variances reported to the EMAP included underspends resulting from staffing shortages, savings from not having to fund a shortfall in supporting people income, and additional rent income offset by net additional expenditure on repairs and maintenance due to increased demand.
- 81.2 Members are reminded that it is illegal to budget for a deficit on the HRA and that the HRA is 'ring-fenced' so that any deficit cannot be made up by contributions from the general fund, nor can any surpluses be used to aid general fund services. Further, the District Auditor has highlighted that the HRA is vulnerable to changes in income and expenditure and without a surplus it is less able to meet unforeseen contingencies. He has recommended that the HRA be kept under review and that adequate cover against unforeseen contingencies is maintained.

Resources directorate

82 Service improvement and key actions:

- 82.1 CT & NNDR collection: The % of Council Tax and Non-Domestic Rates collected in the period April to June was 30% and 32% respectively. This is slightly higher than usual for this first part of the year and projections indicate that we are on track to hit our target collection rates of 97.2 (CT) and 97.9% (NNDR) by the end of the financial year. If achieved, this will bring in much needed financial resource for the current year budget.
- 82.2 Benefits: The speed of processing housing and Council Tax benefit claims has improved again, with the average currently running at 32 days. This is a good improvement on the 35 days in 2006/07 and 40 days in 2005/06. This moves us up from 3<sup>rd</sup> to 2<sup>nd</sup> quartile performance when compared to other unitary authorities. It is also a key CPA indicator. Unfortunately, the time taken to process change in circumstances for Housing and council tax benefits has increased to 16 days in the first quarter of this year. This is 1 day more than last year's performance and 2 days off our 2007/08 target. If maintained, it will also see us move from 2<sup>nd</sup> to 3<sup>rd</sup> quartile. This may be avoided as a number of bulk

rent increases from registered social landlord properties are expected which count as one day transactions and should help improve our annual average.

- 82.3 Building access: The number of council buildings open to the public with access for disabled people has risen to 85%, a 4% increase on last year's performance. Since 2005/06, when we had 72% of buildings accessible, our improvements have moved us well into the top quartile of unitary authorities. This is an excellent achievement given the difficulty of adapting most of York's council buildings.
- 82.4 Invoice processing: The % of invoices paid within 30 days is now running at our very challenging target level of 95%. This is a 1.7% improvement on last year and will move us from 2<sup>nd</sup> to top quartile if achieved.
- 82.5 FMS: Procurement for the replacement of the Council's financial management system (FMS) has now started and this is likely to have major resource implications across the authority.
- 82.6 Hungate project: The Admin accommodation project continues to run on target, with the design stage for Hungate now underway and planning approval finalised by January 2008. Once the design stage is complete, a range of supporting projects will be pulled together to help start planning for occupation.
- 82.7 Pay & grading: 90% of all equal pay liabilities from the pay & grading review have now been settled. This has minimised the financial risk to the council, but has also led to a 12-month delay to the job evaluation part of the review.
- 82.8 Easy@york: The Revenues service has now been successfully implemented into the York Customer Centre (YCC). Around 90% of all transactions are now handled by the front office and 60-70% of processes are now fully automated, with no back office work. The changes to the Revenues service will also lead to future improvements for BVPI 9 (% of Council tax collected).
- 83 Resource management:
- 83.1 Sickness absence levels in Resources are currently running slightly higher for the first quarter of 2007/08 than the same period last year (2 days compared to 1.7 days). This may be as a result of an increase in long-term sickness, which is currently running at 0.81 days compared to 0.29 days in the first quarter of 2006/07. Stress related absence has also increased from 0.12 to 0.25 days.
- 83.2 Staff turnover has reduced significantly, currently standing at 2.4%, Resources are predicting a much lower outturn than the 15.41% reported last year.
- 83.3 The headline underspend of £505k is larger than normally identified at this early stage. However it includes a saving of £383k following a thorough review of spending in IT and related projects all of which is slippage on projects and which will be required in 2008/09 and it also reflects the decision to repay venture fund loans at the end of 2006/07 producing revenue budget savings of £251k. It does not include expenditure of £200k on property services which was formerly funded from capital receipts income which the new code of practice prevents. This is shown separately on Table 1. The Executive Member for Corporate Services has requested the release of funds from reserves to fund this as a one-off in 2007/08, and it will be the subject of a growth bid for the 2008/09 budgets.
- 83.4 The main areas where there are overspends are in the audit and risk management section, due to additional costs of housing benefit investigations and the probability that there will be no dividend from the Yorkshire Purchasing Organisation, and in property services due to overspends on administrative accommodation and reduced income from asset and property management.

## Chief Executive's

### 84 Service improvement and key actions:

- 84.1 Resident satisfaction: The latest Talkabout in-year results indicate that the % of York's citizens satisfied with the overall services provided by the council has increased to 59%. This compared very favourably to the same survey result from last year, which was just 48%. If this result is maintained or improved in other Talkabout surveys carried out later in the year, it will represent a major improvement on the final outturn of 44% we reported in 2006/07.
- 84.2 Health & Safety: The council recorded 23 RIDDOR accidents in quarter 1 of this year, compared to 16 for the same period last year. Early indications are that we may miss our 2007/08 target of 59 accidents and exceed the 62 which were reported in 2006/07. The increase is due to the introduction of a new Incident & Reporting and Investigation policy earlier in the year. The launch was supported by a number of awareness raising workshops and this may have led to more accidents being reported.
- 84.3 Staff turnover: Overall staff turnover across the council has increased from 2.32% to 2.75% when comparing quarter 1 with the same period last year (a proportional increase of 19%).
- 84.4 CPA: Work to develop a formal self-assessment for CPA is now well underway. An initial draft version has been considered by CMT and this has been used to identify key areas for improvement prior to, and after, formal submission. A draft version of the assessment will be presented to Members in November to ensure we meet the government's submission deadline of December 2007

### 85 Resource management:

- 85.5 The key variations that comprise the projected overspend of £91k are staffing related - additional costs from appointing an interim Head of Human Resources (+£84k), anticipated additional costs from temporary arrangements and replacing the Head of Civic, Democratic and Legal Services (+£40k) offset by an increase in the projected surplus from the recruitment pool (-£48k) and savings from vacancies (-£50k). The other main variations are additional costs of Member Allowances following the appointments process whereby more Members receive special responsibility allowances (+£37k) and non-achievement of letting advertising on council boundary signs (+£20k), although work is ongoing to resolve the latter.

## **Conclusions**

### Service Performance

- 86 Overall, performance across directorates shows fairly good improvement. In particular waste recycling, the cleanliness of our streets and open spaces, Brownfield site development, processing and our early educational attainments results. The most significant improvement has occurred with community safety, with significant reductions in anti-social crime and a predicted 35% decline in crime since our crime reduction strategy started.
- 87 There are a number of service delivery areas however, which either need to be watched closely between now and monitor 2, or where corrective action needs to be taken to turn performance around before 31<sup>st</sup> March 2008. These include staff sickness, secondary

school pupil exclusions and the need to achieve a score of 3 for Use of Resources (CPA).

### Financial Performance

- 88 If the current action taken by the Directors continues to be successful, then it is projected that the Council will overspend by £12k. However, this is due to savings on investment decisions and opportunities of £750k, slippage on IT schemes of almost £400k and other one-off savings identified by Directorates.
- 89 Any recurring overspends will need to be funded in future budget processes and will reduce the opportunity to redirect resources to other areas. The overspends need to continue to be fully monitored as any overspend results in reduced balances. The Medium Term Financial Forecast has already indicated that the next budget process will be extremely difficult. As much scope as possible will be needed to reduce the impact of service cuts and Council Tax increases.
- 90 There has been a lot of work undertaken within departments to manage expenditure and bring budgets in on target. There are, however, some underlying pressures where the overspends look set to continue. These will clearly need to be addressed as a high priority in future monitoring reports.

### **Consultation**

- 91 CMT & Executive members have considered this report in a joint monitor session. The key actions and recommendations from that session are included.

### **Analysis**

- 92 All the analysis of service performance, progress on key actions and the financial position of the Council is included in the body of the report.

### **Corporate priorities**

- 93 The proposals included in this report are designed to demonstrate progress on achieving the Council's corporate strategy, BVPP and the priorities set out in these documents. It also provides evidence of the co-operation between CMT and the Executive in working together to drive forward prioritised improvement and address performance, delivery or financial issues of corporate concern.

### **Implications**

- 94 The implications are:
- Financial - the financial implications are dealt with in the body of the report.
  - Human Resources - there are no specific human resource implications to this report, but it does contain important information on staff management and welfare.
  - Equalities - there are no equality implications to this report
  - Legal - there are no legal implications to this report
  - Crime and Disorder - there are no specific crime and disorder implications to this report, but it does provide the Executive with crucial performance information to inform future resource allocation.

- Information Technology - there are no information technology implications to this report
- Property - there are no property implications to this report
- Other - there are no other implications to this report

### Risk Management

- 95 The overall theme of this report supports strategic risk management across the Council. It provides Executive members with customised performance and budget information, based on high priority (or high-risk) areas of service delivery and performance. Any resource redirection or corporate attention will itself be based on the concept of managing risk.
- 96 The budget setting process always entails a degree of risk as managers attempt to assess known and uncertain future events. 2006/07 and the early part of 2007/08 has demonstrated the difficulty of achieving this. As with any budget the key to mitigating risk is prompt monitoring of income and expenditure and appropriate management control. As such regular updated figures and revised corrective actions will be monitored via Directorate Management Teams, Corporate Management Team and the second monitor reports in December.
- 97 The detailed analysis of directorate spending pressures are addressed within the individual EMAP reports and then summarised within this joint monitor. However, in terms of effective risk management there is also a need to ensure that the council remains clearly focussed upon those items which could have a significant and lasting impact on the financial standing of the authority. To help address such risks, the budget planning process includes the identification of events that may need funding from the council's contingency budgets, these items, and allocations to date, are detailed at Annexes 11 and 12.
- 98 In order to help the Executive clearly address the main threats facing the council the significant events identified to date have been split into two categories. In this context those items which could, if not successfully managed, have a impact on the financial standing of the council as a whole have been included here as Red Risks, whilst those which could have a significant impact on an individual portfolio have been reported as Amber Risks.

	Para	Value	Identified in Contingency
		£'000	£'000
<b>Red Risks</b>			
Concessionary Fares	73.2	740	200
<b>TOTAL</b>		<b>740</b>	<b>200</b>
<b>Amber Risks</b>			
Gross Adult Social Care Overspends (net £238k)	80.2	1,024	275
Planning Related Income	73.3	200	200
Changes to Capitalisation on Property Expenditure	83.3	200	200
Fostering Agency Costs	71.3	185	0
Trading Services Income	77.1	166	0
Home to School Transport	71.3	146	0
<b>TOTAL</b>		<b>1,921</b>	<b>675</b>

- 99 The Executive also needs to note the reliance that this monitoring report places upon underspends on corporate budgets, especially treasury management. If the council is to maintain a balanced position in the medium to long term then there remains a need for services to identify and address the underlying causes of departmental overspends. This requirement will be a key aspect of the 2008/09 budget process.
- 100 In addition to the above points the Head of Finance advises that he does not deem the recent issues concerning the financial position of Northern Rock to be a significant risk to the council.

### **Recommendations**

- 101 Members are asked to:

a) note the performance issues identified in this report.

*Reason:* So that corrective action on these performance issues can be addressed by Directorates and EMAPs.

b) Consider the applications for supplementary estimate requests of £400k to be funded from the contingency fund, as set out in paragraph 56, and decide whether, or at what level, to grant approval.

*Reason:* In accordance with the Executive's Constitutional powers to make decisions on the level and granting of supplementary estimates.

c) Approve the virements over £250k set out in paragraph 57.

*Reason:* In accordance with the Executive's Constitutional powers to make decisions on virements over £250k.

d) Approve the transfer between general fund and the traded activities profit from Neighbourhood Services of £152k as set out in paragraph 58.

*Reason:* The virement request is within the budget areas where the Executive is the responsible body.

e) Consider the applications for supplementary estimate requests of £480.5k to be funded from general fund reserves, as set out in paragraph 60, and decide whether, or at what level, to grant approval.

*Reason:* In accordance with the Executive's Constitutional powers to make decisions on the level and granting of supplementary estimates.

f) Authorise the transfer of the additional LABGI grant (£537k) straight to general reserves (see paragraph 54)

*Reason:* The additional income is within the budget areas where the Executive is the responsible body.

g) Instruct departments to continue to look for savings within their own budgets rather than request supplementary estimates for additional expenditure pressures

*Reason:* To ensure that all practicable action is taken in departments prior to seeking additional funding from the Executive

h) Endorse the action currently being taken by departments to manage the overspends identified.

*Reason:* To enable the Executive to continue to monitor the budget.

**Contact Details**

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**Chief Officers responsible for the report:**

Peter Steed: Head of Finance  
Heather Rice: Director of People & Improvement

**Specialist Implications Officer(s)** None

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

**All**

√

**Background Working Papers**

Reports to individual EMAP meetings

**Annexes**

Annex 1 – Update on progress against our corporate priorities

Annex 2 – Staff performance

Annex 3 – CPA forecast for 2007

Annex 4 – Update on LPSA 2

Annex 5 – Customer First results

Annex 6 – General Fund Net Expenditure Budget

Annex 7 – Variations on Treasury Management Activity

Annex 8 - Detail of Other Centrally Held Budgets

Annex 9 - Growth Schemes in 2007/08

Annex 10 - Savings Proposals in 2007/08

Annex 11 - Position on General Contingency

Annex 12 - Position on Contingency Items to be Funded from Reserves

Annex 13 - Reserves Statement

Annex 14 - Venture Fund

Annex 15 – Pay and Grading and Equal Pay Financial Analysis June 2007

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**Safer City – anti-social behaviour**

	2006/07 Result	2007/08 latest (5 months)	2007/08 forecast	Improving?
Vehicle interference incidents	492	123	295	Yes
Theft from a vehicle incidents	2363	748	1795	Yes
Theft of a cycle incidents	1414	659	1582	No
Criminal damage incidents	4189	1549	3718	Yes
Common Assault incidents	748	298	715	Yes
Woundings incidents	1800	670	1608	Stable

**Headlines on supporting actions**

- *CSP*: March 2008 is the end of the 3-year Community Safety Plan period, when the targets set by the home office will reach a conclusion. These were very challenging targets with the overall aim being to reduce crime in the city by 24% by 2008. We have made extremely good progress towards all these targets and the vast majority will be achieved or exceeded. To put this achievement into context, our target for 2007/08 was 13,600 crimes or less. Current forecasts predict that we will end up with around 11,600 crimes. If achieved, this would represent a 35% reduction over the period which started with nearly 18,000 crimes in 2004/05.
- *Headline results*: Key performance results for this monitor include:
  - ‘Vehicle interference’ and ‘theft from a vehicle’ incidents continue to drop and are now running around half that experienced last year.
  - Cycle theft is still a problem in the city. Theft levels have been high over the first 4 months of 2007/08, but there has been a significant drop in August (just 89 thefts compared to 165 in May).
  - Wounding incidents are fairly high in York, but are running below last year’s levels.
- *SYP*: A review of the Safer York Partnership resulted in improvements to the CDRP structure and partnership working. Plans have been agreed to co-locate the Safer York Partnership (SYP) team and the council’s crime prevention teams to help improve joint delivery. The government office recently commented that the work of our partnership should be promoted throughout the UK as an example of excellence.
- *Community safety*: A three-month campaign called ‘feeling and being safe in York’ has been held in York to help develop and increase a sense of community safety in York. Policing also continues to improve at a neighbourhood level with the rollout of more than 70 additional PCSO’s (Police Community Safety Officers).
- *ASB*: A business plan for SYP and a draft Anti Social Behaviour policy have been produced and will be launched at the end of the year. SYP is also working more closely with the North Yorkshire CDRP to develop and deliver joint initiatives on crime reduction and drugs related issues. Generally the partnership is performing more effectively, which is having a positive impact on crime reduction.

**Decreasing landfill and increase recycling**

	2005/06 result	2006/07 result	2007/08 latest (1 <sup>st</sup> Q)	2007/08 forecast	Improving?
Household waste recycled and composted	24.08%	39.93%	41.8%	42%	Yes
Waste landfilled (tonnage)	74,070	60,430	14,420	59,150	Yes
Waste collected per head of population	526.78kg	538.54kg	N/A	540.3kg	No

**Headlines on supporting actions**

- *Recycling:* Waste recycling (including composting) has increased and landfill levels continue to decline, despite an increase in the amount of household waste collected. Members are due to consider a report in October which sets out options to extend recycling to terraced properties.
- *Office recycling:* The council has introduced a 'pilot office recycling scheme' operating at the EcoDepot, which will complete the rollout to York's remaining offices and schools. Approval for Neighbourhood Services to buy more vehicles to help collect this material was approved in September 2007.
- *Waste collection:* The Audit Commission assess the levels of waste collected in terms of lower is better. Whilst this makes sense from a general environmental perspective, the fact that we are now offering more comprehensive waste services to residents may be having an impact on how much waste is collected.

**Life changes of disadvantage and disaffected children**

	2005/06 Result	2006/07 Result	2007/08 latest	Target	Improving?
Number of families attending targeted parenting programmes	N/A	42	69 (July)	60	Yes
% of Core Assessments completed within 35 working days	19.57%	90.9%	94.3%	45%	Yes
% of initial assessments completed within 7 days	53.51%	66.5%	65.7%	70%	Stable

**Headlines on supporting actions**

- *Families attending parent programmes:* By July this year, 69 families had engaged in targeted parenting programmes. There has also been media coverage of the programme, which has led to interest from professional groups and other families. Programme co-ordinators are now running full year accredited courses and evening courses lasting for 20 weeks. Nine further programmes are now heavily subscribed and we are confident that the 2 year target of 124 by 2008/09 will be achieved.
- *Core assessments:* Further improvements have been made regarding the % of core assessments completed on time as a result of new systems being introduced earlier in the year. However, performance will drop over time as we seek to increase the volume of assessments.
- *Schools with dedicated counselling:* We set a target of 12 schools for 2007/08 and we have already recorded 9 after the first 4 months.

- *Key stage results for English & Maths:* Early in-year data suggest we have made excellent improvements, not just in comparison to last year's results, but also that we are well ahead of national comparators. In particular, there was a 6% increase in GCSE performance across schools in our most disadvantaged communities, with some areas recording a 16% improvement.

### **Environmentally friendly transport**

	2004/05 result	2005/06 result	2006/07 Result	Improving?
Walking around city centre (Weekday avg)	N/A	40249	41161	Yes
Cycling (12 hour)	10634	10864	10690	No
Bus Patronage	14,450,577	14,493,549	15,144,371	Yes
Park and Ride Patronage	2,376,242	2,684,156	3,137,467	Yes

### **Headlines on supporting actions**

- *Road Safety:* We have now developed and implemented the 'Smarter Choice' campaign aimed at road safety of young drivers and young children. This was done in partnership with Police, Fire & Rescue.
- *Bus usage:* We re-launched the Quality Bus Partnership and working group at the end of August. Tendering of the Park & Ride Bus Service was also completed in July.
- *EF review:* City Strategy recently completed a review on the use of environmentally friendly vehicles. The results show that:
  - Technology has not yet caught up with people's aspirations for truly green vehicles.
  - We should introduce public transport vehicles with the best omission engines (currently diesel).
  - There are hybrid vehicles currently available, but these aren't yet green enough to warrant the investment they require. Nevertheless we are now looking into replacing park & ride bus engines with the greenest available.

### **Cleaner streets and open spaces**

	2005/06 result	2006/07 Result	200708 latest	Improving?
% of land & highways with litter/detritus	22.5%	19.2%	5% (first survey)	Yes
% of land & highways with graffiti	7.8%	6%	1%	Yes
% of land & highways with fly-posting	1%	1%	0%	Yes

### **Headlines on supporting actions**

- *York Pride:* Our main York Pride indicators continue to show excellent improvement since 2006, when the corporate strategy period started. The first of 3 surveys for highway cleanliness show extremely encouraging results. This survey was carried out in specific city areas and the % may increase slightly after the 2<sup>nd</sup> and 3<sup>rd</sup> surveys have been completed. However, if we could achieve 8% or less, this would move us from 4<sup>th</sup> to top quartile in terms of unitary comparative performance.
- *NPU:* Working practices in the Neighbourhood Pride Services have now changed resulting in a much more visible, customer focused service. Regular focus groups with staff have taken place throughout the construction of the new service. New uniforms

have been provided for the staff, to help present a much more modern and positive image. An enforcement team has also been established to help tackle enviro' crime.

- *Outside influence:* Working with ENCAMS, the council is now involved into two national campaigns targeting cigarette and fast food related litter (see para 75). The council also received a silver gilt in this years Yorkshire in Bloom competition which recognised the high level of environmental maintenance we carry out in the city.

### **Affordable homes**

	2005/06 Result	2006/07 Result	200708 latest	Target	Improving?
Average time taken to re-let local authority housing	32 days	24 days	21 days	21 days	Yes
Average length of stay in B&B accommodation of homeless households	4.6 wks	3.3 wks	Available Monitor 2	3 wks	N/A
Proportion of successful homelessness prevention cases (in proportion to York households)	2	3.43	Available Monitor 2	2.4	N/A
Number of private sector rented homes made decent	New for 06/07	38	Available Monitor 2	35	N/A
% of tenants in arrears who have had notices seeking repossession	17.65%	20.50%	Available Monitor 2	18.50%	N/A

### **Headlines on supporting actions**

- *Affordable homes:* Although we do not monitor the number of completed affordable homes on a quarterly basis, we do have a 3-year rolling target of 200 affordable homes per annum. When we introduced the 50% target for planning we anticipated that there would be a lull in the number of completions for the first couple of years. This is due to a rush of applications under the previous policy for long-term future developments and a slowing down of new development proposals whilst land prices decreased to reflect the new policy. Consequently, we anticipate 38 homes will be completed this year. However, there are nearly 1000 affordable homes that have already been granted planning permission to be delivered over the next 5 years with further major applications to be submitted in the near future. In 2009/10 we expect in excess of 300 homes and in 2010/11 in excess of 400 homes based purely on existing permissions.
- *Temporary Accommodation:* A Temporary Accommodation Action Plan is now in place to reduce the time spent in temporary accommodation to ensure the Government's 2010 target of 50% reduction is reached. This includes B&B accommodation, which has seen numbers reduce dramatically to 8 units in June 2007 compared to 36 in June 2005. The production of regular homeless performance reports, due to be completed in October 2007, will enable close monitoring and analysis to ensure these targets are met.
- *Homelessness Prevention:* The number of successful homeless preventions continues to increase. Actions have been identified from the recent homelessness review and included in 2007/08 team plans including additional work with private landlords to increase the availability of private rented accommodation and further promotion of prevention role to other agencies and service users. The work currently being undertaken for the new Homelessness Strategy will also identify areas for improvement, which will inform future service planning.
- *Rent Arrears:* The current 2007/08 plan identified the need to develop early intervention/preventative measures and reduce legal action. This includes the redesign

of the arrears leaflet, working with partner agencies to raise awareness and regular publicity campaigns.

### **Increasing local skills & knowledge**

	2005/06 result	2006/07 Result	200708 latest	Improving?
York's unemployment rate compared to national average	1.3% below	1.2% below	1.2% below	Stable
York's unemployment rate compared to regional average	1.5% below	1.5% below	1.5% below	Stable
Number of adults registering and completing courses through our public libraries	763	897	Available Monitor 2	N/A Target - 840
Number of adults achieving entry level 1, 2 or 3 qualifications as part of Skills for Life	215	236	Available Monitor 2	N/A Target - 340
% of young people achieving vocational qualifications at age 16.	33.3%	40.5%	Available Monitor 2	N/A Target – 40%

### **Headlines on supporting actions**

- *Course registration:* Although figures are still being collated, there are early indications that adults registering are significantly up on last year, although their completion rate is unknown at this moment. We will be able to report definite outcomes in Monitor 2. Details are still being collated for the numbers of adults achieving either a level 1, 2 or 3, but again early indications are showing an improvement. Further explanations will be available in Monitor 2.
- *Vocational qualifications:* Data on results achieved by young people achieving a vocational qualification is not released until October, we hope that the continued support of the 'Increased Flexibility Program' and increased range of apprenticeships will result in an improvement, but we do not know until later in Autumn.

### **Health & lifestyles**

	2005/06 result	2006/07 Result	200708 latest	Improving?
% of school children (5-16) doing at least 2 hours sport per week	62%	71%	>80%	Yes
% of adults participating in at least 30 mins moderate intensity sport & active recreation	New for 06/07	24.8%	Available Monitor 2	N/A Target –27.8%

### **Headlines on improvement supporting actions**

- *Indicators of health:* We have developed a model to identify “key determinants” of health relevant to Council services. Survey work has also been undertaken within the Council to identify those services contributing to the health agenda and any relevant data that could support potential transformational improvement.
- *Improving health in partnership:* We are working closely with the PCT to develop:
  - standard ward level data and a model for drawing out significance / key community issues.
  - a model for designing key questions to enable community engagement around the issues identified.

The aim will be to pilot the approach in the next quarter to be in a position to have a product ready for the next round of neighbourhood action planning. From there a health “toolkit” will be developed in order to provide a concerted health input to the delivery of Neighborhood Action Plans

**Science City**

	2004/05 result	2005/06 result	2006/07 Result	2007/08 Target
No of science based start-ups/new businesses generated through SCY	24	9	9	15
No of jobs created through SCY	134	135	190	350

**Headlines on supporting actions**

- *Limited Company:* Science City York (SCY) is now moving to a new level of activity through the development of a 'Limited Company by Guarantee' partnership between the council and the University of York. Both organisations will be the main shareholders and Yorkshire Forward will support it as observers on the new board and as major investors in the companies activities.
- *Chief Executive:* To support the development of the new company a new Chief Executive, Richard Hutchins, was appointed in August 2007.
- *Northern Way Funding:* In March, SCY signed a contract with Yorkshire Forward to utilise £2.3m of Northern Way funding to create a series of three 'Spokes' linked to the existing SCY 'business development hub', enabling it to deliver specialist services in three locations:
  - the Technology Centre at the University of York – promoting bioscience,
  - expansion of the York Science Park – to create additional offices and exhibition/seminar rooms
  - a fully digital Creative Technologies Centre on the Terry's Chocolate Works development.

**Internal – Leadership, partnership working, improving efficiency and customer focus****Progress on Leadership**

- To be able to measure improvement over time we have now established a baseline of the corporate culture in York (i.e. what its like to work here in terms of performance, decision making and staff relationships) by asking the same questions of chief officers, the 200 senior managers and of all staff (through the staff survey). This information can be used to benchmark York against other councils but most importantly to focus work on improving the Corporate Culture. The next step is to recruit up to 30 staff across the council (a cross section of people on all grades and across each department) to go through the benchmark data and identify the key underlying issues and what can be done to address them. It's planned to have the group up and running by Christmas 2007.
- New Leadership and Management standards have been extensively launched for all managers and have an explicit link to the Values in the Corporate strategy. These standards set out what is expected of managers working in York and will sharpen the appraisal and personal development processes.
- The Equalities Leadership Group has been established which has the responsibility to drive forward the work on tackling discrimination and promoting social inclusion. This includes four chief officers and the Executive member for Social Inclusion. An interactive event provided by the "Dead Earnest" Theatre group had a very enthusiastic response from managers and members, raising some key issues about customer service

and discrimination. Some departments have opted to use theatre in their own staff development events as it was so effective.

### Progress on partnership working

- The successful development of the LAA has provided a platform for the development of a revised Community Strategy (to be known as the Sustainable Community Strategy) This will be used to re-focus the work of the Without Walls Executive Delivery Board.
- Consultations on the future of York linking both the Sustainable Community Strategy and the Local Development Framework have now been developed and will be delivered from October onwards (including Ward Committees, A City Conference, School conferences and public exhibitions/stands)
- The WOW Executive Delivery Board have agreed revised performance monitoring arrangements and increased its focus on key cross cutting themes such as climate change and anti-poverty.

### Progress on improving efficiency

- We have exceeded our Efficiency target for year 2 of the Government's 3-year programme by £1.9m and we are on target to exceed the full 3-year target by £2m.
- We are making good progress with Kendric Ash on the Transport review and are expecting to make significant savings that will contribute to the 2008/9 budget setting process.
- Most important of all is the development and approval of an Efficiency Programme and associated Strategic Procurement Programme. This will form the basis of cross cutting work on efficiency reviews for the next 3 years.

### Progress on Customer focus

- Easy@york: The Revenues service has now been successfully implemented into the York Customer Centre (YCC). Around 90% of all transactions are now handled by the front office and 60-70% of processes are now fully automated, with no back office work. The changes to the Revenues service will also lead to future improvements for BVPI 9 (% of Council tax collected).
- Standards & measures: Work has now started to review our existing customer standards and customer first measures. The main aim is to develop more customer focussed measures and standards in consultation with both customers and staff. Once these have been established, the next phase will be to introduce mechanisms to improve our existing recording and monitoring arrangements. This will also be backed up by a communication and promotion at all levels of the organisation.
- Customer Insight research: As part of the consultation exercise mentioned above, we plan to develop an in-depth understanding of our customer requirements and build this into the design and improve delivery of our core services. It is not just about collecting data and information from our customer – we need to turn this into actions and changes across front lines services. This means developing a culture that values customer insight and constantly looks for more improvement.
- User feedback – complaints and compliments: We plan to design and implement a new customer/complaints and feedback procedure to help capture customer feedback from

contact points in service delivery, as well as post service experience. This information will be used to influence service delivery improvement and change.



**Staff related performance (April – June 07)****Annex 2****1 Days lost through sickness – average days lost per FTE employee by directorate**

Directorate	06/07 OUTTURN	01.04.06 – 30.06.06	01.04.07 – 30.06.07
Corporate Figure	12.9	2.81	<b>2.82</b>
Chief Executive	5.07	1.08	<b>1.18</b>
Neighbourhood Services	16.8	4.20	<b>4.56</b>
City Strategy	11.43	2.96	<b>2.71</b>
Resources	10.38	1.70	<b>2.01</b>
LCCS	9.96	2.51	<b>2.14</b>
HASS	21.11	4.52	<b>4.49</b>

**2 Days lost for stress related illness**

Directorate	06/07 OUTTURN	01.04.06 – 30.06.06	01.04.07 – 30.06.07
Corporate Figure	2.34	0.54	<b>0.55</b>
Chief Executive	0.57	0.06	<b>0.02</b>
Neighbourhood Services	2.79	0.54	<b>1.24</b>
City Strategy	1.35	0.62	<b>0.35</b>
Resources	1.52	0.12	<b>0.25</b>
LCCS	1.53	0.37	<b>0.32</b>
HASS	4.9	1.08	<b>1.14</b>

**3 Days lost to Short-Term and Long-Term Sickness**

Directorate	Short-Term Sickness		Long-Term Sickness	
	01.04.06 – 30.06.06	01.04.07 – 30.06.07	01.04.06 – 30.06.05	01.04.07 – 30.06.07
Corporate Figure	<b>1.58</b>	<b>1.55</b>	<b>1.29</b>	<b>1.27</b>
Chief Executive	1.05	<b>1.18</b>	0.18	<b>0</b>
Neighbourhood Services	2.28	<b>2.32</b>	1.85	<b>2.24</b>
City Strategy	1.85	<b>0.90</b>	1.09	<b>1.81</b>
Resources	1.42	<b>1.20</b>	0.29	<b>0.81</b>
LCCS	1.1	<b>1.24</b>	0.93	<b>0.9</b>
HASS	2.26	<b>2.48</b>	2.28	<b>2.01</b>

**4 Staff Turnover (including dismissals, end of fixed term contracts etc).**

Directorate	01.04.07 – 30.06.07	2006/07 OUTTURN*
Corporate Figure	<b>2.75%</b>	<b>12.02%</b>
Chief Executive	<b>3.34%</b>	<b>14.00%</b>
Neighbourhood Services	<b>3.54%</b>	<b>16.12%</b>
City Strategy	<b>4.26%</b>	<b>15.74%</b>
Resources	<b>2.44%</b>	<b>15.41%</b>
LCCS	<b>2.34%</b>	<b>12.96%</b>
HASS	<b>3.12%</b>	<b>16.95%</b>

**5 Corporate Indicators**

	Indicator	01.04.06 – 30.06.06	01.04.07 – 30.06.07	2006/07 OUTTURN
16a	% of employees with a disability	1.94%	2.07%	2.15%
17a	% of employees from ethnic minorities	1.27%	<b>1.12%</b>	1.27%
CP11	Number of RIDDORS	9	26*	62

\* 23 incidents reported to City Strategy EMAP. 3 extra incidents added for Q1 after report was sent.

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## Predicted CPA result for December 2007

## Annex 3

Final CPA 2006 Scorecard

	Category	2006	2006 Notes
	Corporate Rating	3	
	Direction of Travel	Improving adequately	
Level 1	Children & Young People	4	via OFSTED and CSCI
	Adult Social Care	3	via CSCI
	Use of Resources	2	via Audit Commission.
Level 2	Benefits	3	Via BFI
	Culture	2	Cultural Services inspection – 2 PIs – 2
	Environment	3	Waste Management inspection – 2 PIs – 3
	Housing	2	Supporting People Inspection – 2 Housing Management PIs – 2 Community Housing PIs – 2
	<b>Council Rating</b>	<b>3 star</b>	

Forecast CPA 2007 Scorecard

	Category	2007	2007 Notes
	Corporate Rating	3	Certain
	Direction of Travel	Don't Know	Audit expected to take place Autumn 2007
Level 1	Children & Young People	3 or 4	Currently working on annual performance assessment, (to a new model). Therefore outturn is more uncertain than in previous years.
	Adult Social Care	3	No information at present time to suggest a reduced rating i.e. Good with Promising prospects for improvement - which translates to a 3 in CPA terms.
	Use of Resources	2 or 3	If auditors are satisfied in our partnership arrangements, and if there is no material error in the accounts, then no reason not to expect a 3.
Level 2	Benefits	3	Forecast based on annual self-assessment against BFI's CPA framework.
	Culture	2	PI score = 2, Cultural Services Inspection = 2 Forecast based on mix of 06/07 outturns and latest information on other PIs reporting later in year.
	Environment	2 or 3	PI score = 2 or 3. Waste Management Inspection = 2
	Housing	2	Housing Management PIs = 2 Community Housing PIs = 3, Supporting People Inspection = 2
	<b>Council Rating</b>	<b>3 star</b>	

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## Update on progress of our Local Public Service Agreement (LPSA2)

## Annex 4

Deliverer	Measure	Baseline	2006/7 actual	2007/8 latest	Performance at the Conclusion of LPSA2 (2007/8 unless otherwise stated)		Comments	Reward grant available	Reward grant prediction (minimum of 60%)
					Without Stretch	With Stretch			
Neighbourhood Services - Neighbourhood Pride Unit	The proportion of relevant land and highways (expressed as a percentage) that is assessed as having combined deposits of litter and detritus that fall below an acceptable level.	27% (median of 2003/4 and 2004/5)	19%	5% 1 <sup>st</sup> survey	19%	17%	The Street Scene review has targeted those specific areas that are measured within the BV199 standards and the common complaints received from residents, namely the build-up of detritus and the levels of street cleaning in terraced areas. Recently improved performance in this areas suggests that performance is on track to achieve the stretch in full.	£262,335	100% £262,335
	The % of people satisfied with local cleanliness	60% (2003/4)	71%	Awaiting first in year result	66%	70%	Results from the Residents' Opinion Survey to date are very encouraging and suggest that performance will be sufficient to attract payment of reward grant in full. This indicator represents 20% of the grant available for the street cleanliness target.	£65,584	100% £65,584
Neighbourhood Services - Waste Strategy Unit	Total tonnage of household waste arisings which have been sent by the Authority for recycling.	10,500 tonnes (2003/4)	23,440 tonnes	7,070 tonnes (quarter 1)	22,150 tonnes	23,988 tonnes	It is forecast that this encouraging performance will continue to the end of the LPSA agreement and that the performance stretch will be achieved in full.	£327,919	100% £327,919
Safer York Partnership	Number of burglaries	2,346 (2003/4)	1,081	361 (April – Aug)	1,642	1,501	It is forecast that this encouraging performance will continue to the end of the LPSA agreement and that the performance stretch will be achieved in full.	£327,919	100% £327,919
Safer York Partnership	Number of Incidents of violent crime	2,506 (2003/4)	2,548	968 (April – Aug)	2,255	2,181	It is forecast that it will be difficult to make further and significant reductions in this area and that there is a significant risk of failing to achieve performance sufficient to attract payment of reward grant.	£327,919	0%
Safer York Partnership	Theft or unauthorised taking of vehicle (inc. attempts)	1,066 (2003/4)	660	205 (April – Aug)	746	682	Projections for this indicator suggest that it is on track to qualify for payment of reward grant in full.	£155,762	100% £155,762
	Theft from a vehicle (inc. attempts)	3,258 (2003/4)	2,363	748 (April – Aug)	2,281	2,085	There has been a significant reduction in the number of thefts from vehicles, if this trend continues to the end of the year, it will be sufficient to attract payment of reward grant in full.	£155,762	100% £155,762

Deliverer	Measure	Baseline	2006/7 actual	2007/8 latest	Performance at the Conclusion of LPSA2 (2007/8 unless otherwise stated)		Comments	Reward grant available	Reward grant prediction (minimum of 60%)
					Without Stretch	With Stretch			
	Vehicle interference	544 (2003/4)	492	123 (April – Aug)	381	348	There has been a significant reduction in the incidence of vehicle interference, if this trend continues for the rest of the year it will be sufficient to attract payment of reward grant in full.	£16,396	100% £16,396
Neighbourhood Services - Environmental Health and Trading Standards	The percentage of illegal sales detected through Test Purchase Programme	17% (2004/5)	13.6% (average of 2005/6 and 2006/7)	11.3% 2 year rolling average	20%	10% (average of 2006/7 and 2007/8)	Performance in this area is encouraging and it is anticipated will meet the stretch in full. This indicator is calculated by taking an average of the performance over the last 2 years of the agreement.	£109,305	100% £109,305
	The percentage of residents reporting that 'noisy neighbours or loud parties' in their area represent either a 'very big problem' or a 'fairly big problem'	13% (2005/6)	14%	Annual only	13%	9%	A deterioration in performance this year means that the performance stretch is unlikely to be achieved. One possible reason for this growth in concern about noise is the increased visibility and accessibility of the council's service.	£109,305	0%
	The percentage of residents that 'agree strongly' or 'tend to agree' when asked "Do you agree or disagree that York is a safe city to live in, relatively free from crime and violence?"	47% (2004/5)	53%	Awaiting first in year result	63%	68%	Despite a net improvement in the performance of this indicator over the last two years, it seems unlikely that any stretch in performance can be achieved.	£109,305	0%
Learning Culture and Children's services - Youth Offending Team	A complete count of the number of young offenders who receive; a) a Final Warning or b) are sentenced to a (YOT supervised) disposal by the courts or c) are released from Custody (into YOT or ISSP Supervision) between 1 October and 31 December in the year and who re-offend within 12 months	37.60% (year ending Dec 2003)	N/A	N/A	35.7%	34.60%	Measurement of this indicator is a rolling count of re-offending rates until the completion of the cohort to which it relates. Final results will be available after December 07. Performance to date shows that 14 from a cohort of 66 have re-offended so far, to meet the stretch this number must not exceed 23 by the conclusion of the agreement. Evidence suggests that the most re-offending occurs quickly and perhaps that rates may have peaked, though this is too early to speculate. The small stretch here (approximately one offender in a cohort of 66) suggests this is an 'all or nothing' target.	£163,960	Not available for Monitor 1
	Average number of offences committed per young offender, whilst subject to a bail or remand episode during the specified year.	3 (2004/5)	N/A	N/A	2.9	2.8	Measurement of this indicators will not be possible until the completion of the cohort to which it relates. Final results will be available after April 08. Since April 07 there have been only 4 young people offending on bail, committing a total of 7 offences. This equates to 1.75 offences per offender.	£163,960	Not available for Monitor 1

Deliverer	Measure	Baseline	2006/7 actual	2007/8 latest	Performance at the Conclusion of LPSA2 (2007/8 unless otherwise stated)		Comments	Reward grant available	Reward grant prediction (minimum of 60%)
					Without Stretch	With Stretch			
City Strategy - Transport Planning Unit	Number of people killed or seriously injured (KSI) in road traffic incidents on York's roads.	122 (2004)	160 (2006)	Annual only	95	85	Performance for this indicator (measured per calendar year) has been poorer than expected. As the performance stretch is measured as an average over the life of the agreement, there would need to be fewer than 100 road deaths and serious injuries in the next two years to meet the LPSA target. It seems very unlikely therefore that this target will qualify for payment of reward grant.	£327,919	0%
					Mean yearly average Jan 2006 - Dec 2008				
Resources - Public Services	The number of new successful claims or increases in existing awards of the benefits listed below achieved with the help of the City of York Council: Housing Benefit (HB), Council Tax Benefit (CTB), Attendance Allowance (AA) or Disability Living Allowance (DLA) or Pension Credit.	1,070 (year ending Dec 2005)	530 (1,600 cumulative 2005/6 and 2006/7)	Not yet available	2,140	2,840	Performance this year has been lower than expected. Vacancies in the team and delays in recruitment have been contributing factors. Despite this, projections suggest at least 60% of the stretch may still be achieved.	£327,919	60% £196,751
					Cumulative total for the two years ending 2007/8				
Learning Culture and Children's Services – Lifelong Learning	The number of adults achieving an Entry Level 3 qualification as part of the Skills for Life Strategy through Adult and Community Learning York.	27 (academic year ending July 2005)	17 (academic year ending July 2006)	Annual only	93	113	Performance this year has been close to target and suggests that it is likely to be sufficient to attract 60% of the reward grant available. It is however difficult to predict with certainty how an increased number of adult learners gaining qualifications may be distributed according to the targets for the 3 levels of qualifications shown.	£32,792	60% £19,675
	The number of adults achieving a Level 1 qualification as part of the Skills for Life Strategy through Adult and Community Learning York.	64 (academic year ending July 2005)	67 (academic year ending July 2006)	Annual only	220	360		£114,772	60% £68,863
	The number of adults achieving a Level 2 qualification as part of the Skills for Life Strategy through Adult and Community Learning York.	124 (academic year ending July 2005)	151 (academic year ending July 2006)	Annual only	497	559		£114,772	60% £68,863
	The number of adults registering for and completing learning programmes offered by or in York's public libraries.	763 (2004/5)	897 (1660 cumulative to date)	Annual only	2,349	2,519		£65,584	100% £65,584
					Cumulative total for the 3 academic years ending July 2008				

Deliverer	Measure	Baseline	2006/7 actual	2007/8 latest	Performance at the Conclusion of LPSA2 (2007/8 unless otherwise stated)		Comments	Reward grant available	Reward grant prediction (minimum of 60%)
					Without Stretch	With Stretch			
Learning Culture and Children's Services – Access & Inclusion	Percentage of young people age 16-18 who are NEET (not in education, employment or training).	4.50% (Nov 2004)	3.73%	Annual only	4%	3.70%	This year's out-turn is extremely encouraging and suggests performance is well on track to meet the 2008 stretch target in full.	£327,919	100% £327,919
					November 2008				
Learning Culture and Children's Services - Sport and Active Leisure	% of adult residents participating in at least 30 minutes moderate intensity sport and active recreation (including recreational walking) on 3 or more days a week	24.78% (2006/7 and baseline)	24.78% (2006/7 and baseline)	Measured again in 2008/9	0% increase	baseline +3%	Predicting the eventual performance of this indicator is extremely difficult given the longitudinal nature of the study. The Sport England survey to establish its baseline won't be repeated until 2008/9 making estimates of interim progress problematic. Data on healthy lifestyles from the Talkabout surveys show encouraging improvement, though the methodology used here is significantly different.	£262,335	Not available for Monitor 1
	% of 5-16 year olds participating in an average of 2hrs high quality PE and school sport per week within and beyond the curriculum during one complete school year.	62% (2005)	71% (2006)	Annual only	85%	88%			
				Academic year ending July 2008					



**Customer First indicator results****Annex 5**

Letters dealt with within 10 days Target = 95%	Monitor 1 for '2006/07	Monitor 1 for 2007/08		Change from 2006/07	Target achieved?
		Total rec'd	% answered		
Chief Executive's	99%	1,267	97%	declined	✓
City Strategy	92%	295	97%	improved	✓
HASS	98%	1,570	89%	declined	*
LCCS	97%	2,316	97%	stable	✓
Neighbourhood Services	91%	171	88%	declined	*
Resources	95%	2,974	96%	improved	✓
York Customer Centre	n/a	n/a	n/a	n/a	n/a
Total for Council	96%	8,593	94%	declined	*

Stage 2 Complaints dealt with within 10 days Target = 95%	Monitor 1 for '2006/07	Monitor 1 for 2007/08		Change from 2006/07	Target achieved?
		Total rec'd	% answered		
Chief Executive's	n/a	0	n/a	n/a	n/a
City Strategy	100%	0	n/a	n/a	n/a
HASS	82%	9	100%	improved	✓
LCCS	100%	0	n/a	n/a	n/a
Neighbourhood Services	n/a	0	n/a	n/a	n/a
Resources	100%	2	100%	stable	✓
York Customer Centre	n/a	n/a	n/a	n/a	n/a
Total for Council	90%	11	100%	improved	✓

Stage 3 Complaints dealt with within 10 days Target = 95%	Monitor 1 for '2006/07	Monitor 1 for 2007/08		Change from 2006/07	Target achieved?
		Total rec'd	% answered		
Chief Executive's	n/a	0	n/a	n/a	n/a
City Strategy	0%	0	n/a	n/a	n/a
HASS	20%	7	100%	improved	✓
LCCS	n/a	0	n/a	n/a	n/a
Neighbourhood Services	n/a	0	n/a	n/a	n/a
Resources	100%	0	n/a	n/a	n/a
York Customer Centre	n/a	n/a	n/a	n/a	n/a
Total for Council	29%	7	100%	improved	✓

Visitors seen within 10 minutes Target = 100%	Monitor 1 for '2006/07	Monitor 1 for 2007/08		Change from 2006/07	Target achieved?
		Total visitors	% seen		
Chief Executive's	100%	969	100%	stable	✓
City Strategy	100%	9151	100%	stable	✓
HASS	96%	6,679	96%	stable	*
LCCS	100%	9,727	100%	stable	✓
Neighbourhood Services	n/a	1,008	100%	stable	✓
Resources	99%	12,844	99%	stable	*
York Customer Centre	n/a	n/a	n/a	stable	*
Total for Council	99%	40,378	99%	stable	*

Those needing further help seen within 10 minutes Target = 100%	Monitor 1 for '2006/07	Monitor 1 for 2007/08		Change from 2006/07	Target achieved?
		Total visitors	% seen		
Chief Executive's	100%	758	100%	stable	✓
City Strategy	100%	1479	100%	stable	✓
HASS	79%	623	91%	improved	*
LCCS	100%	2,189	100%	stable	✓
Neighbourhood Services	n/a	1,008	100%	stable	✓
Resources	100%	157	100%	stable	✓
York Customer Centre	n/a	n/a	n/a	n/a	n/a
Total for Council	97%	6,214	98%	improved	*

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## General Fund Net Expenditure Budget

	2007/08		
	£000	£000	
Net Expenditure Budget		103,226	
Use of Balances (agreed at Budget Council)		1,312	
Use of Trading Services profits (agreed at Budget Council)		<u>550</u>	
<b>Starting Service Net Expenditure Budget</b>		<b>105,088</b>	
Use of General Fund Balances Agreed During Year			
Yearsley Pool running costs (Exec 12 June 07)	40		
Carry Forward of Budgets from 2006/07 (Exec 26 June 07)	1,519		
Other identified use of 2006/07 underspend (Exec 26 June 07)	223		
Other identified use of 2006/07 underspend (Exec 25 Sept 07)	<u>250</u>	2,032	3,344
Use of Trading Services Profits Adjusted During Year			
Adjustment between trading and general fund services re allocation of savings, price inflation etc. on Neighbourhood Services	(316)		
Budget transfer requested by the Executive Member to rationalise waste budgets (this report)	<u>152</u>	(164)	
<b>Revised Service Net Expenditure Budget</b>		<b>106,956</b>	103,226

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## Variations on Treasury Management Activity

	Net Budget £000	Projected Out-turn £000	Variance £000
<u>Delay in Borrowing</u> The delay in borrowing is expected to save the Council £144k this year and is as a result of the unfavourable cost of borrowing during the first four months of the year and an unfavourable outlook for the remainder of the year. The Public Works Loans Board (PWLB) 45-50 year rate started the year at 4.45% and has since risen steadily from this low point up to a high of 4.90% in both mid June and July with rates dropping back to a level of 4.55% by the end of July. Due to the rise in world inflationary expectations over the longer term it is unlikely that the PWLB rate will reach the 4.25% trigger set at the start of the year, it is therefore proposed that the target figure be reset at a level of 4.45%, which is still an aggressive target given current market conditions.	5,010	4,866	-144
<u>Provision to repay debt</u> Strong cashflows mean that the Council can delay any borrowing until March 2009, when additional debt will have to be secured to continue to fund the capital investment programme. The provision required to repay debt has decreased due to the capital programme slippage from 2006/07 and the resulting reduction in the need to borrow in 2006/07, this results in an in year saving of £39k	4,469	4,430	-39
<u>Increase in Interest Receivable</u> Average balances are higher than originally anticipated and based on this the increase in interest earned will be £192k more than budgeted. The increase in average balances is due to strong cashflows caused by a number of factors including: · Significantly higher opening balances due to the 2006/07 revenue under spend of £4m; Early realisation of £4m capital receipts originally scheduled for the end of 2007/08; · Higher opening balances as a result of a £5.7m reduction in the 2006/07 capital programme spend due to slippage against the capital budget. The overall increase in interest rates throughout the year is anticipated to contribute an additional £307k in interest income in 2007/08. The consensus amongst economic market commentators at the time of setting the budget was an expectation for interest rates to be in the region of 5% for the year, with a risk to the downside. However, due to stronger than expected inflation, interest rates have steadily increased from 5.25% at the start of the year to a current level of 5.75%, with a potential peak at 6% before the end of 2007. These higher than anticipated levels have resulted in interest rates of 1.0% above the budgeted level.	(2,393)	(2,892)	-192
<u>BCCI Dividend</u> A £61k dividend payment from the liquidators of the collapsed Bank of Credit and Commerce International (BCCI) has been received, taking the total amount of debt recovered by the Council up to 90% (£1.4m) in sterling prices.	0	(61)	-61
<u>Miscellaneous</u> Other net small variances produce a saving.	321	314	-7
<b>Total</b>	<b>7,407</b>	<b>6,657</b>	<b>-750</b>

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## Detail of Other Centrally Held Budgets

These are budgets that are required to meet financial liabilities of a corporate nature or to create capacity to meet expenditure demands that occur periodically (for example a 53 week pay year).

	Net Budget £000	Projected Out-turn £000	Variance £000
<u>Pensions - Costs of Early Retirements</u> This is the cost of decisions made to allow staff to take early retirement in prior years, together with the implications of the '85-year' rule for both the Local Government Pension Scheme and the Teachers' Pension Scheme. The increased costs are due to new retirements under the latter.	694	926	+232
<u>Redundancy Payments</u> At the moment redundancy payments are expected to lower than the budget provided, but the saving is needed to compensate for the additional costs of retirements shown above.	644	691	+47
<u>Park &amp; Ride - provision for staff passes costs</u> The budget included a saving to reduce the expenditure by £45k pa. It is not expected that this can be fully delivered in 2006/07, but is being looked at as part of the Job Evaluation exercise.	52	52	-
<u>Reserve for 53 week pay year</u> The next 53 week pay year is 2007/08. This money is set aside each year to meet these occasional costs to ensure that there is no additional expenditure pressure every 5 - 6 years.	59	59	-
<u>Employer Superannuation Contributions to North Yorkshire Pensions Fund</u> This represents the additional amount that is budgeted to meet the Council's liability on the fund.	121	121	-
<u>Capital Programme running costs</u> This is to fund the revenue consequences of specified capital schemes. When the development 'goes live' the money will be transferred to the service budget.	351	51	-300
<u>Specific Contingency for Rental Income losses</u> This money is set aside to compensate the revenue accounts where there is a loss of rental income due to an asset being sold to generate a capital receipt to support the capital programme. Currently it is not expected that the full sum will be required this year, but it will depend on the timing of disposals.	46	46	-
<u>Specific contingencies set up as part of the budget process</u> This is the provision made for the costs of the job evaluation exercise. Any money not needed for the in-year costs of the project will be transferred to reserves to meet the future costs of decisions made.	3,071	3,071	-
<u>Other central provisions</u> This includes specific contingency items set aside in the budget process which have not yet been allocated (e.g. fuel and nndr bill inflation, nndr bill for new depot, rent reviews) and provision for bad and doubtful debts.	807	726	-81
<b>Total</b>	<b>5,845</b>	<b>5,743</b>	<b>-102</b>

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## Growth Schemes in 2007/08

## Children's Services - non DSG

Brief Description	Net Cost 2007/08 £(000)	One- off	Comments
Children's Social Services - Current Service Pressures	285.00		On target, meeting expected profile
Fostering Payments	23.00		On target, meeting expected profile
End of Children's Trust Grant	80.00		On target, meeting expected profile

**Growth Total** 388.00

## Leisure and Culture

Brief Description	Net Cost 2007/08 £(000)	One- off	Comments
Edmund Wilson Fitness Gym	75.00		On target, meeting expected profile

**Growth Total** 75.00

## Economic Development

Brief Description	Net Cost 2007/08 £(000)	One- off	Comments
Salary Increments	7.00		On target, meeting expected profile

**Growth Total** 7.00

## City Strategy

Brief Description	Net Cost 2007/08 £(000)	One- off	Comments
Local Development Framework	149.00	✓	On target, meeting expected profile
York Central / British Sugar Area Action Plan	75.00	✓	On target, meeting expected profile
Road Safety Initiatives	185.00		On target, meeting expected profile
York Races Traffic Management	30.00		On target, meeting expected profile
Building Control - Additional Resources	50.00		On target, meeting expected profile

**Growth Total** 489.00

## Growth Schemes in 2007/08

## Neighbourhood Services

Brief Description	Net Cost 2007/08 £(000)	One- off	Comments
Operating Costs of Three Additional Kerbside Vehicles	299.00		On target, meeting expected profile
Smoke Free Legislation - to match income	78.00	✓	On target, meeting expected profile

**Growth Total** 377.00

## Chief Executive's Department

Brief Description	Net Cost 2007/08 £(000)	One- off	Comments
Local Elections 2007	215.00	✓	On target, meeting expected profile
CPA Corporate Assessment	77.00	✓	On target, meeting expected profile
Health and Safety Resources	26.00		On target, meeting expected profile
Unachieved saving in 2006/07 re changes to recruitment advertising	52.00		On target, meeting expected profile
Print Unit Savings - Best Value Review	27.00		On target, meeting expected profile
Marketing and Communications	16.00		On target, meeting expected profile

**Growth Total** 413.00

## Resources Directorate

Brief Description	Net Cost 2007/08 £(000)	One- off	Comments
Benefits Subsidy - Homeless People	190.00		On target, meeting expected profile
Debt Recovery	29.00		On target, meeting expected profile
Procurement	100.00		On target, meeting expected profile

**Growth Total** 319.00

## Housing General Fund

Brief Description	Net Cost 2007/08 £(000)	One- off	Comments
Howe Hill Rent Restructuring	17.00		On target, meeting expected profile

**Growth Total** 17.00

## Growth Schemes in 2007/08

## Adult Social Services

Brief Description	Net Cost 2007/08 £(000)	One- off	Comments
Adult Social Services - Addressing Current Service Pressures	100.00		On target, meeting expected profile
Supporting People - Continued Reduction in Government Funding	897.00		On target, meeting expected profile
Transitions from Children's Budget	145.00		On target, meeting expected profile
Reduction in Preserved Rights Grant	120.00		On target, meeting expected profile
Meeting CSCI Standards on Staffing at EPH's	100.00		On target, meeting expected profile
Loss of NYCC Funding	22.00		On target, meeting expected profile
Loss of Mental Health Grant	30.00		On target, meeting expected profile
ESCR/ISIS Replacement	226.00	✓	On target, meeting expected profile

**Growth Total** 1,640.00

**Overall General Fund Services Total** 3,725.00

## Children's Services - DSG

Brief Description	Net Cost 2007/08 £(000)	One- off	Comments
KS3 Personalised Learning	533.00		On target, meeting expected profile
Primary Personalised Learning	346.00		On target, meeting expected profile
14-16 Practical Learning Options	215.00		On target, meeting expected profile
Schools Job Evaluation Contingency	250.00		On target, meeting expected profile
PRU's and Skill Centre - Increased Pupil Numbers	50.00		On target, meeting expected profile

**Growth Total** 1,394.00

## Housing Revenue Account

Brief Description	Net Cost 2007/08 £(000)	One- off	Comments
Staff Increments on Housing Revenue Account	44.00		On target, meeting expected profile

**Growth Total** 44.00

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## Savings Proposals in 2007/08

## Children's Services - non DSG

Brief Description	Saving 2007/08 £(000)	One- off	Comments
<b>Access and Inclusion / Access Services</b>			
Home to School Transport	70.00		Unlikely to be achieved
Access and Inclusion Efficiency Savings	10.00		On target, meeting expected profile
<b>Children and Families</b>			
Residential Children's Home Closure	62.00		On target, meeting expected profile
Independent Residential Care Placement Budget	75.00		On target, meeting expected profile
Information Sharing Index Grant	20.00		On target, meeting expected profile
<b>Lifelong Learning &amp; Culture - Adult and Community Education</b>			
WEA Programme Funding Cut	3.00		On target, meeting expected profile
Future Prospects SLA Renegotiation	2.00		On target, meeting expected profile
Adult Education Centre Closure	5.00		On target, meeting expected profile
<b>Lifelong Learning &amp; Culture - Arts and Culture</b>			
Music Instrumental Service, fee increase for Music tuition and income from schools using devolved DfES funds to buy back music services.	35.00		On target, meeting expected profile
<b>RESOURCE MANAGEMENT</b>			
<b>Finance</b>			
Increased SLA Income From Schools	30.00		On target, meeting expected profile
Staff Restructure Saving	25.00		On target, meeting expected profile
<b>Human Resources</b>			
Retirement and Redundancy Costs	16.00		On target, meeting expected profile
<b>ICT Client Services</b>			
Broadband Project Management Recharge	22.00		On target, meeting expected profile
Broadband Standards Fund Grant	50.00		On target, meeting expected profile
<b>Planning &amp; Resources</b>			
Contract Monitoring Charges - Above Inflation Increase	4.00		On target, meeting expected profile
PFI Residual Budget	15.00		On target, meeting expected profile
LEA Teachers PPA Budget	28.00		On target, meeting expected profile
Dedicated Schools Grant Overhead Allocation	50.00		On target, meeting expected profile
In Year Savings	90.00		£70k has been achieved, however additional recruitment costs reduce this to £55k, leaving a shortfall of £35k
<b>STANDARDS &amp; QUALITY</b>			
<b>Educational Development Service</b>			
Administration Post Deletion (0.6fte)	12.00		On target, meeting expected profile

Savings Total 624.00

## Savings Proposals in 2007/08

## Leisure and Culture

Brief Description	Saving 2007/08 £(000)	One- off	Comments
<b>Arts and Culture</b>			
Arts and Culture Team Reorganisation	25.00		On target, meeting expected profile
Arts Service Level Agreements - Budget Reduction	4.00		On target, meeting expected profile
Events Income Target Increase	3.00		On target, meeting expected profile
<b>Early Years and Extended Schools</b>			
YorKash Fund Reduction	25.00		On target, meeting expected profile
<b>Libraries &amp; Heritage</b>			
Library Income Generation	5.00		Unlikely to be achieved
Library Management Restructure	30.00		On target, meeting expected profile
<b>Parks &amp; Open Spaces</b>			
Micklegate Stray Rental Income	94.00		On target, meeting expected profile
Allotment Rental Income	1.00		On target, meeting expected profile
Parks and Open Space Team Reorganisation	15.00		On target, meeting expected profile
<b>Sports &amp; Active Leisure</b>			
Swimming Pool Sunday Evening & Bank Holiday Closure	2.00		On target, meeting expected profile
Sports Facilities Rent Review	33.00		On target, meeting expected profile
Community Sports Provision Subsidy Reduction	5.00		On target, meeting expected profile

**Savings Total** 242.00

## Economic Development

Brief Description	Saving 2007/08 £(000)	One- off	Comments
Science City York	10.00		On target, meeting expected profile
Speciality Markets	5.00		On target, meeting expected profile
City Centre Events	5.00		On target, meeting expected profile
City Centre Permit Charges	2.00		On target, meeting expected profile

**Savings Total** 22.00

## Savings Proposals in 2007/08

## City Strategy

Brief Description	Saving 2007/08 £(000)	One- off	Comments
Transport Planning Section	46.00		On target, meeting expected profile
Bus Info	15.00		On target, meeting expected profile
Maximise Commercial Opportunities	100.00		This has been deferred until April 2008
Winter Maintenance - Provision of Salt Bins	10.00		On target, meeting expected profile
Highways Structural Maintenance	125.00		On target, meeting expected profile
Venture Fund Repayments	50.00		On target, meeting expected profile
Highways Inspections	25.00		On target, meeting expected profile
Highway Infrastructure Team	29.00		On target, meeting expected profile
Network Management - Reduction in Highway Development Advice	39.00		On target, meeting expected profile
Network Management - Support of Traffic Management Act	29.00		On target, meeting expected profile
Network Management - Deletion of PROW Assistant Post	21.00		On target, meeting expected profile
Network Management - Highway Liaison Service	21.00		On target, meeting expected profile
Parking - Additional Income	350.00		On target, meeting expected profile
Engineering Consultancy - Market Supplements	6.00		On target, meeting expected profile
Engineering Consultancy - Reduced Workload	15.00		On target, meeting expected profile
Development Control - Charge for Pre-application advice	30.00		Delayed six months due to staff vacancy - anticipated that £15k will be achieved in 2007/08
Development Control - Reduction in levels of consultation	17.00		On target, meeting expected profile
Development Control - Delete 0.4fte Development Control Officer	10.00		On target, meeting expected profile
Conservation - Reduction in Countryside Management Funding	2.00		On target, meeting expected profile
Design and Conservation	14.00		On target, meeting expected profile
Resources & Business Management - Draughting Service	20.00		On target, meeting expected profile
Resources & Business Management - Management Support	20.00		On target, meeting expected profile

**Savings Total**      994.00

## Savings Proposals in 2007/08

## Neighbourhood Services

Brief Description	Saving 2007/08 £(000)	One- off	Comments
Waste services - Alternate week collection all year (except two weeks over Christmas)	41.00		On target, meeting expected profile
Increased Street Trading Fees	15.00		On target, meeting expected profile
Increase Energy Generation Royalties Income at Harewood Whin Landfill Site	20.00		On target, meeting expected profile
Savings Arising from Reduced Tonnes to Landfill	146.00		On target, meeting expected profile
CFC Equipment - Reduced Processing Cost	30.00		On target, meeting expected profile
Savings Arising From Retendering Waste Processing	100.00		On target, meeting expected profile
Renegotiation of rent and maintenance of Haxby Toilets	5.00		Unlikely to be achieved but alternative one-off saving on the utility and repairs budget identified
Minor Restructure of the Food and Trading Standards Teams	61.00		On target, meeting expected profile
Increased Pest Control Fees	4.00		On target, meeting expected profile
Increased Cremation Fees	56.00		On target, meeting expected profile
Reduction in grant to Poppleton Community centre	2.00		On target, meeting expected profile
Closure of Kent Street Toilets	17.00		Unlikely to be achieved but alternative one-off saving on the utility and repairs budget identified
De Minimis Savings	22.00		On target, meeting expected profile

**Savings Total** 519.00

## Chief Executive's Department

Brief Description	Saving 2007/08 £(000)	One- off	Comments
Chief Executives Restructure	77.00		On target, meeting expected profile
Safe City Coordinator	35.00		On target, meeting expected profile
Regrade of Scrutiny Post	8.70		On target, meeting expected profile
Democracy Support Admin	8.00		On target, meeting expected profile
Housekeeping Service	4.00		On target, meeting expected profile
Messenger Service	6.00		On target, meeting expected profile
Staff Survey Focus Groups	4.00		On target, meeting expected profile
Income from Sponsoring City Boundary Signs	20.00		Unlikely to be achieved
Maintenance of Exhibition Unit	4.00		On target, meeting expected profile
Print Unit	26.80		On target, meeting expected profile
Trade Union Facility	6.00		On target, meeting expected profile
Leadership and Management Training	5.00		On target, meeting expected profile
Core Skills Training	2.00		On target, meeting expected profile
Stress Counselling	8.00		Unlikely to be achieved

**Savings Total** 214.50



## Savings Proposals in 2007/08

## Resources Directorate

Brief Description	Saving 2007/08 £(000)	One- off	Comments
IT Lease Savings	213.00		On target, meeting expected profile
Telephony Contract	50.00		On target, meeting expected profile
Mobile Phone Call Costs	15.00		On target, meeting expected profile
Remote Access Authentication	2.50		On target, meeting expected profile
Digi TV	10.00		On target, meeting expected profile
ITT - Corporate Storage System	9.00		On target, meeting expected profile
ITT - Reduced Network Connectivity Costs	55.00		On target, meeting expected profile
ITT - Disaster Recovery	5.00		On target, meeting expected profile
Audit Commission Fees	5.00		On target, meeting expected profile
Corporate Procurement	25.00		On target, meeting expected profile
Housing Subsidy Administration - Repayment of Venture Fund	25.00		On target, meeting expected profile
Housing Benefit / Council Tax Benefit Subsidy	15.00		On target, meeting expected profile
Savings from Revenues and Benefits Management and Administration	50.00		Not achievable due to a delay in transferring the revenues and benefits function fully into the customer centre. It will be delivered in 2008/09.
Efficiencies from York Customer Contact Centre	25.00		On target, meeting expected profile
Systems Support	5.00		On target, meeting expected profile
Local Taxation Recovery	13.00		On target, meeting expected profile
Benefits Administration Subsidy	55.00		On target, meeting expected profile
Benefits Overpayments	10.00		On target, meeting expected profile
Property Services - General Budgets	10.00		On target, meeting expected profile
Property Services - Business Unit	15.00		On target, meeting expected profile
Sundry Cashflow and Administrative Savings	14.00		On target, meeting expected profile
Financial Services - General Budgets	10.00		On target, meeting expected profile

**Savings Total** 636.50

## Treasury Management Savings

Brief Description	Saving 2007/08 £(000)	One- off	Comments
Interest on Capital Receipts	80.00	✓	On target, meeting expected profile
Debt Restructure	100.00		On target, meeting expected profile

**Savings Total** 180.00

## Savings Proposals in 2007/08

## Housing General Fund

Brief Description	Saving 2007/08 £(000)	One- off	Comments
Golden Triangle Partnership - reduction in contributions	10.00		On target, meeting expected profile
Identification of alternative funding for the Early Intervention and Prevention Contract	35.00		On target, meeting expected profile
Reduce Admin resource in Homelessness	8.00		On target, meeting expected profile
Reduce the funding available to subsidise the Private Lease Scheme	13.00		On target, meeting expected profile
Off set impact of Howe Hill Rent Restructuring	17.00		On target, meeting expected profile
De-Minimis Savings	3.00		On target, meeting expected profile

**Savings Total** 86.00

## Adult Social Services

Brief Description	Saving 2007/08 £(000)	One- off	Comments
Staffing Reductions in Corporate support	18.00		On target, meeting expected profile
Bringing Customers Back into Area from Out of County Provision	65.00		On target, meeting expected profile
Develop Extra Care Services	35.00		On target, meeting expected profile
Combine Hew Horizons and Community Base	28.42		Unlikely to be achieved
Raise Cap from £40 to £80 for Non Residential Charges where Customers have Savings in Excess of £21k.	22.50		On target, meeting expected profile
Deletion of Finance Post	27.50		On target, meeting expected profile
IT Hardware Replacement	6.00		On target, meeting expected profile
Head of Community Services Consultancy	21.00		On target, meeting expected profile
Various savings across Support Services budgets	34.00		On target, meeting expected profile
Restructure Respite Service at Flaxman Ave	21.41		Unlikely to be achieved
Withdraw Waivers for 2 Weeks Transitional Care per Customer	12.50		On target, meeting expected profile
Withdraw Waivers for 2 Weeks Care per Customer on Discharge from Hospital	20.00		On target, meeting expected profile
Increased EPH Income	100.00		On target, meeting expected profile
Increase Non Residential Charges by 5% Over Inflation	39.00		On target, meeting expected profile
Increase Customer Income	244.00		On target, meeting expected profile
Efficiencies to meet Supporting People funding shortfall	197.00		On target, meeting expected profile
De-Minimis Savings	8.00		On target, meeting expected profile

**Savings Total** 899.33

**Overall General Fund Services Total** 4,417.33

## Savings Proposals in 2007/08

## Children's Services - DSG

Brief Description	Saving 2007/08 £(000)	One- off	Comments
<b>ACCESS &amp; INCLUSION</b>			
<b>Special Educational Needs Service</b>			
Area Teacher's Traded Service	6.00		On target, meeting expected profile
Home Tuition Reduce Provision	14.00		Unlikely to be achieved
Learning Support Assistants Budget Reduction	46.00		Unlikely to be achieved
School Based Area Teacher's	50.00		On target, meeting expected profile
<b>LIFELONG LEARNING &amp; CULTURE</b>			
<b>Early Years &amp; Extended Schools</b>			
Early Years Training Budgets	10.00		On target, meeting expected profile
Service Level Agreements	2.00		On target, meeting expected profile
Registration Pathways Officer	4.00		On target, meeting expected profile
Childrens Information Service	1.00		On target, meeting expected profile
Creating New Childcare Places - Grant Reduction	5.00		On target, meeting expected profile
Play Grant Budget Reduction	11.00		On target, meeting expected profile
Shared Foundation	1.00		On target, meeting expected profile
Childminder start-up	2.00		On target, meeting expected profile
<b>RESOURCE MANAGEMENT</b>			
<b>Planning and Resources</b>			
PFI Residual Budget	68.00		On target, meeting expected profile

**Savings Total**      220.00

## Housing Revenue Account

Brief Description	Saving 2007/08 £(000)	One- off	Comments
Reduction in administrative budgets (mainly software expenditure)	10.00		On target, meeting expected profile
Reduction in void loss	40.00		On target, meeting expected profile
Reconfiguration of tenants choice team	7.60		On target, meeting expected profile
Removals	5.00		On target, meeting expected profile
HASS corporate services	14.00		On target, meeting expected profile

**Savings Total**      76.60

## Savings Proposals in 2007/08

## Neighbourhood Services - Traded Activities

Brief Description	Saving 2007/08 £(000)	One- off	Comments
Flourescent Tubes	22.00		Unlikely to be achieved but an increased surplus on civil engineering will cover
Fleet services provided by ABRO	40.00		On target, meeting expected profile
Commercial Waste - increase on charge above inflation	110.00		On target, meeting expected profile
Building Services structure savings after recent review	58.00		Will be partially achieved
Workshop duties	21.00		Will be partially achieved
Drainage charges	12.00		On target, meeting expected profile
School Cleaning service	120.00		Unlikely to be achieved

**Savings Total** 383.00

## Position on General Contingency

Amount Included in Budget Papers £000	Portfolio Area		Recurring (R) One-off (N)	Already Approved £000	Request This Report £000	Budget Probably Needed £000	Budget Total £000
		<b>Original Allocation</b>					<b>600.0</b>
		<b>Releases Approved to date</b>					
		None					-
		<b>Requests in this report</b>					
200.0	City Strategy	Concessionary Fares - Provision set aside in case appeals against local schemes for concessionary fares lead to additional costs	R		200.0	-	-200.0
50.0	City Strategy	Land Charges - Service Pressure	R		50.0	-	-50.0
150.0	City Strategy	Planning Income - Service Pressure	R		150.0	-	-150.0
		<b>Balance Remaining</b>					<b>200.0</b>
		<b>Items identified during budget setting</b>					
170.0	Corp Servs	Pay Award - Allowance if pay award reaches 2.75%	R			-	-
100.0	Corp Servs	VER and Redundancy Provision - Recurring allowance for additional pension and VER costs	R			-	-
275.0	HASS	Social Care - Provision for unexpected social care costs	R			275.0	-275.0
50.0	Neigh Servs	Double Taxation - Funding of Double Taxation claims submitted by Parish Councils	R			50.0	-50.0
30.0	Neigh Servs	Non-Diversion to Landfill - To offset risk that landfill levels are not achieved	R			-	-
		<b>Total Approved</b>			-		
		<b>Total Requested for Approval in Report</b>			<b>400.0</b>		
		<b>Total included in identified potential pressure areas during the estimate process that may still be needed</b>				<b>325.0</b>	
		<b>Potential Balance on Contingency</b>					<b>-125.0</b>

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## Position on Contingency Items to be Funded from Reserves

Amount Included in Budget Papers £000	Portfolio Area		Recurring (R) One-off (N)	Already Approved £000	Request This Report £000	Budget Probably Needed £000	Budget Total £000
		<b>Original Allocation</b>					<b>500.0</b>
		<b>Releases Approved to date</b>					
	LCCS	Yearsley Pool running costs - Exec 12 June	N	40.0			-40.0
	City Strategy	Minster Yard - Exec 25 Sept	N	250.0			-250.0
		<b>Requests in this report</b>					
100.0	Corp Servs	VER and Redundancy Provision - Recurring allowance for additional pension and VER costs	N		278.0		-278.0
	City Strategy	Additional contribution to the York Citizen Advice Bureau	N		2.5		-2.5
	Dir of Res	Replacement of the use of capital receipts with reserves for 2007/08 only	N		200.0		-200.0
		<b>Balance Remaining</b>					<b>-70.5</b>
		<b>Items identified during budget setting</b>					
20.0	Chief Exec	Local Elections - for contested parish councils	N			-	-
200.0	Dir of Res	Health and Safety Building works	N			200.0	-200.0
280.0	HASS	The Retreat - repayment of customer contributions depending on status	N			280.0	-280.0
		<b>Total Approved</b>		<b>290.0</b>			
		<b>Total Requested for Approval in Report</b>			<b>480.5</b>		
		<b>Total included in identified potential pressure areas during the estimate process that may still be needed</b>				<b>480.0</b>	
		<b>Potential Balance on Funding from Reserves</b>					<b>-550.5</b>

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## Reserves Position and Forecast

	2007/08 £000	2008/09 £000	2009/10 £000
<b>General Fund Reserve</b>			
Balance at 1 April	(7,702)	(5,395)	(4,783)
<b>Less:</b> Already Committed To Annual Budget	1,312	627	584
Carry Forward Underspend from Previous Years	1,519	-	-
Agreed spend from prior year underspend	223	-	-
Supplementary Estimates (see Annex 12)	290	-	-
<b>Revised General Fund Reserve</b>	<b>(4,358)</b>	<b>(4,768)</b>	<b>(4,199)</b>
<b>Add:</b> <u>Other Adjustments</u>			
Release of Bellwin Reserve	(300)	-	-
NDR Rebates	(200)	-	-
Additional LABGI grant to be received	(537)	-	-
LPSA2 Reward Grant	-	(15)	(740)
Potential call for non-recurring contingency items (Annex 12)	480	-	-
	<b>(1,037)</b>	<b>(15)</b>	<b>(740)</b>
Net Underspend on General Fund	-	-	-
<b>Expected General Fund Reserve as at 31 March</b>	<b>(5,395)</b>	<b>(4,783)</b>	<b>(4,939)</b>
<b>Commercial Services Reserve</b>			
Balance at 1 April	(439)	(279)	(279)
<b>Plus:</b> Payments in Reserve	-	-	-
<b>Less:</b> Use of Reserve	160	-	-
<b>Estimated Commercial Services Reserve at 31 March</b>	<b>(279)</b>	<b>(279)</b>	<b>(279)</b>
<b>Venture Fund</b>			
Balance at 1 April	(1,611)	(1,898)	(1,222)
<b>Plus:</b> Repayments	(1,633)	(602)	(611)
<b>Less:</b> Advances	1,346	1,278	1,000
<b>Estimated Venture Fund Balance as at 31 March</b>	<b>(1,898)</b>	<b>(1,222)</b>	<b>(833)</b>
<b>Total Revenue Reserves as at 31 March</b>	<b>(7,572)</b>	<b>(6,284)</b>	<b>(6,051)</b>
<b>Estimated Minimum Reserves Threshold</b>	<b>5,201</b>	<b>5,361</b>	<b>5,521</b>
<b>Headroom In Reserves</b>	<b>(2,371)</b>	<b>(923)</b>	<b>(530)</b>

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## Venture Fund

The table below shows the venture fund transactions that have taken place during the year and summarises the outstanding loans.

	£000	£000
<b>Venture Balance B/fwd from 2006/07</b>		<b>1,611</b>
<u>Less Advances forecast in 2007/08</u>		
LPSA 2	-1,210	
Assets in Good Repair	-96	
Interest Remitted	-40	-1,346
<u>Plus Repayments in 2006/07</u>		
Mobile Classrooms	38	
Temporary Classroom Units	46	
Clifton Green	17	
Westfield Primary	14	
DEDS Restructure	50	
Staff Cycle Parking Scheme	9	
Amy Johnson	245	
Oaklands Partnership	20	
LPSA 2	47	
2006/07 Funding Shortfall	1,125	
Interest	22	1,633
<b>Balance expected as at 31st March 2008</b>		<b><u>1,898</u></b>
<u>Loans Outstanding</u>		
Mobile Classrooms	84	
Temporary Classroom Units	102	
Clifton Green School	0	
Westfield Primary	32	
DEDS Restructure	78	
Staff Cycling	21	
Oaklands Partnership	92	
06/07 Capital Prog Shortfall	255	
LPSA 2	1,439	
Assets in Good Repair	96	
		2,199
<b>Total Estimated Venture Fund Value as at 31/3/08</b>		<b><u>4,097</u></b>

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## Pay and Grading and Equal Pay Financial Analysis June 2007

The financial analysis of the pay and grading project is split into three areas;

- Pay and Grading (ongoing base budget and one off)
- Equal Pay (one-off and capitalisation costs)
- Project Management Costs

Each area has specific budgets but they all inter-relate with each other. This financial analysis will cover all three areas and state the current position and highlight areas where the future estimate cost is still uncertain.

### Pay and Grading

The table below shows the base budget that has been built up over three years to fund the cost of the new pay structure on an ongoing basis. Therefore the bottom line is that the council has £2.616m base budget to fund the new pay structure in 2007/08. As the implementation is not going to be from 1<sup>st</sup> April 2007 then only part of this budget will be required during 2007/08 and therefore there will be further one-off funds available during the year.

	2005/06 £'000	2006/07 £'000	2007/08 £'000
Budget Allocated	541	1,000	1,075
<b>On-Going Funding in Base</b>	<b>541</b>	<b>1,541</b>	<b>2,616</b>

The base budget allocations for 2005/06 and 2006/07 were not needed to pay for the new pay structure and therefore they have been utilised, along with amounts from other council reserves, to fund the one-off costs in relation to Equal Pay compensation payments and the project costs of implementing the new scheme.

The table below shows how the one-off costs from the above base budgets have been allocated so far.

	2005/06 £'000	2006/07 £'000	2007/08 £'000
Base Budget	541	1,541	2,616
One –off b/fwd	0	382	1,594
One-off funding allocated	0	0	30
Project Costs	-120	-329	-750
Legal Costs (One-Off)	-39	0	0
Equal Pay			-1,967
Cost of borrowing for Equal Pay			-49
<b>Total Funding Available</b>	<b>382</b>	<b>1,594</b>	<b>1,474</b>

### Equal Pay

The current estimated cost of equal pay compensation payments including tax and national insurance is £4.1m including an estimate of £1.25m for payments to eligible employees from 1<sup>st</sup> April 2007. if all the employees who have been made an offer

under the council's scheme accept. If this were to be the case this cost would be funded from the following sources;

- Equal Pay Provision £1.5m
- Children's Services provision £0.09m
- Capital Sum (borrowing) £0.543m
- Contribution from one-off budget £1.967m

### **Project Costs**

The budget allocated for project costs in 2005/06 was £120k but this out-turned at £141k. The budget for 2006/07 was £350k but this out-turned at £329k. The original budget for 2007/08 was £330k but after a thorough review it has become apparent that this is not enough to deal with all the outstanding issues and major costs of implementation, therefore an additional £420k from the one-off budget has been allocated to this area giving a total cost of £750k. This then leaves £1.474m of one off costs available until completion of the project. Proposals to allocate this will be made by the project board in its October meeting but there will be calls on this budget from the bonus buyout, project costs for 2008/09 and a provision for equal pay claims that are not settled within budget.



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**Executive**

**9<sup>th</sup> October 2007**

## **Report of the Director of Resources**

### **CAPITAL PROGRAMME – MONITOR ONE**

#### **Report Summary**

1. The purpose of this report is to:
  - Inform Members of the likely outturn position of 2007/08 Capital Programme based on the spend profile and information to August 2007 reflecting the capital monitor one reports taken to Executive Member with Advisory Panel (EMAP) meetings for each department;
  - Inform the Executive of any under or overspends and seek approval for any resulting changes to the programme;
  - Inform the Executive of any slippage and seek approval for the associated funding to be slipped to or from the financial years to reflect this;
  - To inform Members of the funding position of the capital programme, taking account of the current capital receipts forecasts for the four year capital programme.
2. The 2007/08 – 2010/11 capital programme was approved by Council on 21<sup>st</sup> February 2007. Since then a number of amendments have taken place as reported to the Executive in the 2006/07 Capital Outturn paper, urgency papers and under the scheme of delegation. These changes have resulted in a current approved capital programme for 2007/08 of £52.143m, financed by £38.674m of external funding, leaving a cost to the Council of £13.469m to be financed from capital receipts. Table 1 illustrates the movements from the start budget to the current approved position.

	<b>Gross Budget £m</b>	<b>External Funding £m</b>	<b>Cost to CYC £m</b>
Original Budget Approved by Council	<b>43.749</b>	<b>33.803</b>	<b>9.946</b>
Slippage Carried Forward from 06/07 outturn report	4.116	2.772	1.344
Additions from 06/07 outturn report	1.533	1.400	0.133
Additions as a result of Urgency meetings / Exec Reports	2.628	0.406	2.222
Adjustments made under Delegated Authority	0.117	0.293	(0.176)
<b>Current Approved Capital Programme</b>	<b>52.143</b>	<b>38.674</b>	<b>13.469</b>

**Table 1 Current Approved Capital Programme**

3. A number of significant changes to the 2007/08 capital programme have taken place since the 2006/07 Capital Outturn report, these briefly are:
- Addition of £406k - City Strategy Capital Programme 2007/08 – Consolidated Report 16 July (see paragraph 13 for details)
  - Addition of £1.424m – Accommodation Project Update – Executive 24 July 07 (see paragraph 29 for details)
  - Addition of £798k – Children’s Centre Capital Programme Urgency Report – Urgency Committee 3 August 07 (see paragraph 12 for details)

### **Consultation**

4. The capital programme was developed under the Capital Resource Allocation Model (CRAM) framework and agreed by Council on 21 February 2007. Whilst the capital programme as a whole is not consulted on, the individual scheme proposals and associated capital receipt sales do follow a consultation process with local Councillors and residents in the locality of the individual schemes.

### **Summary of Key Issues**

5. There is an increase of £25.7m in the 2008/09 capital programme, mainly because of the Council’s successful Building Schools for the Future pilot programme funding bid, which provides for a brand new replacement school at Joseph Rowntree Secondary School. This increases the 2008/09 programme to £73.6m, 40% more than this years anticipated outturn.



6. In year capital receipts, are forecast to be down against the target by £3.6m, although this is mainly because of timing issues with the majority of the slippage expected early in 2008/09. The impact of these delays is reduced by there being corresponding slippage on capital receipt funded schemes of £2.2m. The Council has £5.4m of capital receipt funding carried forward from the £27m raised in 2006/07. Therefore, despite the small anticipated delay in receipts the Council remains in a strong capital funding position.
7. Against the current approved budget of £52.143m, there is a predicted outturn of £52.525m, a net increase of £0.382m made up of:
- Additional schemes costing £2.742m of which £2.363m is fully externally funded less;
  - The reprofiling of budgets from 2007/08 to future years of £2.360m of which capital receipts make up £2.25m.

Table 2 outlines the variances reported against each portfolio area.

<b>Department</b>	<b>Current Approved Budget £m</b>	<b>Projected Outturn £m</b>	<b>Variance £m</b>	<b>Paragraphs</b>
Children's Services	19.651	20.139	0.488	11-12
City Strategy	9.673	9.673	0.000	13-14
Economic Development	0.509	0.259	-0.250	15-16
Housing	9.222	9.453	0.231	17-18
Leisure and Culture	4.601	2.801	-1.800	19-26
Neighbourhood Services	0.624	0.944	0.320	27-28
Resources	7.622	8.610	0.988	29-30
Social Services	0.241	0.646	0.405	31-32
<b>Total</b>	<b>52.143</b>	<b>52.525</b>	<b>0.382</b>	

**Table 2 Capital Programme Forecast Outturn 2007/08**

8. To the end of August there was £11.9 m of capital spend representing 23% of the approved budget, compared to 26% for the same period in 2006/07.
9. The main highlights of this report are:
- The completion of the £5.5m Huntington Secondary School Extension incorporating performing arts block;
  - The confirmation of funding for the £27m replacement of Joseph Rowntree Secondary;
  - A successful transition of pupils at York High from the Oakland's site to Lowfield to allow commencement of the new £12.2m York High School;
  - The £2.8m Danesgate Skills Centre is almost complete with opening expected for October half term;
  - Work is progressing well on the £3.5m Moor Lane Roundabout which is on target to be completed by the end of the financial year;

- £0.3m of Road Safety improvements on the A166 Murton Lane junction have been completed;
- The £2.7m annual resurfacing programme is progressing well with the majority of work expected to be completed by December;
- The £0.9m refurbishment of Yearsley Swimming Pool has started and is on target for reopening in October;
- The replacement of 160 heating systems to modernise local authority homes;
- The £0.7m [Explore@Acomb](#) Library Learning Centre project is on target for completion for February 2008.

## Analysis

10. The Executive Member with Advisory Panels (EMAP's) met during September to report on the performance of each portfolio. A summary of the key exceptions and implications on the capital programme are highlighted below.

### **Education and Children's Services (EMAP – 6 September 2007)**

11. The current approved capital programme for Education and Children's services for 2007/08 is £19.651m following the adjustments made at 2006/07 outturn and as a result of the Children's Centres urgency paper. As a result of changes made in this monitor, the capital programme has been increased by £0.488m to £20.139m. Notably there has been a large increase in the programme for 2008/09 following the confirmation of funding for the replacement of Joseph Rowntree Secondary School as part of the £27m Building Schools for the Future Pathfinder project. Table 3 gives a summary of the changes on a scheme by scheme basis.

<b>Gross Education and Children's Capital Programme</b>	<b>2007/08</b>	<b>2008/09</b>	<b>2009/10</b>	<b>Total</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Current Approved Capital Programme	<b>19.651</b>	<b>9.543</b>	<b>0.250</b>	<b>29.444</b>
<u>Adjustments:</u>				
Huntington School Improvements	0.379			0.379
Joseph Rowntree One School Pathfinder	0.450	24.750	2.162	27.362
NDS Modernisation		2.100		2.100
<u>Reprofiling:</u>				
NDS Modernisation	0.300	-0.300		0.000
Westside Review - Oaklands	-0.641	0.641		0.000
<b>Revised Capital Programme</b>	<b>20.139</b>	<b>36.734</b>	<b>2.412</b>	<b>59.285</b>

**Table 3 Education and Children's Services Capital Programme 2007-10**

12. The key changes are:

- a. An update to the funding of the Children's Centre scheme as outlined in the report to Urgency Committee on 3<sup>rd</sup> August which asked for an increase to the Children's capital programme of £798k, to be funded by £244k external funds and £554k capital receipts.
- b. The Huntington School secondary scheme for the provision of new teaching and performing arts blocks is now complete and operational. However, there is a projected maximum overspend of £379k due to problems with design. This is an improvement on the £420k overspend reported to EMAP. Work is on going to finalise the account and there are confidential discussions between the Council and the contractor to resolve the issues surrounding the design problems which resulted in the need to redesign structural elements leading extensions of time and cost. Any additional costs borne by the Council will need to be funded from capital receipts.
- c. The One School Pathfinder scheme for the new build of the Joseph Rowntree Secondary School is anticipated to get under way in 2007/08 once the final contractor is appointed in November. It is expected that expenditure of £450k will take place in 2007/08 financial year with the majority of the build taking place in 2008/09 with an expected spend of £24.750m and forecast expenditure of £2.162m in 2009/10. This scheme is fully funded by the Department for Children Schools and Families.
- d. £300k of expenditure on New Deals for Schools (NDS) Modernisation schemes has been reprofiled into 2007/08 from 2008/09. There is indicative funding of £2.1m for the 2008/09 NDS Modernisation schemes which has been added to the 2008/09 capital programme.
- e. £641k of expenditure due to take place on the Westside Review for Oaklands has been reprofiled into 2008/09. The reason for delay of works on site is to co-ordinate with work on the new community pool and so improve the value for money from the contract.

### **City Strategy (EMAP – 10 September 2007)**

13. The approved capital programme for City Strategy is £9.673m following the adjustments made at 2006/07 outturn and as a result of the Consolidated Capital Programme EMAP report taken on 16 July 2007. The EMAP report requested an increase of £406k on the Developers Contributions Scheme which is fully funded from £406k of section 106 receipts already received by developers.
14. At this stage it is expected that the programme will outturn against the approved budget, with no other changes to the City Strategy capital programme reported in this monitor. The £9.673m programme is to be funded from £7.953m of external sources leaving a call on capital receipts of £1.720m

**Economic Development (EMAP – 10 September 2007)**

15. The approved capital programme for Economic Development is £0.509m following the adjustments made at 2006/07 outturn. As part of this monitor it proposed to move £250k relating to the Visitor Information Centre scheme for the provision of new toilets at Silver Street which is being managed by Neighbourhood Services. This change will result in the 2007/08 budget being reduced down to £259k. The remaining £259k relating to the Small Business Workshop scheme at Clifton Moor which is progressing well and should open this financial year.
16. The main change to the programme is the removal of the original Visitor Information Centre scheme, which was planned to be on the Parliament Street toilet site. The £2.3m of external funding anticipated from Yorkshire Forward towards a new £3.5m Visitor Information Centre is no longer available and new proposals have been put forward to relocate the De Grey Rooms visitor information centre to Blake Street. Table 4 gives a summary of the changes on a scheme by scheme basis.

<b>Gross Economic Development Capital Programme</b>	<b>2007/08 £m</b>	<b>2008/09 £m</b>	<b>2009/10 £m</b>	<b>Total £m</b>
Current Approved Capital Programme	<b>0.509</b>	<b>3.500</b>	<b>0.000</b>	<b>4.009</b>
<b>Adjustments :</b>				
Silver St Toilets to Neighbourhood Services Portfolio	-0.250			-0.250
Visitor Information Centre		-3.500		-3.500
<b>Revised Capital Programme</b>	<b>0.259</b>	<b>0.000</b>	<b>0.000</b>	<b>0.259</b>

**Table 4 Economic Development Capital Programme 2007 -10****Housing (EMAP – 10 September 2007)**

17. The approved capital programme for Housing services is £9.222m following the adjustments made at 2006/07 outturn. As a result of changes made in this monitor, the capital programme has been increased by £231k to £9.453m. Table 5 gives a summary of the changes on a scheme by scheme basis.

<b>Gross Housing Capital Programme</b>	<b>2007/08 £m</b>	<b>2008/09 £m</b>	<b>2009/10 £m</b>	<b>Total £m</b>
Current Approved Capital Programme	<b>9.222</b>	<b>8.745</b>	<b>8.927</b>	<b>26.894</b>
<b>Reprofiling:</b>				
Repairs to Local Authority Properties	0.231	-0.231		0.000
<b>Revised Capital Programme</b>	<b>9.453</b>	<b>8.514</b>	<b>8.927</b>	<b>26.894</b>

**Table 5 Housing Capital Programme 2007/08 - 09/10**

18. The key change is the bringing forward of the boiler replacement programme in the Repairs to Local Authority Properties scheme as a result of a number of boilers that failed to pass the annual gas service, this has resulted in an increase in expenditure of £231k in 2007/08.

### **Leisure and Culture (EMAP – 4 September 2007)**

19. The approved capital programme for Leisure and Culture services is £4.601m following the adjustments made at 2006/07 outturn. As a result of reprofiling changes made in this monitor, the capital programme has decreased by £1.8m to £2.801m. Table 6 gives a summary of the changes on a scheme by scheme basis.

<b>Gross Leisure and Culture Capital Programme</b>	<b>2007/08</b>	<b>2008/09</b>	<b>2009/10</b>	<b>Total</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Current Approved Capital Programme	<b>4.601</b>	<b>5.688</b>	<b>1.763</b>	<b>12.052</b>
<u>Reprofiling:</u>				
York Pools Strategy	-1.800	1.800	0.105	0.105
<b>Revised Capital Programme</b>	<b>2.801</b>	<b>7.488</b>	<b>1.868</b>	<b>12.157</b>

**Table 6 Leisure and Culture Capital Programme 2007/08-09/10**

20. The key change is the £1.8m reprofile of the Councils £2.0m contribution toward a third pool in the city from 2007/08 into 2008/09 to reflect the cross party review of the pools strategy. The remaining £200k is earmarked for the provision of a community building for users displaced following the closure of the Barbican.

21. The Leisure Facilities Strategy report, to be published later this month, covers the York Pools project in greater detail. However, there is a request to reallocate a number of budget elements to cover additional costs at Yearsley and York High Pools.

22. Principally there are a number of costs pressures on both sites. Problems have been encountered on the Yearsley refurbishment programme, which relate to additional ground and drainage works discovered during the course of the work. This is likely to add a further £100k to the works, which is requested to be funded from the contingency held within the York Pools Programme.

23. The pool at York High has also faced a number of cost pressures which total £540k. £200k is in relation to general cost pressures despite a rigorous process of value engineering taking place. There is a further pressure of £170k in relation to improve the appearance of the building and link better with the school and existing building. Finally a further £170k is required to install high specification equipment to heat the pool and achieve a BREEAM rating of "very good".

24. A review of the budget strands of the project reveal that there is an overall contingency budget of £754k available, which consists of the £514k already identified as contingency and a £240k underspend on the procurement costs. In addition there is the potential to raise an additional £105k from prudential borrowing funded from the unallocated savings expected from operating an integrated sports facility and from the environmental features proposed for the new pool.
25. It is therefore recommended to increase the gross capital programme by £105k and reallocate funding within the scheme from the contingency to fund enhancements at Yeasley and York High Pools.
26. If approved, these changes will leave an unallocated contingency of £219k on the York Pools Programme.

### **Neighbourhood Services (EMAP – 6 September 2007)**

27. The approved capital programme for Neighbourhood services is £624k following the adjustments made at 2006/07 outturn. As a result of this monitor, the capital programme will increase by £320k to £944k. As reported under the Economic Development portfolio it is requested that the Silver Street Toilets scheme be moved to Neighbourhood Services. Table 7 gives a summary of the changes on a scheme by scheme basis.

<b>Gross Neighbourhood Services Capital Programme</b>	<b>2007/08</b>	<b>2008/09</b>	<b>2009/10</b>	<b>Total</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Current Approved Capital Programme	<b>0.624</b>	<b>0.202</b>	<b>0.000</b>	<b>0.826</b>
<b>Additions:</b>				
Air Quality Management	0.070			0.070
Silver Street Toilets from Economic Development Portfolio	0.250			0.250
<b>Revised Capital Programme</b>	<b>0.944</b>	<b>0.202</b>	<b>0.000</b>	<b>1.146</b>

**Table 7 Neighbourhood Services 2007/08 – 2009/10**

28. The key change is an increase in the Air Quality Scheme budget due to receipt of an additional £70k grant to enable improved air quality monitoring, modelling and action planning.

### **Resources (EMAP – 11 September 2007)**

29. The approved capital programme for Resources is £7.622m following the adjustments made at 2006/07 outturn and the increase to the Administrative Accommodation scheme, approved by the Executive on the 24 July. As a result of this monitor, the capital programme has increased by £988k to £8.610m. Table 8 gives a summary of the changes on a scheme by scheme basis.

<b>Gross Resources Services Capital Programme</b>	<b>2007/08</b>	<b>2008/09</b>	<b>2009/10</b>	<b>2010/11</b>	<b>Total</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Current Approved Capital Programme	7.622	13.144	17.516	3.113	41.395
<u>Additions:</u>					
IT Equipment	1.438				1.438
<u>Reprofiling:</u>					
Admin Accommodation	-0.450	0.450			0.000
<b>Revised Capital Programme</b>	<b>8.610</b>	<b>13.594</b>	<b>17.516</b>	<b>3.113</b>	<b>42.833</b>

**Table 8 Resources Capital Programme 2007/08 –2010/11**

30. The key changes are:

- The addition of the 2007/08 anticipated IT equipment spend. The increase of £1.438m will result in a total IT equipment budget of £1.800m in 2007/08. This increase is following the quarterly options appraisal on the financing the purchase of IT assets. The Council has the option to either lease or purchase outright and fund from prudential borrowing. Due to the large value of intangible assets the recommended option is to purchase outright as oppose to lease.
- A delay to the start on site of the homeless hostel at Fishergate, as part of the Administrative Accommodation project, has resulted in £450k of expenditure being reprofiled in to 2008/09. The delay is not expected to impact on the overall timetable for the construction of the new office on the Hungate site.

### **Social Services (EMAP – 10 September 2007)**

31. The approved capital programme for Social Services is £241k following the adjustments made at 2006/07 outturn. As a result of this monitor, the capital programme has increased by £405k to £646k. Table 9 gives a summary of the changes on a scheme by scheme basis.

<b>Gross Resources Services Capital Programme</b>	<b>2007/08</b>	<b>2008/09</b>	<b>2009/10</b>	<b>2010/11</b>	<b>Total</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Current Approved Capital Prog	0.241	0.205	0.205	0.205	0.856
<u>Additions:</u>					
22 The Avenue	0.094				0.094
Improving The Care Home Environment for Older People	0.220				0.220
Information Management Imp'ments	0.091				0.091
<b>Revised Capital Programme</b>	<b>0.646</b>	<b>0.205</b>	<b>0.205</b>	<b>0.205</b>	<b>1.261</b>

**Table 9 Social Services Capital Programme 2007/08 – 2010/11**

32. The key changes are:

- The addition of three fully externally funded schemes totalling £405k. The addition of £94k is for works on 22 The Avenue is financed by Supported Capital Expenditure (SCE) from the separate programme element SCE.
- Improving the Care Home environment and Information Management Improvement schemes are new schemes that are fully funded by direct capital grants.

## Hazel Court Depot

33. The Hazel Court Depot final account is still being negotiated between Keyland Gregory (KLG) and Carrillion. The Executive will recall from the 2006/07 monitoring and outturn reports that there was a £200k claim for prolongation that was being disputed by KLG for breaking the environmental capping over the former tip site. There was a further potential cost of £260k that related to extensions to the contract that were agreed by the project managers jointly appointed by the Council and KLG to oversee the project. Efforts are continuing to dispute this cost and there is a possibility that the Council will have to meet the cost.

## Summary

34. As a result of the changes reported to the directorate EMAP meetings the revised four year capital programme is summarised in Table 10.

<b>Gross Capital Programme</b>	<b>2007/08 £m</b>	<b>2008/09 £m</b>	<b>2009/10 £m</b>	<b>2010/11 £m</b>	<b>Total £m</b>
<b>Current Programme</b>	<b>52.143</b>	<b>47.879</b>	<b>34.774</b>	<b>18.213</b>	<b>153.009</b>
<b><u>Additional Funding :</u></b>					
Children's Services	0.450	26.850	2.162		29.462
Neighbourhood Services	0.070				0.070
Resources	1.438				1.438
Social Services	0.405				0.405
<b><u>Removed Scheme</u></b>					
Visitor Information Centre		-3.500			-3.500
<b><u>Reprofiling:</u></b>					
Children's Services	-0.341	0.341			0.000
Housing Services	0.231	-0.231			0.000
Leisure Services	-1.800	1.800	0.105		0.105
Resources	-0.450	0.450			0.000
<b><u>Additional Funding:</u></b>					
Children's Services	0.379				0.379
<b>Revised Programme</b>	<b>52.525</b>	<b>73.589</b>	<b>37.041</b>	<b>18.213</b>	<b>181.368</b>

**Table 10 Revised Four Year Capital Programme**



## Funding the 2007/08 Capital Programme

35. The current capital programme is funded from a number of externally funded sources, along with capital receipts raised from the sale of surplus assets.
36. Following the adjustments made as part of this report, the revised capital programme is £52.525m. Funding from external sources and prudential borrowing is £40.927m, leaving a balance of £11.598m to be funded from capital receipts. Table 11 illustrates the funding breakdown of the capital programme with Confidential Annex B giving details of individual properties, indicative values and timescales for sale.

	2007/08 £m	2008/09 £m	2009/10 £m	2010/11 £m	Total £m
Gross Capital Programme	52.525	73.589	37.041	18.213	181.368
Funded by					
Supported Borrowing	8.293	7.755	5.933	5.623	27.604
Grants and Contributions	29.295	36.465	10.682	8.685	85.127
Prudential Borrowing	3.339	8.764	17.243	1.918	31.264
Total External Funding	40.927	52.984	33.858	16.226	143.995
Funding to be Financed from Capital Receipts	11.598	20.605	3.183	1.987	37.373
Expected Capital Receipts	-7.997	-12.739	-3.100	-8.796	-32.632
Receipts b/fwd (surplus)/deficit	-5.432	-1.831	6.035	6.118	-5.432
Receipts c/fwd (surplus)/deficit	-1.831	6.035	6.118	-0.691	-0.691

**Table 11 – Capital Programme Funding and Receipts Position**

37. As part of the budget setting process, a list of asset sales were agreed by the Council for reinvestment in the capital programme. The budgeted receipts for 2007/08 was set at £11.4m, of which £3.5m has already been received. The latest capital receipt projections suggest that a further £4.7m will be achieved by the end of the financial year, which represents a £3.2m shortfall in year, which are anticipated to be received in early 2008/09. This has been partially offset by corresponding slippage on capital receipt funded spend of £2.2m. There also remains capital receipts of £5.4m that have been carried forward from 2006/07. Therefore the 2007/08 funding position does not present a problem for the Council overall.
38. Following the adjustments made to the capital programme in this monitor it is anticipated that there will be a small receipts surplus over the four year programme of £0.7m. This compared to a deficit, to be funded by prudential borrowing, of £0.25m when the budget was set. Table 11 illustrates the restated funding of the programme.

39. The capital programme continues to be reliant on a number of high value, high risk receipts, which if not achieved would require the Council to review its existing spending commitments. Monthly monitoring of capital receipts will identify any problems in receipt timing and will be reported accordingly to the Executive in the next monitoring report.

### **Corporate Priorities**

40. The capital programme is decided through a formal process, using a Capital Resource Allocation Model (CRAM). CRAM is a tool used for allocating the Council's scarce capital resources to schemes that meet corporate priorities.

### **Implications**

#### **Financial Implications**

41. The financial implications are considered in the main body of the report.

#### **Human Resources Implications**

42. There are no HR implications as a result of this report

#### **Equalities Implications**

43. There are no equalities implications as a result of this report

#### **Legal Implications**

44. There are no legal implications as a result of this report

#### **Crime and Disorder**

45. There are no crime and disorder implications as a result of this report

#### **Information Technology**

46. There are no information technology implications as a result of this report

#### **Property**

47. The property implications of this paper are included in the main body of the report which covers the funding of the capital programme from capital receipts in paragraphs 35-39.

## **Risk Management**

48. The capital programme is regularly monitored as part of the corporate monitoring process. In addition to this the Corporate Capital Monitoring Group (CAPMOG) meets regularly to plan monitor and review major capital receipts to ensure that all capital risks to the Council are minimised.

## **Recommendations**

49. The Executive is requested to:

- Note the £117k of adjustments made under delegated authority to the 2007/08 approved capital programme illustrated in Table 1;
- Approve the inclusion of £2.732m of additional funding to the 2007/08 to 2010/11 as illustrated in paragraph 7.
- Approve reprofiling of £2.360m from 2007/08 to future years as summarised in paragraph 7.
- Approve the restated capital programme summarised in Table 10 and as set out in detail in Annex A.
- Note the capital receipt projects for 2007/08 to 2010/11 as summarised in Confidential Annex B.

Reason : to enable the effective management and monitoring of the Council's capital programme

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**Report  
Approved**



**Date** 18/09/07

Simon Wiles  
Director of Resources

**Report  
Approved**



**Date** 19/9/07

**Specialist Implications Officer(s)**

N/a

**Wards Affected:**

All

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

**Background Papers:**

2007/08 – 2010/11 Capital Budget Report  
Department EMAP Capital Monitoring Reports

**Annexes**

Annex A – Restated Capital Programme 2007/08 to 2010/11  
Confidential Annex B – Capital Receipt Projections 2007/08 to 2010/11

## Capital Budget - 2007/08 to 2010/11

	Total Gross Capital Programme £000	Expenditure pre 2007/08 £000	Current approved budget £000	Estimated Outturn at Mon 1 £000	Outturn Variance at Mon 1 £000	2007/08 Revised Budget £000	2008/09 Revised Budget £000	2009/10 Revised Budget £000	2010/11 Revised Budget £000	Gross Capital Programme To be Funded £000
<b>Children's Services</b>										
<b>NDS Condition Funding</b>	2,764	2,764	0	0	0	0	0	0	0	2,764
NDS Modernisation	11	11	0	0	0	0	0	0	0	11
- External Funding	2,764	2,764	0	0	0	0	0	0	0	2,764
- Cost to City	0	0	0	0	0	0	0	0	0	0
<b>NDS Devolved Capital</b>	12,083	9,492	2,591	2,591	0	2,591	0	0	0	12,083
- External Funding	12,083	9,492	2,591	2,591	0	2,591	0	0	0	12,083
- Cost to City	0	0	0	0	0	0	0	0	0	0
<b>Fulford Secondary TCF Phase 1</b>	10	0	10	10	0	10	0	0	0	10
- External Funding	10	0	10	10	0	10	0	0	0	10
- Cost to City	0	0	0	0	0	0	0	0	0	0
<b>Fulford Secondary TCF Phase 2</b>	3,478	3,438	40	40	0	40	0	0	0	3,478
- External Funding	3,478	3,438	40	40	0	40	0	0	0	3,478
- Cost to City	0	0	0	0	0	0	0	0	0	0
<b>Galtres (Applefields) Targeted Capital Fund</b>	3,642	3,642	0	0	0	0	0	0	0	3,642
- External Funding	2,399	2,399	0	0	0	0	0	0	0	2,399
- Cost to City	1,243	1,243	0	0	0	0	0	0	0	1,243
<b>Huntington School Improvements TCF</b>	5,674	4,552	743	1,122	379	1,122	0	0	0	5,674
- External Funding	4,169	3,971	198	198	0	198	0	0	0	4,169
- Cost to City	1,505	581	545	924	379	924	0	0	0	1,505
<b>NDS Modernisation</b>	13,686	9,088	2,498	2,798	300	2,798	1,800	0	0	13,686
- External Funding	13,686	9,088	2,498	2,798	300	2,798	1,800	0	0	13,686
- Cost to City	0	0	0	0	0	0	0	0	0	0
<b>Neighbourhood Nurseries Initiative</b>	3,617	3,596	21	21	0	21	0	0	0	3,617
- External Funding	3,183	3,162	21	21	0	21	0	0	0	3,183
- Cost to City	434	434	0	0	0	0	0	0	0	434
<b>Robert Wilkinson Basic Need</b>	866	844	22	22	0	22	0	0	0	866
- External Funding	866	844	22	22	0	22	0	0	0	866
- Cost to City	0	0	0	0	0	0	0	0	0	0
<b>Schools Access Initiative</b>	1,352	1,034	318	318	0	318	0	0	0	1,352
- External Funding	1,352	1,034	318	318	0	318	0	0	0	1,352
- Cost to City	0	0	0	0	0	0	0	0	0	0
<b>Skills Centre</b>	2,814	706	2,108	2,108	0	2,108	0	0	0	2,814
NDS Modernisation	430	0	430	430	0	430	0	0	0	430
- External Funding	2,814	706	2,108	2,108	0	2,108	0	0	0	2,814
- Cost to City	0	0	0	0	0	0	0	0	0	0
<b>Sure Start</b>	1,298	238	1,060	1,060	0	1,060	0	0	0	1,298
- External Funding	1,298	238	1,060	1,060	0	1,060	0	0	0	1,298
- Cost to City	0	0	0	0	0	0	0	0	0	0
<b>Specialist Schools Status</b>	300	300	0	0	0	0	0	0	0	300
<b>Integrated Children's Centres</b>	4,728	148	4,580	4,580	0	4,580	0	0	0	4,728
DFES ICC Grant	1,424	148	1,276	1,276	0	1,276	0	0	0	1,424
Sure Start Capital Grant	416	0	416	416	0	416	0	0	0	416
DoH Safeguard Grant	500	0	500	500	0	500	0	0	0	500
DFES Devolved Capital Grant	172	0	172	172	0	172	0	0	0	172
NDS Modernisation	1,097	0	1,097	1,097	0	1,097	0	0	0	1,097
Section 106	565	0	565	565	0	565	0	0	0	565
- External Funding	4,174	148	4,026	4,026	0	4,026	0	0	0	4,174
- Cost to City	554	0	554	554	0	554	0	0	0	554
<b>Integrated Children's System Grant</b>	84	20	64	64	0	64	0	0	0	84
<b>Westside Review - Oaklands</b>	12,200	359	5,541	4,900	-641	4,900	6,691	250	0	12,200
TCF	8,000	359	5,141	4,900	-241	4,900	2,741	0	0	8,000
NDS Modernisation	900	0	400	0	-400	0	650	250	0	900
Prudential Borrowing	1,300	0	0	0	0	0	1,300	0	0	1,300
Revenue Contribution	0	0	0	0	0	0	0	0	0	0
- External Funding	10,200	359	5,541	4,900	-641	4,900	4,691	250	0	10,200
- Cost to City	2,000	0	0	0	0	0	2,000	0	0	2,000
<b>Westside Review - Manor</b>	3,500	7	0	0	0	0	3,493	0	0	3,500
- Cost to City	3,500	7	0	0	0	0	3,493	0	0	3,500
<b>Youth One Stop Shop</b>	300	276	24	24	0	24	0	0	0	300
External Grant	300	276	24	24	0	24	0	0	0	300
- External Funding	300	276	24	24	0	24	0	0	0	300
- Cost to City	0	0	0	0	0	0	0	0	0	0
<b>Oaken Grove Community Centre</b>	267	236	31	31	0	31	0	0	0	267
- Cost to City	267	236	31	31	0	31	0	0	0	267
<b>Joseph Rowntree One School Pathfinder</b>	27,362	0	0	450	450	450	24,750	2,162	0	27,362
External Grant	27,362	0	0	450	450	450	24,750	2,162	0	27,362
- External Funding	27,362	0	0	450	450	450	24,750	2,162	0	27,362
- Cost to City	0	0	0	0	0	0	0	0	0	0
<b>TOTAL GROSS EXPENDITURE</b>	100,025	40,740	19,651	20,139	38	20,139	36,734	2,412	0	100,025
Less :External Funding	90,522	38,239	18,521	18,630	-341	18,630	31,241	2,412	0	90,522
<b>COST TO CITY OF YORK</b>	9,503	2,501	1,130	1,509	379	1,509	5,493	0	0	9,503
			0							
<b>City Strategy (Planning &amp; Transport)</b>										
<b>Highway Resurfacing &amp; Reconstruction (Struct Maint)</b>	4,884	1,297	1,337	1,337	0	1,337	1,000	750	500	4,884
- Prudential Borrowing	250	250	0	0	0	0	0	0	0	250
- External Funding	250	250	0	0	0	0	0	0	0	250
- Cost to City	4,634	1,047	1,337	1,337	0	1,337	1,000	750	500	4,634
<b>Highway Repairs &amp; Renewals (Struct Maint)</b>	1,250	750	500	500	0	500	0	0	0	1,250
- Prudential Borrowing	1,250	750	500	500	0	500	0	0	0	1,250
- External Funding	1,250	750	500	500	0	500	0	0	0	1,250
- Cost to City	0	0	0	0	0	0	0	0	0	0
<b>Local Transport Plan (LTP)</b>	27,465	6,378	6,310	6,310	0	6,310	5,221	4,933	4,623	27,465
- External Funding	27,465	6,378	6,310	6,310	0	6,310	5,221	4,933	4,623	27,465
- Cost to City	0	0	0	0	0	0	0	0	0	0
<b>York City Walls - Repairs &amp; Renewals (City Walls)</b>	316	3	112	112	0	112	67	67	67	316
- External Funding	0	0	0	0	0	0	0	0	0	0
- Cost to City	316	3	112	112	0	112	67	67	67	316
<b>Robin Hood's Tower Strengthening (City Walls)</b>	165	18	147	147	0	147	0	0	0	165
- External Funding	0	0	0	0	0	0	0	0	0	0
- Cost to City	165	18	147	147	0	147	0	0	0	165
<b>York City Walls - Health &amp; Safety (City Walls)</b>	101	15	26	26	0	26	20	20	20	101
- External Funding	0	0	0	0	0	0	0	0	0	0
- Cost to City	101	15	26	26	0	26	20	20	20	101
<b>Developer Contribution schemes (LTP Struct)</b>	3,547	1,367	1,080	1,080	0	1,080	500	300	300	3,547
Section 106	3,547	1,367	1,080	1,080	0	1,080	500	300	300	3,547
- Cost to City	0	0	0	0	0	0	0	0	0	0
<b>Government Grants (LTP Struct)</b>	171	24	18	18	0	18	44	43	42	171
- External Funding	171	24	18	18	0	18	44	43	42	171
- Cost to City	0	0	0	0	0	0	0	0	0	0
<b>Special Bridge Maintenance (Struct maint)</b>	141	63	78	78	0	78	0	0	0	141
- External Funding	0	0	0	0	0	0	0	0	0	0
- Cost to City	141	63	78	78	0	78	0	0	0	141
<b>Road Safety</b>	45	0	45	45	0	45	0	0	0	45
- External Funding	45	0	45	45	0	45	0	0	0	45
- Cost to City	0	0	0	0	0	0	0	0	0	0
<b>Flood Pump - Elvington</b>	20	0	20	20	0	20	0	0	0	20
- External Funding	0	0	0	0	0	0	0	0	0	0
- Cost to City	20	0	20	20	0	20	0	0	0	20
<b>Foss Islands Depot</b>	9,673	9,673	0	0	0	0	0	0	0	9,673
- Government Grant	681	681	0	0	0	0	0	0	0	681
- Prudential Borrowing	527	527	0	0	0	0	0	0	0	527



**Capital Budget - 2007/08 to 2010/11**

	Total Gross Capital Programme £000	Expenditure pre 2007/08 £000	Current approved budget £000	Estimated Outturn at Mon 1 £000	Outturn Variance at Mon 1 £000	2007/08 Revised Budget £000	2008/09 Revised Budget £000	2009/10 Revised Budget £000	2010/11 Revised Budget £000	Gross Capital Programme To be Funded £000
<b>- Cost to City</b>	1,848	85	400	400	0	400	600	763	0	1,848
<b>Oaken Grove Community Centre</b>	284	284	0	0	0	0	0	0	0	284
- External Funding	0	0	0	0	0	0	0	0	0	0
<b>- Cost to City</b>	234	234	0	0	0	0	0	0	0	234
<b>Oakland's Sports Centre</b>	1,425	1,363	62	62	0	62	0	0	0	1,425
- External Funding	1,363	1,311	52	52	0	52	0	0	0	1,363
<b>- Cost to City</b>	62	52	10	10	0	10	0	0	0	62
<b>Oakland's Sports Centre Pitch</b>	340	313	27	27	0	27	0	0	0	340
- External Funding	261	247	14	14	0	14	0	0	0	261
<b>- Cost to City</b>	79	66	13	13	0	13	0	0	0	79
<b>Parks and Open Spaces Development</b>	493	291	202	202	0	202	0	0	0	493
- External Funding	493	291	202	202	0	202	0	0	0	493
<b>- Cost to City</b>	0	0	0	0	0	0	0	0	0	0
<b>River Bank Repairs</b>	234	234	0	0	0	0	0	0	0	234
- External Funding	0	0	0	0	0	0	0	0	0	0
<b>- Cost to City</b>	234	234	0	0	0	0	0	0	0	234
<b>West Bank Park</b>	0	0	0	0	0	0	0	0	0	0
- External Funding	0	0	0	0	0	0	0	0	0	0
<b>- Cost to City</b>	0	0	0	0	0	0	0	0	0	0
<b>War Memorial</b>	30	0	30	30	0	30	0	0	0	30
- External Funding	20	0	20	20	0	20	0	0	0	20
<b>- Cost to City</b>	10	0	10	10	0	10	0	0	0	10
<b>York Pools Strategy -</b>	9,697	334	3,170	1,370	-1,800	1,370	6,888	1,105	0	9,697
- Prudential Borrowing	1,529	0	0	0	0	0	1,424	105	0	1,529
- External Funding	1,529	0	0	0	0	0	1,424	105	0	1,529
<b>- Cost to City</b>	8,168	334	3,170	1,370	-1,800	1,370	5,464	1,000	0	8,168
<b>Youth Service One Stop Shop</b>	171	171	0	0	0	0	0	0	0	171
- External Funding	171	171	0	0	0	0	0	0	0	171
<b>- Cost to City</b>	0	0	0	0	0	0	0	0	0	0
<b>TOTAL GROSS EXPENDITURE</b>	15,911	3,754	4,601	2,801	-1,800	2,801	7,488	1,868	0	15,911
Less :External Funding	4,576	2,136	911	911	0	911	1,424	105	0	4,576
<b>COST TO CITY OF YORK</b>	11,335	1,618	3,690	1,890	-1,800	1,890	6,064	1,763	0	11,335
<b>Resources</b>										
<b>Admin Accom</b>	40,304	2,071	5,010	4,560	-450	4,560	13,344	17,316	3,013	40,304
- External Funding	25,237	141	0	0	0	0	6,040	17,138	1,918	25,237
<b>- Cost to City</b>	15,067	1,930	5,010	4,560	-450	4,560	7,304	1,788	1,095	15,067
<b>Dealing with Repairs Backlog</b>	513	334	179	179	0	179	0	0	0	513
- External Funding	0	0	0	0	0	0	0	0	0	0
<b>- Cost to City</b>	513	334	179	179	0	179	0	0	0	513
<b>Flood Pump</b>	0	0	0	0	0	0	0	0	0	0
- External Funding	0	0	0	0	0	0	0	0	0	0
<b>- Cost to City</b>	0	0	0	0	0	0	0	0	0	0
<b>Health &amp; Safety / DDA</b>	419	238	181	181	0	181	0	0	0	419
- External Funding	0	0	0	0	0	0	0	0	0	0
<b>- Cost to City</b>	419	238	181	181	0	181	0	0	0	419
<b>Holgate Windmill</b>	132	125	7	7	0	7	0	0	0	132
- Contribution	17	17	0	0	0	0	0	0	0	17
- External Funding	17	17	0	0	0	0	0	0	0	17
<b>- Cost to City</b>	115	108	7	7	0	7	0	0	0	115
<b>25 Hospital Fields Road</b>	0	0	0	0	0	0	0	0	0	0
- External Funding	0	0	0	0	0	0	0	0	0	0
<b>- Cost to City</b>	0	0	0	0	0	0	0	0	0	0
<b>35 Hospital Fields Road</b>	364	194	170	170	0	170	0	0	0	364
- External Funding	364	194	170	170	0	170	0	0	0	364
<b>- Cost to City</b>	0	0	0	0	0	0	0	0	0	0
<b>IT Equipment</b>	2,748	948	362	1,800	1,438	1,800	0	0	0	2,748
- External Funding	2,748	948	362	1,800	1,438	1,800	0	0	0	2,748
<b>- Cost to City</b>	0	0	0	0	0	0	0	0	0	0
<b>James St Business Park</b>	16	16	0	0	4	0	0	0	0	16
- External Funding	0	0	0	0	0	0	0	0	0	0
<b>- Cost to City</b>	16	16	0	0	4	0	0	0	0	16
<b>Knapton Recreational Field</b>	40	0	40	40	0	40	0	0	0	40
- External Funding	0	0	0	0	0	0	0	0	0	0
<b>- Cost to City</b>	40	0	40	40	0	40	0	0	0	40
<b>Property Key Components (H&amp;S)</b>	1,050	262	238	238	0	238	250	200	100	1,050
- External Funding	0	0	0	0	0	0	0	0	0	0
<b>- Cost to City</b>	1,050	262	238	238	0	238	250	200	100	1,050
<b>Preserving Property Assets</b>	93	2	91	91	0	91	0	0	0	93
- External Funding	83	0	83	83	0	83	0	0	0	83
<b>- Cost to City</b>	10	2	8	8	0	8	0	0	0	10
<b>Removal of Asbestos</b>	100	17	83	83	0	83	0	0	0	100
- External Funding	0	0	0	0	0	0	0	0	0	0
<b>- Cost to City</b>	100	17	83	83	0	83	0	0	0	100
<b>Easy @ York</b>	3,613	2,352	1,261	1,261	0	1,261	0	0	0	3,613
Grant	1,007	615	392	392	0	392	0	0	0	1,007
- External Funding	3,613	2,352	1,261	1,261	0	1,261	0	0	0	3,613
<b>- Cost to City</b>	0	0	392	0	0	0	0	0	0	0
<b>TOTAL GROSS EXPENDITURE</b>	49,392	6,559	7,622	8,610	992	8,610	13,594	17,516	3,113	49,392
Less :External Funding	32,062	3,652	1,876	3,314	1,438	3,314	6,040	17,138	1,918	32,062
<b>COST TO CITY OF YORK</b>	17,330	2,907	5,746	5,296	-446	5,296	7,554	378	1,195	17,330
<b>Social Services</b>										
<b>Joint Equipment Store</b>	520	100	105	105	0	105	105	105	105	520
- External Funding	0	0	0	0	0	0	0	0	0	0
<b>- Cost to City</b>	520	100	105	105	0	105	105	105	105	520
<b>Relocation of Hebden Rise</b>	7	-2	9	9	0	9	0	0	0	7
- External Funding	0	0	0	0	0	0	0	0	0	0
<b>- Cost to City</b>	7	-2	9	9	0	9	0	0	0	7
<b>Modernising EPHs</b>	827	820	7	7	0	7	0	0	0	827
- External Funding	12	12	0	0	0	0	0	0	0	12
<b>- Cost to City</b>	815	808	7	7	0	7	0	0	0	815
<b>22 The Avenue Improvements</b>	94	0	0	94	94	94	0	0	0	94
- External Funding	94	0	0	94	94	94	0	0	0	94
<b>- Cost to City</b>	38	38	0	0	0	0	0	0	0	38
<b>Improving the Care Home Env' for Older People</b>	220	0	0	220	220	220	0	0	0	220
- External Funding	220	0	0	220	220	220	0	0	0	220
<b>- Cost to City</b>	0	0	0	0	0	0	0	0	0	0
<b>Information Management Improvements</b>	302	211	0	91	91	91	0	0	0	302
- External Funding	302	211	0	91	91	91	0	0	0	302
<b>- Cost to City</b>	0	0	0	0	0	0	0	0	0	0
<b>Disabled Support Grant</b>	602	202	100	100	0	100	100	100	100	602
- External Funding	100	100	0	0	0	0	0	0	0	100
<b>- Cost to City</b>	502	102	100	100	0	100	100	100	100	502
<b>Morrell House</b>	60	40	20	20	0	20	0	0	0	60
- External Funding	0	0	0	0	0	0	0	0	0	0
<b>- Cost to City</b>	60	40	20	20	0	20	0	0	0	60
<b>TOTAL GROSS EXPENDITURE</b>	2,632	1,371	241	646	405	646	205	205	205	2,632
Less :External Funding	728	323	0	405	405	405	0	0	0	728
<b>COST TO CITY OF YORK</b>	1,904	1,048	241	241	0	241	205	205	205	1,904
<b>Gross Expenditure by Department</b>										

**Capital Budget - 2007/08 to 2010/11**

	Total Gross Capital Programme £000	Expenditure pre 2007/08 £000	Current approved budget £000	Estimated Outturn at Mon 1 £000	Outturn Variance at Mon 1 £000	2007/08 Revised Budget £000	2008/09 Revised Budget £000	2009/10 Revised Budget £000	2010/11 Revised Budget £000	Gross Capital Programme To be Funded £000
Children's Services	100,025	40,740	19,651	20,139	488	20,139	36,734	2,412	0	100,025
City Strategy (P&T)	47,778	19,588	9,673	9,673	0	9,673	6,852	6,113	5,552	47,778
City Strategy (Econ Devt)	263	4	509	259	-250	259	0	0	0	263
Housing	56,044	19,807	9,222	9,453	231	9,453	8,514	8,927	9,343	56,044
Leisure & Heritage	15,911	3,754	4,601	2,801	-1,800	2,801	7,488	1,868	0	15,911
Neighbourhood Services	2,941	1,795	624	944	320	944	202	0	0	2,941
Resources	49,392	6,559	7,622	8,610	988	8,610	13,594	17,516	3,113	49,392
Social Services	2,632	1,371	241	646	405	646	205	205	205	2,632
<b>Total by Department</b>	<b>274,986</b>	<b>93,618</b>	<b>52,143</b>	<b>52,525</b>	<b>382</b>	<b>52,525</b>	<b>73,589</b>	<b>37,041</b>	<b>18,213</b>	<b>274,986</b>
<b>Total External Funds by Department</b>										
Children's Services	90,522	38,239	18,521	18,630	109	18,630	31,241	2,412	0	90,522
City Strategy (P&T)	33,936	9,977	7,953	7,953	0	7,953	5,765	5,276	4,965	33,936
City Strategy (Econ Devt)	0	0	0	0	0	0	0	0	0	0
Housing	53,996	17,859	9,122	9,353	231	9,353	8,514	8,927	9,343	53,996
Leisure & Heritage	4,576	2,136	911	911	0	911	1,424	105	0	4,576
Neighbourhood Services	1,496	1,135	291	361	70	361	0	0	0	1,496
Resources	32,062	3,652	1,876	3,314	1,438	3,314	6,040	17,138	1,918	32,062
Social Services	728	323	0	405	405	405	0	0	0	728
<b>Total External Funds by Department</b>	<b>217,316</b>	<b>73,321</b>	<b>38,674</b>	<b>40,927</b>	<b>2,253</b>	<b>40,927</b>	<b>52,984</b>	<b>33,858</b>	<b>16,226</b>	<b>217,316</b>
<b>Total CYC Funding required by Department</b>										
Children's Services	9,503	2,501	1,130	1,509	379	1,509	5,493	0	0	9,503
City Strategy (P&T)	13,842	9,611	1,720	1,720	0	1,720	1,087	837	587	13,842
City Strategy (Econ Devt)	263	4	509	259	-250	259	0	0	0	263
Housing	2,048	1,948	100	100	0	100	0	0	0	2,048
Leisure & Heritage	11,335	1,618	3,690	1,890	-1,800	1,890	6,064	1,763	0	11,335
Neighbourhood Services	1,445	660	333	583	250	583	202	0	0	1,445
Resources	17,330	2,907	5,746	5,296	-450	5,296	7,554	378	1,195	17,330
Social Services	1,904	1,048	241	241	0	241	205	205	205	1,904
<b>Total Capital Receipt Funding required</b>	<b>57,670</b>	<b>20,297</b>	<b>13,469</b>	<b>11,598</b>	<b>-1,871</b>	<b>11,598</b>	<b>20,605</b>	<b>3,183</b>	<b>1,987</b>	<b>57,670</b>
<b>Breakdown of External Funds per funding statement</b>										
Developers Contributions	1,706		1,950	1,950	0	1,950	766	300	300	5,022
Government Grant	36,528		21,114	21,304	190	21,304	33,766	8,083	5,778	105,459
Capital Receipts in Lieu of SCA/GG	9,602		2,335	2,335	0	2,335	0	0	0	11,937
Non Government Grant	1,671		657	657	0	657	0	0	0	2,328
Other Contributions	1,057		194	194	0	194	0	0	0	1,251
Prudential Borrowing	3,934		1,901	3,339	1,438	3,339	8,764	17,243	1,918	35,198
Revenue Contribution	2,931		1,566	1,797	231	1,797	1,253	1,619	1,927	9,527
Right to Buy Receipt	876		975	975	0	975	680	680	680	3,891
Supported Capital Expenditure	14,909		7,899	8,293	394	8,293	7,755	5,933	5,623	42,513
Venture Fund	107		83	83	0	83	0	0	0	190
		<b>73,321</b>	<b>38,674</b>	<b>40,927</b>	<b>2,253</b>	<b>40,927</b>	<b>52,984</b>	<b>33,858</b>	<b>16,226</b>	<b>217,316</b>
										<b>0</b>
<b>Total CYC Funding required</b>		<b>20,297</b>				<b>11,598</b>	<b>20,605</b>	<b>3,183</b>	<b>1,987</b>	<b>57,670</b>
<b>Forecast Capital Receipts</b>		<b>-25,729</b>				<b>-7,997</b>	<b>-12,739</b>	<b>-3,100</b>	<b>-8,796</b>	<b>-58,361</b>
<b>Deficit/(Surplus) b/fwd</b>		<b>0</b>				<b>-5,432</b>	<b>-1,831</b>	<b>6,035</b>	<b>6,118</b>	<b>0</b>
<b>Deficit/(Surplus) c/fwd</b>		<b>-5,432</b>				<b>-1,831</b>	<b>6,035</b>	<b>6,118</b>	<b>-691</b>	<b>-691</b>



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

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## Executive

9 October 2007

Report of the Assistant Director Audit and Risk Management

## Corporate Risk Management Report 2007/08

### Summary

- 1 This report provides information on the key risks identified through deployment of the risk management strategy and details progress made in embedding risk management arrangements across the Council. The report provides information on;
  - a the key strategic risks identified in the corporate risk register;
  - b the embedding of risk management across the Council

### Background

- 2 Risk management is a business discipline that public and private sector organisations use to better manage potential opportunities and threats to the achievement of corporate objectives. Risk management forms a key part of the Council's corporate governance arrangements, strategic management and performance management process.
- 3 Effective risk management should act as an enabler – supporting well-informed decision making and facilitating sustainable improvements in service delivery. It is fundamental to good management practice and should not be viewed as a separate discipline or token paper exercise to be carried out in isolation.
- 4 At its most basic level effective risk management is simply a thought process and only when a major threat is identified do we need to take a systematic approach to managing it. To that end, risk management disciplines serve to protect the organisation: its assets, people and reputation. The use of rigorous risk management disciplines can help managers to minimise the risk of something adverse happening that may in turn jeopardise the organisation's ability to achieve its objectives - as opposed to stopping the organisation from achieving its ambitions. Understanding risk can help to create opportunity, rather than prevent us from doing things, in so far as thinking through the way in which problems might be best resolved or managed can lead to more

innovative and better ways of working. Risk management asks that when we manage we consider risk and that we do so in a disciplined way that better protects the interests and the assets of the Council.

- 5 A simple way of thinking about risk is in terms of the formulae  $R = P \times I$  Where **R** is the risk, **P** the probability of something happening and **I** the impact should it occur.

## Key Corporate Risks

- 6 The Council has been actively developing and deploying effective risk management arrangements across the organisation since 2002. The introduction of risk consideration into service planning and more recently the implementation of a web based risk register (Magique) has resulted in the compilation of a comprehensive and robust corporate risk register. The register includes details of approximately 450 risks across all directorates stratified according to whether they are regarded as corporate, strategic, operational or project. Annex C to this report provides a summary of the number and level of risks in these categories. The register can be accessed through the Council intranet on the following link (Please contact the Risk Management Section for a password to access the system)  
<http://webapp001/Galileo/default.aspx?ReturnUrl=%2fGalileo%2fHome%2fGalileo.aspx>
- 7 The Turnbull Report (1999), which established the basis for risk management in both the public and private sector, recommends that the corporate management team should be informed by and focussed on the effective management of its corporate risks or jeopardies. Turnbull further suggests that recommended best practice would have in the order of anything up to 15 key corporate risks. This is not to say that an organisation will not have more than 15 risks across the complexity of all its services but that other risks may be better thought through and managed at the appropriate level e.g. Directorate, Programme and Project risks.
- 8 In the spirit of the Turnbull report a strategic visioning session was undertaken with Council Management Team (CMT) in November 2006 to identify what the directors believed to be the key corporate risks facing the organisation. This list was reviewed at Corporate Leadership group (CLG) on 14 September 2007 with a view to:
- updating the risks
  - validating the risks through discussion with a wider audience
  - allocating ownership
  - providing a view on the level of risk

- 9 The criteria used in both sessions to identify a corporate risk included:
- to what extent it would have an impact on the organisation as a whole
  - its impact should it transpire would be severe i.e. failure to deliver critical service, crippling financial loss, loss of life
  - it must be in our control or influence (Whilst we want to be in control of risks facing us we can only manage what we are able to directly influence i.e. we are not able to control the climatic conditions giving rise to flooding but are able to influence and control the impact of the flood itself)
  - there must be at least some likelihood that the risk will occur and its combined probability and impact score ( $R=PXI$ ) must be high
- 10 These discussions led to a high degree of consensus amongst participating senior officers of key corporate risks. These risks are fully described at Annex A (including their impact and ownership) and are shown below in order of gross (Excluding full consideration of all controls) ranking (Highest risk first):
- :
- i job evaluation
  - ii failure to improve CPA score in January 2008
  - iii unsuccessful delivery or outcome of accommodation review
  - iv failure of waste management strategy
  - v budget gap
  - vi failure to deliver transformational government
  - vii failure to address business continuity
  - viii partnerships – regulation & governance
  - ix failure to deliver Council strategy
  - x failure of strategic procurement programme
  - xi failure of LAA
- 11 Executive Members are asked to consider the risks set out at Annex A and Paragraph 10 above and form a view as to whether they wish to amend or add any further risks. In addition to the risks set out at Annex A senior officers have suggested further risks on which the organisation may wish to focus. These are set out at Annex B including two existing risks that were not considered to meet the criteria of key corporate risks defined at paragraph 9. Executive Members may also wish to consider these risks when coming to their decision.

- 12 Many of the risks identified are formally managed already through established risk management processes e.g. Job Evaluation and Admin Accommodation projects where well developed risk registers that include controls and actions are regularly reviewed by the relevant project board. This process is now maturing across the organisation and has been influential in ensuring the successful outcome of key projects such as phase 1 of [easy@york](#) for example
- 13 The monitoring and reporting arrangements for risk management have been developed and strengthened across the organisation. Audit & Governance Committee who are constitutionally responsible for risk management review as those 'those Members charged with Governance at City of York Council' now receive bi-annual up date reports on progress. CMT have more recently asked for quarterly monitoring reports on the key corporate risks set out in this paper.

## Progress & achievements

- 14 Effective risk management continues to make a significant contribution to the Council's financial position. The ongoing success of managing insurance claims in the Public Liability area (Predominantly highway slips and trips) saw £300K been saved on the cost of insurance claims at the end of the 2006/07 financial year.
- 15 The large increase in the number of risks registered by officers is a clear indication of the growing use of risk management as a key component of good management. The 450 risks do not reside in the system as single line entries but can be effectively and efficiently managed by use of action planning tools and real time monitoring. As use of the risk management tool grows services are able to ensure they become more robust and resilient (by understanding and managing their risks) allowing them to take advantage of opportunities through managed risk taking.
- 16 The use of the Council's risk register (Magique) in managing the risks associated with major projects continues to increase take up and use across the organisation. Those projects and programmes currently using the system include:
  - replacement FMS project
  - Administration & Accommodation review project
  - [easy@york](#)
  - job evaluation
  - waste PFI

- Supplier Contract Management System (SCMS) project
- 17 In advance of next years full CPA inspection and its replacement Comprehensive Area Assessment (CAA) the Councils Key Partnerships continue to be reviewed to identify any major risks these include:
- Science City York
  - Without Walls (LSP)
  - York Central Steering Board
- 18 The effective management of high level strategic risks across the organisation has result in risks being reduced or effectively removed from the risk register at a strategic level these include:
- failure to achieve capital receipts
  - effective management of the 2007 election progress
  - failure of the Social Care review
  - failure of the corporate IT system (CITRIX)
  - delivery of Phase 1 of easy@york
- 19 Work has been undertaken during the year to review and up date the risk management web page on the Council's intranet. The new look site which can be accessed at <http://intranet.york.gov.uk/documents/public/resourcespage/RiskManagement.htm> provides practical guidance and support to Member's and Officers including a new draft risk management policy, which sets out York's approach to managing risk across the organisation. The draft policy will be reported for Member approval shortly.

## Embedding Risk Management

- 20 The embedding of risk management across the Council is not a simple or quick process, as it requires winning 'hearts and minds' to support real cultural change. However, it is pleasing to note that an increasing number of services are taking a more rigorous and formal approach to identifying risk in their processes. This has been helped by the inclusion of risk consideration into committee papers and service planning requirements, which have acted as catalysts in further raising awareness. Nonetheless there is still a long way to go to ensure that

the process becomes fully embedded across the whole organisation as part of the management culture.

- 21 One of the key building blocks to embedding risk management into the culture and processes of the organisation is ensuring that officers and Members have a good understanding of the subject and their role in the process. To this end work has been ongoing to develop and deliver key training events for staff and Members over the last two years latterly this has included support by external providers (Marsh).
- 22 The events were well received (98% satisfied or more than satisfied) and 27 officers have come forward to request further training. Other training work is now being included as part of a wider corporate training programme to be rolled out over the remainder of 2007/08 to support the training needs of staff in departments.

## Risk Management Action Plan

- 23 Last years annual risk management report provided information on the risk management development agenda. An updated action plan for 2007/08 was considered by Audit and Governance Committee on 24 September 2007 and subsequently publicised on the risk management website.
- 24 This plan sets out the development work needed to manage the challenges to the service in deploying risk management across the organisation both now and in the future including:
  - Member and Officer engagement in the risk management process and the risk register as a management tool
  - the quality and credibility of risks submitted for entry into the register
  - fully populating the software ensuring consistency of data and the linking of risks to corporate and directorate objectives/priorities
  - fully developed action planning
  - clarity around the categories used to report risk
  - how risk is reported including the format of reports, frequency of reports and to whom is reported;
  - training needs;
  - risk based auditing;
  - evidencing the added value of embedded risk management.
  - formal consideration of opportunity



## Options/Analysis

25 Not applicable.

## Corporate Priorities

26 Risk management relates directly to the Council's priority to '*improve leadership at all levels to provide clear, consistent direction to the organisation*' clear and consistent leadership and direction requires a thorough understanding of all the risks and challenges to the organisation. As risk management should be integrated into all the Council's processes and routines it should help contribute to the effective delivery of all 13 corporate priorities.

## Implications

27 There are no financial, legal, HR, crime and disorder, equalities, ITT, property or other implications arising from this report.

## Risk Management

28 In compliance with the Council's Risk Management strategy. There are no risks associated with the recommendations of this report

## Recommendations

29 The Executive are asked to:

a) note the contents of this report and progress to date;

Reason

*To raise awareness of the progress made to date in respect of risk management arrangements at the Council and advise Members of the further work now needed to support the effective development of the Council's approach in the future.*

b) consider the key corporate risks set out in Annex A and additional risks set out at Annex B identified by senior officers and any necessary amendments.

Reason

*To ensure Executive Member validation of the key strategic risks identified by senior officers.*

- c) approve the list of key corporate risks subject to discussion at b) above

Reason

*To provide a clear corporate focus with regards to the Council's key strategic risks and jeopardies.*

- d) note the new arrangements at CMT and Audit & Governance to ensure regular monitoring and review of key corporate risks as improving, developing and strengthening overall governance arrangements at the Council

Reason

*To make Executive Members aware of the management and monitoring arrangement for risk management at the Council..*

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**Report Approved**



**Date** 27/9/07

**Specialist Implications Officer(s)** Not applicable

**Wards Affected** Not applicable

All

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

**Background Papers**

Risk Register 2006/07  
Executive Corporate Risk Risk Management Report 2006/07

**Annexes**

- Annex A Key Corporate Risks
- Annex B Deleted and suggested risks from CLG
- Annex C Summary of Corporate Risk Register

## Key Corporate Risks Identified by CMT and Validated by CLG

	Risk	Risk Description	Impact	Likelihood	CMT	Owner	Score
1	Job evaluation review	Job Evaluation presents a whole raft of potential risks to the Council. These range from lawfulness issues (e.g. meeting statutory deadlines) and financial considerations (i.e. affordability) to employee relations problems (e.g. industrial action, demoralised workforce, recruitment and retention issues etc).	Major	Probable	Yes	CMT	20
2	Failure to maintain or improve CPA score in January 2008	Reputational and possible future funding risks of scoring less than 'good' but an increased likelihood of such an outcome due to 'the harder test', re-inspection of key blocks in 2007 that may not be sustained at 2002 level and failure to make sufficient improvements in organisational infrastructure/other issues marked down in previous years	Major	Probable	Yes	CMT	20
3	Unsuccessful delivery of accommodation review project	Efficiencies and facilitation of cultural change through rationalisation to one-site operations. The project relies and has interdependencies with other programmes of work such as FMS replacement and Easy@york.	Major	Possible	Yes	Director	19
4	Failure of waste management strategy partnership	Financial penalties of failing to manage satisfactory partnership solution to waste agenda. Partnership solution with NYCC introduces risks to the programme from CYC perspective (control, breakdown of effective working, governance etc). Project risks of the partnership have been identified and are being managed by NYCC as the lead body	Major	Possible	Yes	Director	19
5	Implications of the forecast budget funding gap	Issues and risks associated with future funding pressures (failure to deliver statutory services, staff relations problems, on-going political pressures to cut Council infrastructure to reduce impact on front line delivery etc ). Lack of a streamlined and clear budget process resulting in the risk of double counting and no clear links to corporate planning.	Major	Possible	Yes	CMT	19
6	Failure to deliver transformational government	Organisation fails to coordinate and manage a range of cultural and behavioural shifts that enable the organisation to transform, become more customer focused, efficient and place shapers in the region. (OEP, easy@york & Admin Accommod etc).	Major	Possible	Yes	CMT	19

7	Failure to address BCP	The Council has a duty to ensure the continuity of its services to residents and customers. Business continuity plans should act as mitigating controls capable of reducing the impact of specific risks such as fire, flood or loss of staff. The lack of these plans reduces the Council's ability to respond and increases the level of exposure to associated reputational risk.	Major	Possible	Yes	Director	<b>19</b>
8	Partnering/partnerships	Governance issues around the proper management of partnerships is not robust and leaves the Council open to a variety of potential problems and threats to the organisation. Implications for CPA UOR in 2006 and 2007 refresh exercises and knock on effect on the corporate CPA in 2008.	Major	Possible	Yes	CMT	<b>19</b>
9	Failure to deliver Council Strategy	Public failure to achieve stated priorities, associated risks range from reputation issues, political embarrassment and CPA implications to lost opportunities to improve organisational performance across a coherent cultural and management change programme	Moderate	Probable	Yes	CMT	<b>15</b>
10	Failure of the strategic procurement programme	There will be about 15 key strategic procurements set out in the new Strategic Procurement Programme. The overall risk is that the programme will not ensure the effective corporate management of strategic procurement at the Council. There are also a whole range of risks associated with the failure of departments to deliver any individual project.	Moderate	Possible	Yes	Director	<b>14</b>
11	Failure to deliver LAA	Increasing adverse risks associated with failure further to the expectations set out in the White Paper. Felt to be higher risk issue also due to lack of commitment/investment in LSP and other partnerships by the organisation in the past.	Moderate	Possible	Yes	CMT	<b>14</b>

**Key Corporate Risks removed by CLG**

Failure of project & programme management	The Council is still embedding the necessary systems and approach for ensuring successful project and programme management. Whilst Prince II and MSP methodologies have been adopted as a general standard, deployment and compliance remain matters of concern. This is further exacerbated by the lack of an adequate data hub providing base data and performance management information.	Moderate	Possible	No	Officer	14
Failure to deliver LCCS capital projects	The Building Schools for the Future and the ECM agenda are high value high risk programmes of work	Moderate	Possible	No	Director	14

**New Risk Suggestions made at CLG**

Failure to adequately build and maintain a robust Governance infrastructure	Lack of robust arrangement could jeopardise the reputation, assets and performance of the organisation damaging our ability to deliver services. fulfil our obligation to local archives and jeopardise the reputation, integrity, accountability of the Council as a corporate entity and democratically elected body.					
Failure to deliver on Shared Service agenda	The shared service agenda promotes convergence and streamlining of functions to ensure services are delivered as efficiently and effectively as possible. The key risks are around failure to meet the challenges for the organisation to work effectively in partnership with others and develop shared service solutions to promote that, meet white paper agenda and seek opportunities for greater collaboration and efficiencies across public sector/third sector organisations					
Failure to manage Human Resources effectively	Failure of an effective strategy to manage, develop, recruit, retain human resources needed to support the current and future business needs of the organisation and minimise lost/unproductive time					
Failure to deliver Diversity and Racial Equality	Failure to address the national policy agenda and work to promote diversity and the interests of all sections of the community in providing services to the citizens of York					

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## Corporate Risk Profile 2007/08 Analysis by Risk Category

Risk Category	Risk Level	No. Risks
<b>Directorate</b>	Critical	0
	High	5
	Medium	11
	Low	10
	Very Low	2
	<b>Total</b>	<b>28</b>

Risk Category	Risk Level	No. Risks
<b>Partnerships</b>	Critical	0
	High	1
	Medium	10
	Low	11
	Very Low	1
	<b>Total</b>	<b>23</b>

Risk Category	Risk Level	No. Risks
<b>Operational</b>	Critical	4
	High	57
	Medium	100
	Low	71
	Very Low	4
	<b>Total</b>	<b>236</b>

Risk Category	Risk Level	No. Risks
<b>Projects &amp; Programmes</b>	Critical	3
	High	42
	Medium	74
	Low	39
	Very Low	4
	<b>Total</b>	<b>162</b>

Directorate	Key risks identified by directorate management teams, not included in Annex A of this report
Operational	Key risks identified through service planning
Partnerships	Key risks identified through the annual review of partnerships
Projects & Programmes	Key risks identified by project teams, taken from their individual risk registers

## Examples of High Risk's by Category

### Partnership

Directorate	Risk Title	Risk Detail	Risk Category	Risk Owner	Gross Score	Net Score	Conclusion
0001 - Corporate	0352 - Failure of Waste Management Partnership	Financial penalties of failing to manage satisfactory partnership solution to waste agenda. Partnership solution with NYCC introduces risks to the programme from NYCC perspective (control, breakdown of effective working, governance etc). Project risks of the partnership have been identified and are being managed by NYCC as the lead body.	11 - Partnership Risk		19	19	Treat

### Projects and Programmes

Directorate	Risk Title	Risk Detail	Risk Category	Risk Owner	Gross Score	Net Score	Conclusion
1000 - Resources	0571 - Easy @ York Programme Phase 2	Failure to agree and resource a further phase of the Programme to include additional services and take on face to face customer contact. This would create a significant risk for the delivery of the Organisational Effectiveness programme outcomes as this is the main delivery mechanism to improve customers services and forms a significant role in improving efficiency. The greatest risk would be that we were unable to create a single point of face to face contact in the new Town Hall.	12 - Project Risk	Tracey Carter	19	19	Treat



**Operational**

Directorate	Risk Title	Risk Detail	Risk Category	Risk Owner	Gross Score	Net Score	Conclusion
5215 - Learning, Culture and Children's Services/Culture and Lifelong Learning /Arts and Culture	0160 - Failure to receive Criminal Records Bureau (CRB) information on time	If CRB checks are not received within appropriate timescales the decision could be made to allow someone to work after a risk assessment has been conducted. The impact here would be reputational as the public's perception of this could be very negative.	10 - Operational risk	Dominic Berry	19	19	Tolerate

**Divisional**

Directorate	Risk Title	Risk Detail	Risk Category	Risk Owner	Gross Score	Net Score	Conclusion
4000 - Chief Executives	0595 - Failure to respond to white paper	Risk of reduced ability to respond to CAA and reputational impact. Failure to respond to the Governments overall modernisation agenda.	02 - Strategic Risk	Kevin Banfield	19	19	Not Yet Entered

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Executive

9<sup>th</sup> October 2007

Report of the Director of Neighbourhood Services

## **Waste Management Strategy 2007/2008 – 2013/2014**

### **Summary**

1. In the period from 2007/2008 to 2013/2014 the Council faces many challenges in waste management. These challenges include significantly reducing the amount of biodegradable municipal waste (BMW) being sent to landfill for disposal, providing a kerbside collection service for a minimum of two materials to all households and reviewing the provision and operation of household waste recycling centres.
2. This report considers what actions need to be taken during this period to help meet these challenges prior to the Waste PFI contract becoming operational.
3. The report asks Members to consider a range of recommendations and initiatives that have been identified to reduce the risk of the Council incurring fines through the Landfill Allowance Trading Scheme (LATS) by operating within our allowances.

### **Background**

#### **Service Achievements & Developments**

4. In 2006/2007, the Council achieved a combined household waste recycling and composting rate of 39.9% (provisional figure pending approval by audit). On the basis of current service levels, budget provision and trends in waste growth it is estimated that this will increase to a maximum rate of 42% by the end of this year.
5. This recycling and composting activity has helped the Council achieve its LATS targets for 2005/2006 and 2006/2007. On the same basis LATS targets should also be met in 2007/2008 and 2008/2009. It is anticipated that a surplus of 25,890 tonnes of LATS permits will be accrued from 2005/2006 to 2008/2009.

6. The following is a summary of recent major service developments that have contributed to these achievements:
- **June 2005:**The new 'Household Waste Recycling Centres Management & Waste Transportation Contract' was implemented. This introduced a minimum recycling performance requirement on the contractor. In 2006/2007 the recycling target was set at 55% and 59% was achieved (excluding inert waste). The contract also places emphasis on development of facilities and customer care.
  - **October 2005:** The introduction of an alternate weekly kerbside recycling collection service for 60,000 households. Recycling banks for cardboard and plastic bottles were also sited at key locations.
  - **March 2006:** The introduction of plastic bottle recycling for the 60,000 households already receiving a kerbside collection. Cardboard recycling was also provided to 10,000 households.
  - **April 2006:** The Hazel Court Recycling Centre was opened at a cost of £1.43m. The current recycling rate for the facility is 62% compared to 33%, which was achieved during the last year when the former Foss Island site was used.
  - **July 2006:** A further 10,000 households received the facility to have cardboard collected as part of their kerbside collection.
  - **March 2007:** There was the further rollout of cardboard to the remaining 40,000 households who receive a kerbside collection.
  - **February 2007:** The 'Disposal, Composting & Recycling Contract' was awarded to Yorwaste. The contract commenced in April 2007 and incorporates various waste management services to provide a cost effective and integrated package.
  - **March 2007:** Neighbourhood Services appointed a dedicated waste minimisation officer as part of it's recent restructure, highlighting the councils ambition to achieve zero growth despite national trends and increasing property numbers.
  - **2006/07:** Performance improved due to the integration of the waste strategy team, client function and operations into Neighbourhood Services.
  - **June 2007:** The Audit Commission reviewed the Council's waste management service. One of their conclusions was that "the service has made significant improvements in all areas".
7. These service developments have made significant contributions to helping the Council improve recycling and composting of household waste whilst diverting significant amounts of BMW from landfill. However, there are even more challenging targets ahead. (See annex 1 for the current levels of waste)

## Challenges

### Best Value Performance Indicators

8. Under Waste Strategy 2000 all local authorities in England were set targets for the recycling of household waste. The Council was set a recycling target of 18% in 2005/2006 and achieved 24.1%. Recycling performance in 2006/2007 increased to 39.9% (provisional figure pending audit).
9. Waste recycling targets were reviewed in Waste Strategy for England 2007. The Council has a statutory 40% household waste recycling target to achieve by 31 March 2010. However, as indicated above recycling performance in 2006/2007 was 39.9% therefore this new target has almost been achieved three years early.
10. The Government is carrying out an extensive review of waste management performance indicators. It is likely that the current performance measures will be significantly changed.
11. In the interim the Council has set itself an aspirational target of recycling 45% of household waste in 2007/2008 subject to additional funding being available. The Council has also already set a commitment to be recycling 50% of household waste by the time the Waste PFI becomes operational.

### Household Waste Recycling Act 2003

12. The Act requires all Waste Collection Authorities (WCAs) in England to provide all households with kerbside collections for at least two recyclable materials by 31 December 2010.
13. Currently, the Council provides a kerbside recycling service to 76,550 households. This consists of 4,110 households with collection of only one material and 72,440 domestic properties with multi-materials collection. A total of 7,050 households do not receive any kerbside recycling service. The current costs of collecting and disposing of residual waste to Landfill is £65 per tonne. When comparing this cost with that of a kerbside sorted collection, at £106 per tonne it is clear that landfill remains the cheaper financial option. This gap will close over the coming five years as the landfill tax escalator takes effect.
14. To meet the requirements of the Household Waste Recycling Act 2003 the kerbside recycling service will have to be expanded. Firstly, this will involve the introduction of a kerbside recycling service for a minimum of two materials to 7,050 households. Secondly, the recycling service provided to 4,110 households with collection of one material only, will need to be extended to a minimum of 2 materials.

**Table of current collections types**

<b>Service Type</b>	<b>Number of Properties</b>
Garden Waste and multi-recycling materials (Alternate Week) <i>Grey &amp; green bin, blue &amp; green bags and box</i>	60,800
Two recycling materials (Weekly refuse, fortnightly recycling) <i>Grey bin, blue bag and box</i>	11,640
One recycling Material (Weekly refuse, fortnightly recycling) <i>Grey bin or sack and blue bag</i>	4,110
No recycling service (Weekly refuse) <i>Grey bin or sack</i>	7,050
<b>TOTAL</b>	<b>83,600</b>

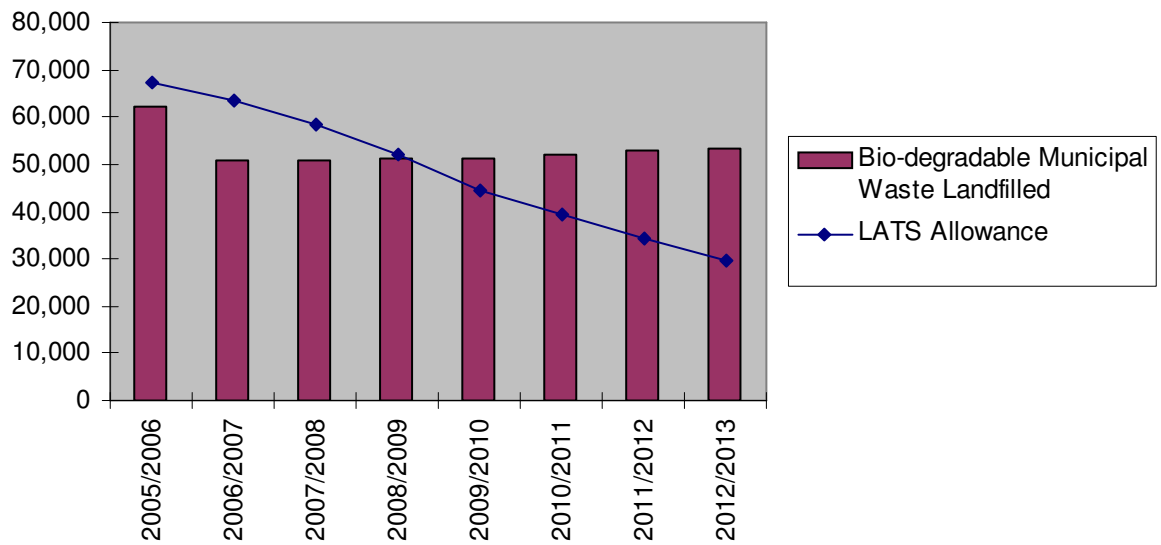
**Landfill Allowance Trading Scheme (LATS)**

15. LATS was introduced by the Government under the Waste and Emissions Trading (WET) Act 2003 to ensure that the UK meets its obligations to reduce BMW going to landfill under the European Landfill Directive.
16. The trading of landfill allowances under LATS entails risks of a type and order not previously experienced by local authorities. Waste Disposal Authorities (WDAs) are allocated a diminishing number of permits each year that represent the amount of BMW allowed to be disposed of via landfill. If the amount of BMW taken to landfill exceeds the permits allocated, then the WDA can be penalised at a cost of £150 per tonne. If WDAs manage to work within their allocated number of permits, by diverting BMW away from landfill, then excess permits can be traded to other WDAs who have exceeded their allowance. Whilst the value of permits will vary it should be possible to generate additional income from their sale if sufficient BMW is diverted, dependant on current market conditions.
17. Banking and borrowing of LATS permits is subject to certain restrictions in designated target years (2009/2010 and 2013/2014) and scheme years preceding and following target years as shown in the table at paragraph 21. These controls have been established to ensure that UK's progress to meeting the LATS targets can be accurately assessed. Banked permits must be traded before a target year otherwise they become worthless.
18. There are no restrictions on purchasing and selling of permits in LATS target years. However, due to the anticipated high level of demand in target years the price of permits will be at a premium. It is in these target years that there could be significant financial pressures if BMW diversion targets cannot be achieved. For example, if current levels of BMW are diverted from landfill, in the second target year of 2012/2013 the Council will incur LATS penalties of £3.6 million (as shown in the table in paragraph 21).
19. If the UK fails to meet BMW diversion targets in 2009/2010 and 2012/2013, the EU will levy fines at a rate of £0.5 million per day until the targets are met. The UK government have intimated that this fine will be passed back to WDAs that have not met their

individual targets. This is in addition to each WDA's own fines of £150 for each tonne of BMW landfilled over their target. This cost has not been included in the financial implications because it is not possible to quantify the amount.

20. Without further improvement in waste reduction, minimisation, recycling and BMW diversion, it can be seen from the graph below that if municipal waste continues to grow at 1% (new domestic properties) that the Council will not meet its LATS targets from 2009/2010.

**LATS Current Projections**



21. The shortfall in permits from 2009/2010 means that the financial position will become worse each year. Unless schemes can be implemented to increase the amount of BMW diverted from landfill the Council would have to purchase permits in the 2009/2010 'target year' or pay penalties of £1.06 million for failing to meet the LATS target. Assuming that LATS penalties of £150 per tonne are incurred the maximum cost could be as much as £13.2 million from 2009/2010 to 2013/2014.

Financial Year	LATS Surplus	LATS Deficit	Penalty Cost (£150 per tonne)
2005/2006	5,090	-	
2006/2007	12,680	-	
2007/2008	7,350	-	
2008/2009	770	-	
<b>2009/2010</b> (target year)	-	7,100	£1,065,000
2010/2011	-	12,740	£1,911,000
2011/2012	-	18,380	£2,757,000
<b>2012/2013</b> (target year)	-	24,030	£3,604,500
2013/2014	-	26,020	£3,903,000
<b>Total</b>			<b>£13,240,500</b>

22. It is clear that a substantial increase in recycling and composting of BMW, or other diversion methods, is required from 2007/2008 to avoid having to pay LATS penalties to the Government.

### **Other Factors Influencing Decision Making**

23. In planning how we develop and manage our waste management strategy there are a number of unknown factors that will influence our future decision making. A summary of these factors is as follows:
- **At what rate will waste arisings grow?** In 2006/2007, there was a 2.23% increase in the amount of waste collected from households within York (3,040 tonnes), although in the two years prior to this, growth averaged 1.5%. Our LATS allocations are fixed and do not take into consideration new housing developments throughout the city. Clearly if growth continues to rise at 2% this will place additional strain upon our financial



resources. Last year there were approximately 800 new properties built in York, which generated approximately 1 tonne of waste per property. The remaining increase is as a result of a redefinition of recyclable material.

- **How successful will we be regarding recycling performance?** The more waste that is recycled the less will be required to be sent to landfill. It is anticipated that the Council will recycle about 42% of household waste in 2007/2008 if the current budget is maintained. However, if additional funding is provided the Council's aspirational target of recycling 45% of household waste in 2007/2008 could be achieved. It could also be argued that whilst it would be beneficial to extend recycling and landfill diversion initiatives immediately there is no need to do so until 2008/09 in preparation for the target year of 2009/10 due to the additional financial resources that would be required to deliver this. The Council has already set a commitment to be recycling 50% of household waste by the time the Waste PFI becomes operational.
- **Will we exceed, meet or save on our landfill allowances?** In any financial year if we exceed our LATS allowance then the Council will be faced with penalties of £150 per tonne in addition to existing costs. However, if we manage to divert enough BMW to work within our allowances, any excess permits could be sold or banked for later use subject to certain restrictions in and around target years. These restrictions are illustrated in the table below.

Financial Year	Banking into following year	Borrowing from following year
2005/2006	Unlimited	5%
2006/2007	Unlimited	5%
2007/2008	Unlimited	5%
2008/2009	None	None
<b>2009/2010 (Target Year)</b>	<b>None</b>	<b>None</b>
2010/2011	Unlimited	5%
2011/2012	None	None
<b>2012/2013 (Target Year)</b>	<b>None</b>	<b>None</b>
2013/2014	Unlimited	5%
2014/2015	Unlimited	5%
2015/2016	Unlimited	5%

2016/2017	Unlimited	5%
2017/2018	Unlimited	5%
2018/2019	None	None
<b>2019/2020</b> (Target Year)	None	None

- **Are there any restrictions on trading of permits within LATS target years?** There are no restrictions on purchasing and selling of permits within LATS target years, but these can only come from that year. They can't be carried forward or borrowed from future years. Due to the anticipated high level of demand in target years the price of permits will be at a premium.
- **How much will permits trade for?** At the moment permits are trading for as little as £19 each although this is likely to rise, as more WDAs are unable to meet their LATS targets.
- **Will there be a shortage or excess of permits in the market?** Some WDAs already have to purchase permits to meet their LATS liability. Every year waste performance is being stretched therefore it is likely that permits will become more scarce as each year goes by. However, those WDAs that achieve high levels of diverting BMW from landfill are likely to have excess permits to sell. These could trade up to the value of the penalty of £150 per tonne.
- **How will investing in the service effectively reduce the liability or increase the income from LATS?** Clearly there needs to be a balanced approach to this work so that the amount of investment required to reduce our LATS liability has the maximum impact and overall reduces costs incurred by the Council whilst promoting our environmental credentials.
- **What are the cost/gate fees of the PFI?** Executive have been kept informed as to the potential affordability gap. As further and better information and data is known, the gap will be reviewed and re-presented to members.
- **What will be the impact of the late delivery of the PFI project?** The PFI will significantly reduce the Council's LATS liabilities although if this were to be delayed this would place significant financial pressure on the Council as our LATS position worsens every year.
- **Will the government really exercise their rights to fine local authorities if they exceed their targets?** The Government is under pressure from Europe to achieve its BMW diversion targets therefore it is extremely likely that WDAs will be fined £150 per tonne if LATS allocations are exceeded. In addition, if the UK fails to meet BMW diversion targets in 2009/2010 and 2012/2013 the EU will levy fines at a rate of £0.5 million per day until the targets are met. The UK government have intimated that this fine will be passed back to WDAs that have not met their individual targets.

24. Given the number of current uncertainties and future technological developments it is proposed to present an updated version of this report to Executive on an annual basis in the future.

### **Initiatives For Consideration**

25. In order to meet the Council's medium term waste management targets, and obligations from 2007/2008 to 2013/2014, some difficult decisions are required. However, there are economic and environmental benefits in supporting this work.
26. The Council will not have a single solution available to meet its LATS targets. There will need to be a combination of initiatives adopted to obtain the most cost effective and efficient method of meeting these. Whilst these are not exhaustive they do represent officers views on the most appropriate items for consideration.
27. Following discussions with Members it will be necessary to produce delivery plans regarding the rollout of the initiatives chosen.
28. A summary of the initiatives to be considered is as follows;

**Item 1** To help control waste arisings through delivery of an annual waste minimisation plan through to 2013/2014.

**Item 2** To meet requirements of Household Waste Recycling Act 2003 by providing a kerbside recycling service to all households for at least 2 materials. This initiative is linked to moving all 22,800 properties on weekly residual waste collection to alternate weekly service.

**Item 3** This is Item 2 plus the collection of kitchen waste from 22,800 households. This item aims to provide an element of consistency in service provision across the city. The kitchen waste collection can be viewed as an equivalent service to that of green waste which is collected at the majority of other households. This option assumes fortnightly collection but the Council would also need to consider the issue of weekly collection of kitchen waste.

**Item 4** To collect kitchen waste from 61,440 households that currently receive the full alternate weekly collection service. This option assumes fortnightly collection but the Council would also need to consider the issue of weekly collection of kitchen waste.

**Item 5** Increasing kerbside recycling participation level and capture rate.

**Item 6** To develop a commercial waste collection service (including recycling for businesses and schools) that passes full LATS costs back to businesses. This also needs to include commercial waste delivered to Hazel Court household waste recycling centre.

**Item 7** Identify a waste treatment process to effectively deal with the balance of BMW that still needs to be diverted from landfill after implementation of other recycling and composting schemes. Either as part of the York and NYCC partnership or a stand alone solution for York.

**Item 8** Specific policies for acceptance of waste from non York residents at household waste recycling centres, limiting the amount of waste taken to household waste recycling centres by residents (permits system), etc.

**Item 9** To develop a LATS trading strategy to deal with selling and purchasing of permits.

**Item 10** Reviewing the provision of household waste recycling centres (HWRCs) in terms of number and location. It is intended to provide a separate report for the Executive to consider before the end of this calendar year regarding this matter.

29. Each of these initiatives is considered in more detail in the following section of the report together with detailed advantages and disadvantages.
30. For each item financial implications are included for the financial year 2008/09, both target years (2009/2010 and 2012/2013) and 2013/2014, which is the year the Waste PFI contract is expected to become operational. This will give an indication of the cost should the PFI contract be delayed.
31. Throughout this report, the cumulative costs included in the financial implications for each item, are from 2008/2009 through to 2013/2014 so that the total cost of implementation can be compared to the potential costs of the LATS penalties over the same period.
32. As explained in more detail in paragraph 137, Financial Implications, LATS penalty fines are costed at £150 per tonne, which is the worse case scenario. However, EU fines described in paragraph 18 are not included in the financial implications.
33. Annex 2a and 2b summarises the total cost for the items that are recommended as essential action points.

**Item 1: To help control waste arisings through delivery of an annual waste minimisation plan through to 2013/2014.**

34. To maintain recycling and composting performance it is essential that waste growth is controlled. One method of controlling waste growth is through a waste minimisation programme.
35. Areas of work include home composting, reuse, real nappies, junk mail, school education, targeted seasonal campaigns such as at Christmas, partnership work with local community groups etc. The Council runs its own local programme but also works in partnership with North Yorkshire County Council to deliver regional initiatives.

**Financial Implications**

36. There is currently an annual budget provision of £50k for this work through to 2009/2010.
37. A further budget provision of £50k is needed in each financial year from 2010/2011 to 2013/2014, to prevent an increase in waste arisings.
38. If waste arisings continued to grow at 1% (new domestic properties only) the total amount of LATS penalties payable could be up to £13.2m to 2013/2014.

**Item 2: To meet requirements of Household Waste Recycling Act 2003 by providing a kerbside recycling service to all households for at least 2 materials. This initiative is linked to moving all the remaining 22,800 properties still on weekly residual waste collection to an alternate weekly service.**

39. The impact of the Council's current kerbside recycling service has been very positive. Whilst there was initial opposition to the introduction of alternate week collections the majority of households now either accept or support this approach. At the moment a kerbside recycling service is provided to 76,550 households with 7,050 households not yet receiving a service.
40. The Council provides kerbside recycling to 4,110 properties for paper only. However, the Household Waste Recycling Act 2003 requires that all households should have at least two materials collected for recycling by 31 December 2010 although requests have been received from members and residents to provide this earlier.
41. Whilst the extension of the current kerbside arrangements would be popular with residents a decision would need to be taken to confirm if there should be a collection arrangement similar to that which is provided to the rest of the city. Also if waste collected is to be minimised then residents should be encouraged to recycle as much as possible therefore officers consider that alternate week collections would be the most appropriate approach along with an effective communication and education strategy
42. It is thought that by extending the existing kerbside recycling arrangements to all areas the Council's recycling of household waste could reach 44%.

43. In order to address the issues of providing this service it is intended to operate a trial scheme in the Groves area for at least 6 months to evaluate the options available for vehicles, access, container provision and storage. The Groves contains a representative mix of terraced and communal properties in a compact location. This process will include consultation with residents to obtain their views on containers, storage and presentation options. An additional vehicle and crew would be required at an estimated annual cost at 2008/2009 prices of up to £128k. The intention would be to hire in various types of vehicle to assess the effectiveness of each, along with a variety of presentation methods such as coloured bag schemes. Following a detailed survey, a full implementation plan will be prepared and shared with members.
44. In parallel with the trial scheme there would need to be a full survey undertaken due to the different types of access arrangements that would be needed, plus the testing of specialist vehicles to be used as part of this work. In some terraced areas it would not be possible for householders to receive a bin due to the lack of space therefore the use of bags would continue. Disability issues would also need to be taken into consideration although similar services are provided elsewhere in the UK without problems being experienced.
45. As part of the pilot it is also intended to consider alternative methods of collecting recyclables on the kerbside including the use of different containers. Officers will assess best and modern practice methods from throughout the UK and consider if these would improve the service provided in York.

### **Advantages**

46. The rollout of alternate weekly collections and kerbside recycling to all households (including terraced properties and flats) would increase the amount of waste diverted from landfill and would likely result in a household waste recycling rate of about 44% being achieved once fully implemented. There would be more consistency in service provision across the city and all householders would be able to contribute to recycling.

### **Disadvantages**

47. A detailed survey and trial would be required before the rollout could commence so that access arrangements could be confirmed and there would need to be a phased introduction to eliminate operational difficulties and customer dissatisfaction. An education and communication strategy would be required to ensure successful delivery of the service.

### **Financial Implications**

48. It is estimated that 3 additional recycling vehicles could be needed at a cost of up to £125k per year each, to fund and operate. But this is subject to the outcome of successful trials.
49. The type and range of containers to be provided will be evaluated during the trial scheme. At this stage to give an indicative estimate of cost for purchase of containers some assumptions have to be made. If bins are provided to those terraced properties that currently receive black sacks there would be a capital cost of £28 per bin, a total cost of £280k. 10,000 recycling containers would be required at a capital cost of £5 per

property and 100 recycling units for communal areas are required at a cost of £1k per unit. This equates to an annual revenue cost of £37k based on prudential borrowing.

50. This development would require funding of approximately £30k per year for support and marketing.
51. If 1,760 tonnes of household waste were diverted from landfill this would produce a saving in landfill tax and gate fees of approximately £83k at 2008/2009 rates. Landfill tax will increase to £32 per tonne in 2008/2009 and then by £8 per tonne each year to a maximum of £48 by 2010/2011. Therefore the landfill disposal savings will increase each year.
52. If the service was implemented to all 22,800 households, it is estimated that to divert a further 1,040 LATS tonnes in 2008/2009 will cost an estimated £442k in additional vehicles, crews, marketing and bins. This would be offset by the landfill savings, of gate fee and tax, of £48k giving a maximum net annual cost of £394k in 2008/2009. There would also be an additional 1,040 tonnes of BMW diverted from landfill. This would increase the surplus of permits available to sell to other WDAs and the income received is not included in the table below.

Item 2:	2008/2009	2009/2010		2012/2013	2013/2014
	£'000	£'000		£'000	£'000
3 additional vehicles and crews	375	385		405	415
Additional Bins (prudential borrowing)	37	38		40	41
Marketing & Communication	30	31		33	34
Total Cost	442	454		478	490
Savings in Landfill Tax and gate fee	(48)	(57)		(68)	(69)
Savings in LATS penalties	-	(156)		(156)	(156)
Net annual cost	394	241		254	265
Cumulative cost	394	635		1,369	1,634

**Note: 20010/11 and 2011/12 are included in the cumulative but left out for ease of presentation. The LATS penalties are not included in current budgets.**

53. This is a worst case scenario, and it is expected that the outcome of the pilot will identify the best types of vehicles to use and the most efficient way of using them. It is unlikely that the existing refuse collection vehicles would ever suit a terraced property recycling service therefore additional vehicles are likely to be required although there will be an opportunity to reduce the number of domestic collection crews following a re-balancing exercise which will offset expenditure.
54. Implementation of the above proposal would divert 1040 tonnes and reduce LATS penalties from £13.2m to £12.4m during the period 2009/10 to 2013/14. This represents a total reduction of penalties in the period of £800k compared to an implementation cost of £1.6m. These financial implications are based on a full roll-out

from April 2008 to demonstrate the maximum cost of providing the service. However, the recommendations are that a full roll-out does not take place until April 2009.

55. For the pilot, costs for one vehicle and marketing would be incurred in the first instance in order to fully test the number, and types, of vehicles and the level of support required. The total full year estimated cost of the pilot would be £160k.

**Item 3: This is Item 2 plus the collection of kitchen waste from 22,800 households. This initiative provides an element of consistency in service provision across the city. The kitchen waste collection can be viewed as an equivalent service to that of green waste which is collected at the majority of other households. This option assumes fortnightly collection but the Council would also need to consider the issue of weekly collection of kitchen waste.**

56. Item 2 must be implemented to achieve the Household Waste Recycling Act 2003 requirements to provide a collection of at least 2 recycling materials from all households by 31 December 2010. In addition to the operational changes detailed in Item 2, the rollout of kitchen waste collection service to all 22,800 households that do not currently have a fortnightly collection of green waste would ensure consistent delivery of service across the city and all householders would be able to contribute to recycling.
57. There is approximately 12,000 tonnes of kitchen waste from households in York's waste stream, most of which is still going to landfill and significantly contributing to the gases being emitted from such sites. Diverting some of this BMW from landfill would make a significant contribution to meeting the LATS targets. It is estimated that 1,940 tonnes of kitchen waste could be collected from these 22,800 households (assuming a 60% participation level).
58. The Council would need to assess the impact of alternate weekly collection of kitchen waste in line with Government's comment that weekly collections are desirable. To date, all local authorities who have introduced kitchen waste collections have done so weekly.
59. In order to address the issues of providing this service it would be beneficial to evaluate the options available for vehicles, access, container provision, storage and treatment. This process would include consultation with residents to obtain their views. Two or three specialised food collection vehicles and crew would be required, again after carrying out trials, but the costs could be as much as £400k per year for such a service and restricted to those properties that do not currently have a green waste collection.

### **Advantages**

60. The rollout of alternate weekly collections, kerbside recycling to all households (including terraced properties and flats) and collection of kitchen waste from 22,800 properties would increase the amount of waste diverted from landfill and would likely result in a recycling rate of approximately 46% being achieved once fully implemented. There would be consistency of service provision across the city and all householders would be able to contribute to recycling.

### **Disadvantages**



61. A detailed survey would be required to be completed before the rollout could commence so that access arrangements could be confirmed whilst there would need to be a phased introduction to eliminate operational difficulties and customer dissatisfaction. There is a significant cost associated with the treatment of kitchen waste. It would be necessary to identify the plant and secure an outlet for the product.

### Financial Implications

62. The financial implications of the extension of the kerbside recycling service are already outlined in item 2. The implications below relate only to the collection of kitchen waste. Two to three additional food waste collection vehicles and crew would be required. The cost is provisionally estimated at £133k per vehicle.
63. If containers were provided to collect food waste the cost of these would be £2 per container, which equates to £45k. This is a £4k annual revenue cost based on prudential borrowing.
64. An additional £20k marketing and communication costs would be required to implement the food waste collection service.
65. Food waste collection could divert an additional 1,940 tonnes, which would result in a saving of £90k in landfill costs at 2008/2009 rates. Landfill tax will increase to £32 per tonne in 2008/2009 and then by £8 per tonne each year to a maximum of £48 by 2010/2011. Therefore the landfill disposal savings will increase each year.
66. Processing costs of £100 per tonne would be incurred totalling £194k.
67. Costs for one vehicle and marketing would be incurred in the first instance in order to develop a pilot area to fully test the number, and types, of vehicles and the level of support required. This would be approximately £75k for a 6 month period.
68. In summary, it is estimated that to divert a further 1,040 LATS tonnes as a result of kerbside collections would result in a net cost of £394k as detailed in item 2, paragraph 51. To divert a further 1,940 tonnes as a result of food waste collection will cost an estimated £618k in additional vehicles, crews, marketing, bins and processing costs. This would be offset by the landfill savings of £90k giving a maximum net annual cost in 2008/2009 of £528k at 2008/2009 prices. The total net cost of item 3 would be £922k. There would also be an additional 2,980 tonnes of BMW diverted from landfill. This would increase the surplus of permits available to sell to other WDAs.

<b>Item 3:</b>	2008/2009	2009/2010		2012/2013	2013/2014
	£'000	£'000		£'000	£'000
Item 2 net annual cost	394	241		254	265
Additional cost of food collection:					
3 additional vehicles and crews	400	410		431	442
Containers	4	5		6	6

Marketing & Communication	20	21		21	22
Processing Costs	194	200		210	215
Total Cost	618	636		668	685
Savings in Landfill tax and gate fee	(90)	(106)		(128)	(129)
Savings in LATS penalties	-	(291)		(291)	(291)
Net cost of food collection	528	239		249	265
Net annual cost of item 3	922	477		503	530
Cumulative cost	922	1,399		2,882	3,412

**Note: 20010/11 and 2011/12 are included in the cumulative but left out for ease of presentation. The LATS penalties are not included in current budgets.**

69. Implementation of the above proposal would divert 2980 tonnes and therefore reduce LATS penalties from £13.2m to £11m during the period 2009/2010 to 2013/2014. This represents a total reduction of penalties in the period of £2.2m compared to a cumulative cost of £3.4m.

**Item 4: To collect kitchen waste from 60,800 households that currently receive the full alternate weekly collection service. This option assumes fortnightly collection but the Council would also need to consider the issue of weekly collection of kitchen waste.**

70. Some of the basic issues about providing a kitchen waste collection service are detailed in Item 3.

#### **Financial Implications**

71. Based on the government recommendations of weekly kitchen waste collections, a total of 12 dedicated kitchen waste vehicles would be needed to service 60,800 households. The annual cost is provisionally estimated at £133k per vehicle.
72. If containers were provided to collect food waste the cost of these would be £2 per container, which equates to £123k. This is a £10k annual revenue cost based on prudential borrowing.
73. An additional £50k marketing and communication costs would be required for the food waste collection service.
74. Landfill tax will increase to £32 per tonne in 2008/2009 and then by £8 per tonne each year to a maximum of £48 by 2010/2011. Therefore the landfill disposal savings will increase each year.
75. In summary, it is estimated that to extend a weekly kitchen waste collection service citywide and collect a further 5,370 tonnes of kitchen waste will cost an estimated £2.1m in additional vehicles, crews, marketing, bins and processing costs. This would

be offset by the landfill savings of £248k giving a maximum net annual cost in 2008/2009 of £1.9m at 2008/2009 prices. There would also be an additional 5,370 tonnes of BMW diverted from landfill. This would increase the surplus of permits available to sell to other WDAs.

<b>Item 4:</b>	2008/2009	2009/2010		2012/2013	2013/2014
	£'000	£'000		£'000	£'000
12 additional vehicles and crews	1,596	1,636		1,761	1,805
Containers	10	10		11	11
Marketing & Communication	50	51		53	54
Processing Costs	537	550		578	592
<b>Total Cost</b>	<b>2,193</b>	<b>2,247</b>		<b>2,403</b>	<b>2,462</b>
Savings in Landfill tax and gate fee	(248)	(294)		(354)	(356)
Savings in LATS penalties	-	(806)		(806)	(806)
<b>Net annual cost</b>	<b>1,945</b>	<b>1,147</b>		<b>1,243</b>	<b>1,300</b>
<b>Cumulative cost</b>	<b>1,945</b>	<b>3,092</b>		<b>6,725</b>	<b>8,025</b>

**Note: 2010/11 and 2011/12 are included in the cumulative but left out for ease of presentation. The LATS penalties are not included in current budgets.**

76. These costs are in addition to the options proposed for items 2 and 3 above.
77. This proposal alone (excluding items 2 and 3) would divert 5,370 tonnes and reduce LATS penalties from £13.2m to £9.2m during the period 2009/2010 to 2013/14. This amounts to a total reduction of penalties in the period of £4m compared to a cumulative cost of £8m.

#### **Item 5: Increasing kerbside recycling participation level and capture rate.**

78. An annual budget of £30k would be needed for communications to increase the current participation levels. The range of work to be carried would include:
- Annual recycling newsletter to all households in York
  - Annual alternate weekly collection recycling information leaflet and 12 month collection calendar
  - Possible additional Christmas information leaflet or sticker
  - Recycling themed information roadshows and Waste Strategy Unit staff attendance at other events (ward committee meetings etc). The cost of this will include equipment, competitions and resources.
  - Paid for advertising campaign in the new Council monthly newsletter.
  - Regular editorial feature in new Council monthly newsletter and internal newsletters.

- Radio infomercials (may be possible to link waste minimisation radio advert campaign).
  - Involvement in national recycling events such as Recycle Now week
  - Temporary messages on refuse and recycling vehicles
  - Participation monitoring will need to be carried out but can be done in-house.
  - Capture rate analysis and monitoring to be done at determined intervals.
  - Door stepping in low participation areas. Subject to resource availability this could be done in-house. If done externally it would be very expensive.
79. Additional resources would also be required for containers, collection vehicle(s) and staff.
80. The maximum amount of waste that will be diverted from landfill by the additional recycling is 1,850 tonnes.
81. In parallel with this work a policy needs to be developed to deal with the estimated 25,000 households not fully participating in the kerbside recycling service. This could be in the form of financial incentives to encourage participation or penalties to deter non participation.
82. The Government is consulting on removing the ban on local authorities introducing household financial incentives for waste reduction and recycling, through early legislative change. Local government would be free to introduce schemes where householders who recycle their waste receive payments funded by householders who do not recycle. All schemes would have to be revenue neutral. Schemes would not result in any overall increase in costs. The behaviour change created by the schemes would reduce the amount of waste to be disposed of generating cost savings. Removing the ban would bring England in line with most other European countries and could reduce the amount of annual residual waste landfilled by up to 15% - equivalent to 1.5 million tonnes or 130kg per household.
83. A policy also needs to be developed to deal with residents putting dry recyclables and green waste into residual waste containers.

### **Advantages**

84. Participation is currently at about 60% but could realistically be increased by a phased approach to 70%.

### **Financial Implications**

85. A communications budget of £30k would be required in addition to existing budgets. If successful further resources may be required for collection but these are difficult to quantify at this stage.
86. This proposal would divert 1090 tonnes and reduce LATS penalties from £13.2m to £12.4m during the period 2009/2010 to 2013/2014. This represents a total reduction of penalties in the period of £800k compared to a cumulative cost of £180k.

**Item 6: To develop a commercial waste collection service (including recycling for businesses and schools) that passes full LATS costs back to businesses. This also needs to include commercial waste delivered to Hazel Court household waste recycling centre.**

87. The Council's existing services are estimated to deal with approximately 13,920 tonnes of commercial waste per annum. This waste is predominantly from a collection service (represents less than 50% of available market) but there is also an element that is delivered to Hazel Court household waste recycling centre. The total commercial waste tonnage has a significant impact on the Council's LATS position.
88. DEFRA is aware that some Waste Collection Authorities (WCAs) would like to shed their existing commercial waste collection services, or operate a selective service, to reduce the impact of the BMW diversion requirements.
89. DEFRA has therefore issued guidance to remind WCAs about their duty under section 45(1)(b) of the Environmental Protection Act 1990 to arrange for the collection of commercial waste when requested to do so. The advice stated that a WCA cannot reduce its municipal waste arisings by:
  - Ceasing to provide a commercial waste collection service by arranging for a private contractor to pick up waste.
  - Selling off its commercial waste collection service.
  - Operating a selective commercial waste collection service, eg. only collecting certain materials.
  - Setting excessively high charges for commercial waste customers.
90. Waste Strategy for England 2007 encourages local authorities to maximise recycling of commercial waste. The Government is encouraging local authorities to take on a wider role (in partnerships) to help local (particularly smaller) businesses reduce and recycle their waste with cost savings through more integrated management of different waste streams.
91. The Government believes that supporting local businesses with better management of their waste is part of local community leadership and economic development. It can also help prevent fly-tipping and help maintain the local street scene. Working with business may also provide opportunities for cost savings through more integrated management of different waste streams with economies of scale from joint facilities and services.
92. The Government also believes that while some local authorities have noted the constraints, which LATS can impose on their direct collection, and disposal of business waste, LATS should not prevent local authorities helping to facilitate commercial waste management contractors or social enterprises offering recycling collection services for business waste. LATS provides an incentive for local authorities to collect and treat biodegradable waste and so should not preclude them from developing their own recycling collection services for business especially if this includes a balanced mix of biodegradable and non-biodegradable recycling/composting services and a limited residual waste collection for landfill.

93. The first step is to develop the commercial waste collection service to provide recycling for council offices and schools. The full costs of providing this service (including the full LATS costs) will be passed back to the facilities. However, the Commercial Waste business will need to purchase a vehicle in advance in order to establish the business. To fulfill this objective, in the first instance, and reduce the financial risk to the authority, a secondhand vehicle has been identified for this purpose at a cost of £42k. The potential amount of the price increase required to cover the LATS penalty are described in more detail in the financial implications section.

### **Advantages**

94. The Council's commercial waste service is very efficient comparing well against private sector operators whilst helping to subsidise the Council's recycling and related activities.
95. The Council receives a significant return from providing this service which is then reinvested into the waste service to help fund recycling and landfill diversion. It is likely that this will increase in the future, as the service is very competitive.
96. As the commercial waste service is developed there will be an opportunity for differential charging between waste going to landfill and that being recycled. This will create a greater incentive for businesses to recycle.
97. It is anticipated that a 45% recycling rate could be achieved. This would divert 6,260 tonnes of recyclables from landfill with 50% of this being BMW.
98. The full costs of implementing the recycling service, including the LATS element, will be passed back to customers. This will provide a cost effective method of resolving the LATS implications of collecting commercial waste.

### **Disadvantages**

99. From 30 October 2007, landfills cannot accept untreated waste. This is part of a package of measures applied across the EU by the Landfill Directive that are designed to:
- Increase waste recycling and recovery
  - Reduce potentially polluting emissions from landfill
100. Businesses will need to review how they manage their waste to ensure that it is treated before any is sent to landfill. However, the choice of waste collection service provider impacts on the extent of the review process and the potential implications.
101. If a business uses the local authority's waste collection service there will no implications imposed by the new treatment requirements. DEFRA's view is that targets for the diversion of municipal waste are already set and there is no merit in specifying additional targets for the treatment of the residual stream. Household waste is already the subject of targets for recycling, composting and recovery, and biodegradable municipal waste is subject to the diversion requirements of the Waste and Emissions Trading Act 2003. In conclusion, if a local authority has an explicit waste management

strategy to meet current recycling and composting targets DEFRA will regard the collection of residuals as treated waste.

102. If a business uses a private waste collection contractor they will need to check whether their waste is treated before it is sent to landfill. If the waste is not currently treated then changes will have to be made so that the treatment requirement is met. This could be in the form of sorting the waste at source for recycling or making arrangements with a contractor for all collected waste to be treated before the residual element is landfilled. These options will probably be more expensive than current arrangements.
103. The option of a business using the Council's waste collection service is clearly attractive in terms of the simplicity in meeting the new waste treatment requirements. There could also be financial benefits for a business to use the Council's service because of the current pricing structure. Businesses are already becoming aware of this situation and are making enquiries about the Council's service. Some urgent consideration must be given to developing a policy to deal with this situation and to help control/influence the amount of requests for service provision. One obvious area to look at is that of charges and whether they should be increased in the near future to take account of LATS.
104. The current position with regard to the Commercial Waste business run by the council is that it is to capacity given the current resources. There would be little advantage in increasing capacity through the procurement of additional vehicles as this would be a high risk to the authority. Businesses currently using the private sector for waste collection would need to seek a solution to the Landfill Directive through their current provider.

### **Financial Implications**

105. The Council's commercial waste service is projected to gross £400k in 2007/2008 including allocated fixed overheads. This service is very efficient comparing well against private sector operators whilst helping to subsidise the Council's recycling and related activities.
106. The Council receives a significant return from providing this service and it is likely that this will increase in the future as the service is competitive.
107. To develop a commercial waste recycling service it is estimated that an additional recycling vehicle could be needed at a cost of up to £125k each year to fund and operate. There would also be the need to purchase containers for customers. All additional costs would be passed back to customers through service charges resulting in a neutral cost to the council.
108. For existing customers, the Council will need to increase service charges in line with LATS obligations and pass all associated costs to customers. As commercial recycling is established there is an opportunity to make differential charges between waste going to landfill and that being recycled, creating a greater incentive for businesses to recycle.
109. The total price charged per tonne in 07/08 is approximately £106 made up of overhead, collection, rental and disposal.

110. Of the total commercial waste tonnage of 13,920, approximately 68% of this is BMW, which equates to 9,465 tonnes. It is assumed that any LATS penalties incurred by the council are deemed to be as a result of commercial waste collection and only the residual deficit is applied to domestic waste. Therefore it would be possible to charge commercial waste customers any LATS penalties incurred up to a maximum of 9,465 tonnes.
111. It has already been shown in the table at paragraph 21 that the 2009/10 the deficit could be as much as 7100 tonnes (a cost of £1.1m) if no other action is taken. Assuming the full LATS penalty cost is allocated to commercial waste this would have the effect of increasing the disposal cost by up to £79 per tonne in 2009/10. In 2010/11 the deficit is 12,740 and a maximum of 9,465 tonnes of deficit (a cost of £1.4m) could be allocated to commercial waste. This would increase the disposal cost by a further £21 per tonne. There would be no significant increases in following years, as a result of the LATS penalty, because commercial waste customers would have already been charged the maximum amount.
112. Assuming that the full cost can be passed to customers the financial effect is cost neutral to the council.
- Item 7: Identify a waste treatment process to effectively deal with the balance of BMW that still needs to be diverted from landfill after implementation of other recycling and composting schemes.**
113. The Council cannot meet its LATS targets for 2010/2011 and beyond by only operating the recycling and composting initiatives detailed in this report. At some stage residual waste will have to be taken to an appropriate waste treatment plant to enable LATS targets to be achieved.
114. There could be an opportunity, through the partnership to work with Yorwaste through the Disposal, Composting & Recycling Contract to provide a scheme for the diversion of residual waste from landfill.
115. Options being considered is the bulking up of residual waste in a transfer station at Harewood Whin and transfer of the material to either an autoclave or pryrolysis/gasification heat treatment processing facility of which there are a number being trialled in the UK. The autoclave process produces various recycle streams but predominantly a cellulose residue for use as a raw material in the manufacture of paper. A facility in Bradford may be online by April 2009. All options to be considered will be subject to further reports to members.
116. In terms of developing a contract it would be necessary to have an element of flexibility in setting the residual waste tonnage input as the level of processing costs will be significantly higher than simply landfill alone, however, markets value of LATS will be an added factor.
117. Addressing the LATS issues in the period before the Waste PFI becomes operational is necessary. Further interim waste treatment options are being explored in partnership with North Yorkshire County Council. NYCC, on behalf of the partnership, are



preparing a contract and tender documents in order to establish other potential solutions.

### Advantages

118. The development of waste treatment could be viewed as an efficient LATS solution for dealing with some residual waste from the household and commercial waste collection services, household waste recycling centres, litter bins etc. Utilising waste treatment in preference to a kitchen waste collection service would have financial and operational benefits.
119. This could be viewed as a short term solution to secure the Council's LATS position through to 2013/2014 or until such time as the Waste PFI commences.

### Disadvantages

120. There are likely to be limited facilities available in the immediate area. The facility in Bradford due to be brought on line in April 2009 could be delayed, resulting in LATS penalties being incurred in 2009/2010.
121. If there is no market for the residual product, it could ultimately go to landfill and LATS penalties would be incurred.

### Financial Implications

122. If the balance of BMW required to achieve targets were processed instead of going to landfill the table below summarises the net savings. This is based on the tonnage deficit outlined in paragraph 21, assuming no other action is taken. Collection costs would remain the same.

Item 7:	2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014
Tonnage processed	0	7,100	12,740	18,380	24,030	26,020
		£'000	£'000	£'000	£'000	£'000
Estimated Processing Costs (including gate fee)		627	1,153	1,705	2,341	2,599
Savings in Landfill tax and landfill gate fee		(387)	(828)	(1,202)	(1,582)	(1,725)
<b>Net Costs against current budgets</b>		<b>240</b>	<b>325</b>	<b>503</b>	<b>759</b>	<b>874</b>
Savings in		(1,065)	(1,911)	(2,757)	(3,605)	(3,903)

LATS penalties @ £150 per tonne						
Net annual saving		(825)	(1,586)	(2,254)	(2,846)	(3,029)
Cumulative saving		(825)	(2,411)	(4,665)	(7,511)	(10,540)

**Note: The LATS penalties are not included in current budgets.**

This proposal could divert all tonnage above the allowance and reduce LATS penalties from £13.2m to zero during the period 2009/2010 to 2013/2014. The cumulative saving would be £10.5m after provision for LATS penalties at £150 per tonne. The net cost of this item based on current budgets is a cumulative £2.7m.

**Item 8: Specific policies for acceptance of waste from non York residents at household waste recycling centres, limiting the amount of waste taken to household waste recycling centres by residents (permits system) and developing an integrated enforcement policy.**

123. Household waste recycling centres in York are used by householders from outside the Council's boundaries. This is most common at the Towthorpe site where it is estimated that 15% of the total waste input (1,100 tonnes) comes from outside the area. Approximately 68.6% of this waste is recycled or composted. A decision needs to be taken as to whether access to the sites should be limited to York residents only by introducing some form of permit system. Alternatively, the Council could seek a financial contribution from North Yorkshire County Council if non York residents should continue to be allowed to use the facilities.
124. Unrestricted access to free residual waste disposal facilities at household waste recycling centres can be anti productive when trying to make residents take more responsibility for their waste. Some WDAs have introduced permit systems that restrict the number of times residents can use the facilities, eg. Durham County Council. Some WDA's have also decided to introduce a permit system that requires users of vans and trailers to apply for a permit in advance so that a confirmation can be made that they are not a commercial organisation who are depositing of their waste for free.
125. A decision needs to be taken as to whether access to the sites by York residents should be subject to some form of restrictions.
126. The Council is currently operating the following waste management related policies:
- Litter fines.
  - Refuse containers put out too early fines.
  - Domestic bin sizes.
  - Domestic bin point of collection.
  - Side waste.
127. As the procedures for dealing with waste change, and the costs go up, there is a risk that the level of illegal or inappropriate disposal of waste will increase. The Council

must have robust, integrated waste management policies in place to be able to deal effectively with this risk. Examples of policy that needs to be developed are as follows:

- Non participation in kerbside recycling and green waste collection schemes .
- Residents putting dry recyclables and green waste into residual waste containers .
- Commercial Waste.
- Flytipping.

128. Other actions to demonstrate the Council's commitment to recycling and to encourage the participation of residents:

- developing links with community groups.
- introducing city centre waste separation bins.
- expanding office recycling.

### **Financial Implications**

129. 51 tonnes per year is the estimated amount of landfilled BMW from non York residents. If this were diverted from landfill this would decrease the LATS penalty by only £8k. This saving would need to be balanced against the administrative cost of running this scheme.

### **Item 9 - To develop a LATS trading strategy to deal with selling and purchasing of permits.**

130. From 2005/2006 to 2008/2009 the Council will operate within its LATS allowance targets. In this period it is estimated that the Council will accrue a total surplus of 25,890 tonnes of permits. An optimum time for selling the excess permits will need to be identified so that the level of income from their sale can be maximised. These surplus permits will have no value during or after the first target year (2009/2010).

131. Even if some of the initiatives to increase the amount of BMW diverted from landfill are implemented it is anticipated that the Council will still need to purchase permits in the period from 2009/2010 to 2013/2014. The amount of permits that will need to be purchased will be dependant upon the range and success of initiatives implemented to increase the amount of BMW diverted from landfill. A strategy for purchasing permits will need to be developed to minimise the financial implications and risk to the Council.

### **Item 10 - Reviewing the provision of household waste recycling centres (HWRCs) in terms of number and location.**

132. Officers have assessed the social and economic impact of developing the Beckfield Lane HWRC. A detailed report will be provided before the end of the calendar year which will provide a synopsis of the work to-date and detailed options for re-location.

### **Corporate Priorities**

133. Decrease the tonnage of biodegradable waste and recyclable products going to landfill.

## Implications

134. **Financial** There are significant financial implications both from the point of view of doing nothing else and investing further in the service. Costs are set out above as to the likely annual costs of various solutions. Whilst the savings from the avoidance of LATS fines are costed at £150 per tonne, the council does not yet have these amounts in the base budgets. The £150 per tonne is the worst case scenario, based on the cost of the fines, but the purchase price for LATS is expected to be less than this. The Council will need to buy permits from 2009/10 onwards, but is currently impossible to estimate the likely traded price. All waste authorities without a final treatment plant are facing diminishing LATS permits and often growing waste problems, hence the prices by 2013/2014 are likely to be trading close to the fines level.
135. As part of the current review of Waste officers are assessing the feasibility of re-balancing domestic refuse rounds to create savings that could off-set the investment made by the Council to support landfill diversion and waste minimisation. A report will be presented to the Neighbourhood Services EMAP before the end of this financial year that will detail the outcome of this work.
136. **Human Resources (HR)** There will be a need to recruit additional staff and an staffing review following the rebalancing of the rounds. The authorities change management procedures will be followed where necessary.
137. **Equalities** There are no Equality implications in this report.
138. **Legal** There will be some Legal issues to be considered if the authority has the opportunity to enter into a medium term waste treatment solution that could cross the PFI agreement.
139. **Crime and Disorder** No implications in this report
140. **Information Technology (IT)** No implications in this report
141. **Property** No implications in this report
142. **Other** None

## Risk Management

143. The vast amount of variables that could impact on these outcomes set out in this report does make any decision relatively high risk.

## Recommendations

144. The Executive are asked to agree the following actions:
145. To agree for £50k to be included in the Council's budget each year to allow waste minimisation work to continue.

146. To agree for a pilot recycling scheme to be implemented in the Groves area commencing April 2008 at a cost of £160k in a full year. It is proposed that consultation will start during 2007/2008 although this will be managed within the existing budget. A full implementation plan to be shared with members following a full survey of the area.
147. To agree for a delivery plan for the pilot area to be presented to the Neighbourhood Services EMAP to inform Members of how this will be implemented and to receive feedback.
148. To agree for the full rollout of recycling in terraced areas as from April 2009 at an annual cost of £241k per annum.
149. To agree for an annual budget of £30k to be included in the Council's budget each year to help improve participation levels in kerbside recycling.
150. To agree to the proposed changes to the Commercial Waste section that will allow the Council to provide recycling to schools and commercial organisations which will be cost neutral to implement.
151. To give authority for the designated LATS trading officer to sell surplus LATS permits in line with the Council's Waste Strategy.
152. To agree to ask officers to provide further reports on the items considered in the strategy which the Executive consider will contribute to the mitigation of the Council's LATS targets.

**Reason for the recommendations:**

To assist the Council to meet its LATS targets and to minimise the amount of waste going to landfill.

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**Report Approved**



**Date** 24th Sept 2007

**Specialist Implications Officer(s)**

York and North Yorkshire Waste Partnership Representative  
Sian Hansom  
Assistant Director- City Strategy  
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**Wards Affected:**

**All**



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

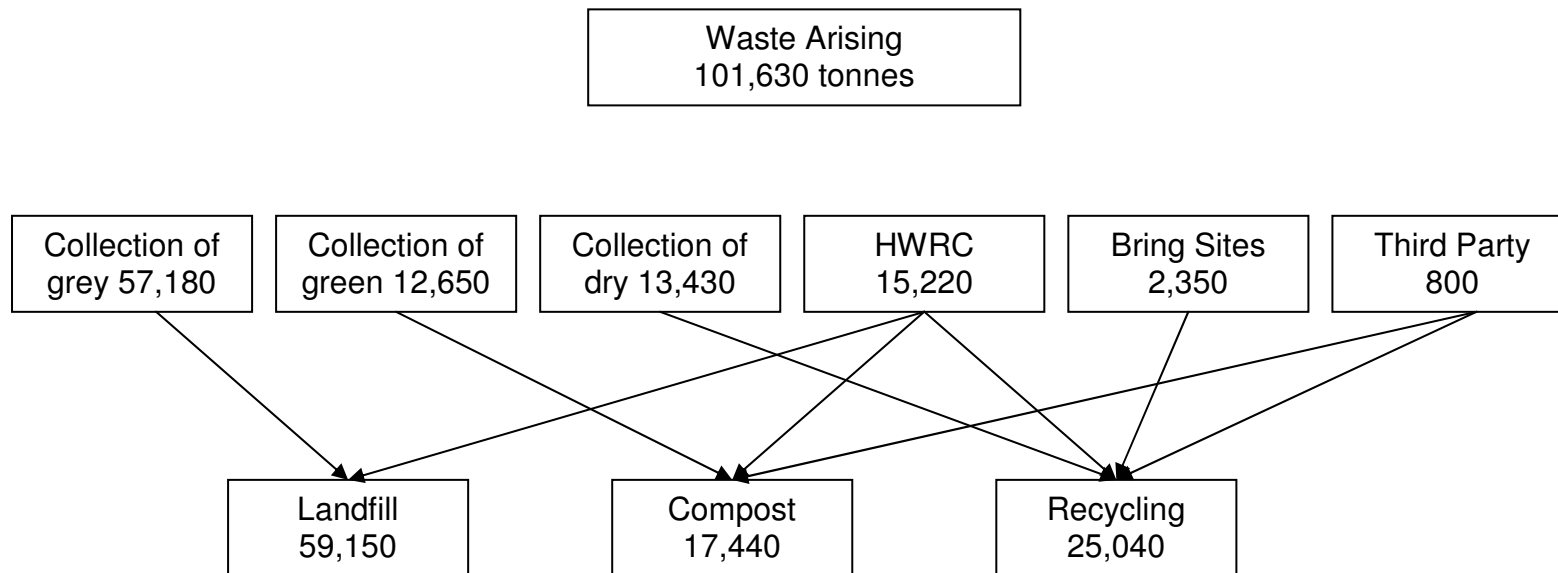
**Background Papers:**

- Waste Strategy for England 2007
- York Waste Strategy update report November 2004
- PFI Update reports and Affordability

**Annexes:**

- Annex 1 – Current Waster Arisings and Disposal
- Annex 2a and 2b - Waste Management Strategy 2007/2008 To 2013/2014 – LATS Initiatives and costs

### Current Waste Arisings and Disposal







Waste Management Strategy 2007/2008 to 2013/2014 – LATS Initiatives													Annex 2a	
Financial Year	Item 1		Item 2		Item 3		Item 5		Item 5		Item 6		Recommended Action	
	To Maintain Waste Growth Through Waste Minimisation Programme		Extend Kerbside Recycling To All Residential Properties (Minimum 2 Materials)		Option 1 Plus Introduce Kitchen Waste Kerbside Collection Service To 22,160 Properties (Terraces / Flats Etc.)		Introduce Kitchen Waste Kerbside Collection Service To 60,800 Properties		Improve Kerbside Recycling Participation Levels And Capture Rate		Commercial Waste		Items 1, 2, 5 & 6	
	Tonnes	Penalty £'000	Tonnes	Penalty £'000	Tonnes	Penalty £'000	Tonnes	Penalty £'000	Tonnes	Penalty £'000	Tonnes	Penalty £'000	Tonnes	Penalty £'000
2005/2006	-5,090		-5,090		-5,090		-5,090		-5,090		-5,090		-5,090	
2006/2007	-12,680		-12,680		-12,680		-12,680		-12,680		-12,680		-12,680	
2007/2008	-7,350		-7,350		-7,350		-7,350		-7,350		-7,350		-7,350	
2008/2009	-770		-1,810		-3,750		-6,140		-1,360		-3,900		-6,030	
2009/2010	7,100	1,065	6,060	909	4,120	618	1,730	260	6,010	902	3,970	596	1,840	276
2010/2011	12,740	1,911	11,700	1,755	9,760	1,464	7,370	1,106	11,650	1,724	9,610	1,442	7,480	1,122
2011/2012	18,380	2,757	17,340	2,601	15,400	2,310	13,010	1,952	17,290	2,594	15,250	2,288	13,120	1,968
2012/2013	24,030	3,605	22,990	3,449	21,050	3,158	18,660	2,799	22,940	3,441	20,900	3,135	18,770	2,816
2013/2014	26,020	3,903	24,980	3,747	23,040	3,456	20,650	3,097	24,930	3,740	22,890	3,434	20,760	3,115
<b>TOTAL COST</b>		<b>13,241</b>		<b>12,461</b>		<b>11,006</b>		<b>9,214</b>		<b>12,425</b>		<b>10,895</b>		<b>9,297</b>
<b>Maximum Municipal Waste Tonnage Diverted From Landfill (All Materials)</b>			<b>1,760</b>		<b>3,700</b>		<b>1,850</b>		<b>5,370</b>		<b>6,260</b>		<b>9,870</b>	
<b>Maximum BMW Tonnage Diverted From Landfill</b>			<b>1,040</b>		<b>2,980</b>		<b>1,090</b>		<b>5,370</b>		<b>3,130</b>		<b>5,260</b>	
<b>Maximum Household Waste Recycling %</b>	<b>42.25%</b>		<b>43.95%</b>		<b>45.82%</b>		<b>44.04%</b>		<b>47.43%</b>		<b>42.25%</b>		<b>45.74%</b>	



<b>Waste Management Strategy 2007/2008 to 2013/2014 –Cost of LATS Initiatives</b>							<b>Annex 2b</b>
<i>These costs reflect the impact on the current budgets LATS are not accounted for as either a cost or a saving</i>							
Financial Year	Item 1	Item 2	Item 3	Item 4	Item 5	Item 6	Recommended Action
	To Maintain Waste Growth Through Waste Minimisation Programme	Extend Kerbside Recycling To All Residential Properties (Minimum 2 Materials)	Option 1 Plus Introduce Kitchen Waste Kerbside Collection Service To 22,160 Properties (Terraces / Flats Etc.)	Introduce Kitchen Waste Kerbside Collection Service To 60,800 Properties	Improve Kerbside Recycling Participation Levels And Capture Rate	Commercial Waste	Items 1, 2, 5 & 6
	Cost £'000	Cost £'000	Cost £'000	Cost £'000	Cost £'000	Cost £'000	Cost £'000
2008/2009		394	922	1,945	30	0	424
2009/2010		397	927	1,953	31	0	428
2010/2011	50	400	935	1,987	32	0	482
2011/2012	51	403	943	2,021	33	0	487
2012/2013	52	410	950	2,049	33	0	495
2013/2014	53	421	977	2,106	34	0	508
<b>TOTAL COST</b>	206	2,425	5,654	12,061	193	0	2,824

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**Executive****25 September 2007**

Report of the Director of City Strategy

**REVIEW OF PARKING SERVICES****SUMMARY**

1. This report summaries the outcome of a review of parking services. It outlines the results of an in depth review of the enforcement, administration and management of parking services and recommends opportunities for improvements.
2. From the Policy Review Programme a number of issues have been considered within the report and recommendations are made for approval. These include: -
  - The adoption of a new parking policy that meets the existing objectives but links parking with the council's strategy on transport, the economy and environment.
  - A proposal to review alternative options for delivery of the enforcement service.
  - A proposal to carry out a trial on the pay on exit method of payment in car parks.
  - A review of the possibility of introducing a permit scheme for environmentally friendly vehicles.
  - A review of the car park charges.

**BACKGROUND**

3. Parking in York has a strategic importance and influence upon the City's economic and transport performance. Without an adequate transport system and network the economic vitality of the city would be restricted. Parking when used as a demand management tool for traffic can and does help to keep issues such as congestion in balance, encouraging the use of public transport, cycling and walking. This balance is most noticeable with the transfer from car use and the city's car parks to the park and ride service.
4. Decriminalised Parking Enforcement (DPE) was introduced across the whole of the City of York Council area on 8 October 2000. These powers transferred responsibility for parking enforcement from the Police to the City Council and thus for the first time placed both the Order making and Order enforcing abilities within the same hands. The change was not accompanied

by any alterations in any on or off street restrictions although every regulation was physically checked against the relevant Order for compliance.

5. Prior to the introduction of DPE all signing associated with any regulation that would be enforced by the city council was physically checked and where required any discrepancies rectified. All Residents Priority Parking (Respark) scheme signs were replaced so as to simplify enforcement under the 1991 Act powers.
6. Enforcement activity is undertaken 7 days a week ordinarily between 07.45 hours and 21.30 hours although very occasional exercises may be mounted outside these times in respect of specific enforcement issues. These additional patrols have to be undertaken on a voluntary basis and Parking Attendants are reluctant to work outside contractual hours. Patrols are undertaken on foot and by motorcycle. The service has transport, which is used to move Parking Attendants around from one patrol area to another. A 'Hot-Line' system is in operation that allows any individual to report a possible contravention to a dedicated free telephone number. The service is organised such that any call received during normal duty hours is attended within a target time of 30 minutes from receipt of the call. The parking office is open 6 days a week including Saturdays.
7. Parking Services is responsible for the day to day running of:
  - Management of the Council's car parks.
  - On and off-street enforcement of the various Parking Regulations.
  - Cash collection from Pay and Display machines.
  - The issue of permits for the resident parking schemes and season tickets and other parking permits.
  - Operation of the Shambles Pay on Foot Car Park.
  - Administration of the council's penalty charge notice processing service and collating evidence for appeals to the independent parking adjudicator.
8. Fundamentally Parking Services exists to deliver the following outcomes:
  - Streets that are clear of unnecessary obstructions.
  - Parking areas that are well regulated.
  - A fair opportunity for all to park in any areas where parking is permitted.
  - Sufficient income to enable the council to minimise its financial call upon charge payers when delivering council wide services.
9. Over the past 2 years reports have been presented to the Executive concerning the level and type of parking charges. As a consequence a range of changes have been made, with a number of new initiatives being introduced. The table in Appendix A provides a brief overview of the work done to date and the actions taken.
10. Whilst the Service is commonly considered to be a single operation it is in reality three separate business units:

- Residents Parking (Respark).
- Enforcement and Revenue protection.
- Parking sales.

Each of these has separate financial objectives:

- Respark and Enforcement and Revenue protection have the objective of breaking even so that income balances expenditure.
- Parking sales has the objective of maximizing sales and hence income to support the council's transport related services.

In regard to parking surplus the Council is obliged by legislation to use any excess income over expenditure to support transport related services.

11. Functional and Financial Reviews of Parking Services were undertaken at the end of last year, which identified issues for change and improvement for both the enforcement, and administration of the service.
12. At a meeting of the Urgency Committee on 26 June 2007, Members received a report, which sought their views on evening parking charges following the approval of the Policy Prospectus by the Executive on 12 June 2007. A decision on the issue was considered to be urgent owing to the perceived impact of evening parking charges on York's evening economy. The Executive Leader accepted and endorsed the advice of the Urgency Committee to allow Minster Badge holders to park free of charge.
13. A summary of the key information for parking services is included in Appendix B, the highlights of that are: -
  - In 2006/7 Parking Services exceeded its projected financial contribution to the council budget by £193,117, which is only 5% of the budgeted net income.
  - City Council off street car parking capacity will reduce from 4,344 in 2000 to 2,693 in 2008 with the loss of Kent Street, Shambles and Haymarket.
  - The number of permits issued in 2006/7 was 5,526 for household and other resident permits and 155,000 to visitors.
  - The number of parking charge notices fell from 28,467 in 2005/6 to 23,418 in 2006/7.

## **SERVICE REVIEWS**

14. Parking Services is frequently in the public eye and the services that it provides regularly the focus of media, public and Member scrutiny. Overwhelmingly this focus stems from the fact that the Service deals with areas that are inherently unpopular such as the issuing of PCN's and the sale of permits to residents, many of whom are opposed to having to pay 'to park outside my own home'. Whilst this is understandable, there is a clear confusion in the mind of those criticising the Service over the role of the Service and the way that it delivers the enforcement activities that it provides. The result is that Parking Services staff have been used as a

focus for adverse comments because they provide a visible presence and the parking function itself has been criticised for being financially led.

15. Against the background of the criticism of the Service, the Review sought to establish how well the outcomes described in paragraph 8 are being achieved. It also sought to identify improvements that would lead to better efficiency, effectiveness or economies in the service as well as benchmarking the service against other providers.
16. To ensure that the service was examined impartially the financial management arrangements were investigated by the Council's Internal Audit team as part of the routine audit programme. All other matters were looked at as a functional review by a specialist firm of Parking Consultants.

### **Summary of Review**

17. In terms of the delivery of the four key outcomes the review concluded that:
  - There is clear evidence that the work of the enforcement team is having a beneficial impact upon levels of obstruction and that compliance with regulations is increasing.
  - The parking areas within the control of the Council are well run and well regulated.
  - There is no evidence to suggest that there is wide spread abuse of the controls upon the duration of permitted parking, either on street or off street.
  - Income levels set in the budget are being achieved (although there is a concern).
18. The review concluded that the systems, structures and practices are generally good. There is a high expectation on the enforcement team particularly with a downward trend on the issuing of Parking Charge Notices (PCNs). Income from parking is generally under pressure as a result of the reduction in the number of PCNs issued and the reduction in the car parking capacity. The review also identified some procedural financial control weaknesses that needed to be addressed in the administration team but there was no evidence of any consequential loss to the council.
19. Based upon evidence of a benchmarking exercise between, York, Canterbury, Cambridge and Peterborough, the parking attendants spend less time of their working day on patrol than average and the availability of attendants is reduced due to high sickness levels and their working practices. In addition the council has more attendants than others but issue fewer penalty charge notices overall. The number of challenges to PCNs is higher than normal and this requires significant administration and management. However the number of challenges resulting in independent adjudication is extremely small by comparison.



20. In terms of administration, the permit structure is the most complex ever encountered however it is recognised that they all perform a need within the community.
21. Whilst there are good practices and systems it was identified that the council should have a clear parking policy, and, under the Traffic Management Act 2004, will be expected to publish an Annual Report. In addition there needs to be a clear protocol of rules within which the parking attendants should operate and which also details how challenges to PCNs are dealt with.

### **Actions recommended as a result of the Review**

22. The results of the Review suggest that action is needed to: -

#### Enforcement

- Increase the number of staff on patrol at any one time.
- Ensure that, when on patrol, staff enforce where their efforts will deliver the outcomes desired by the council, particularly in terms of keeping the streets free of unnecessary obstructions.
- Improve the quality of PCN's (so as to reduce the potential for customers to challenge their issue).

#### Administration

- Review the complexity of the permit system.
- Consider ways in which the administration of the permit system can be improved so as to minimise the amount of staff time involved.
- Introduce additional financial procedures.
- Consider changes to various financial procedures as detailed in Appendix C.

#### Public Perception

- Agree a clear parking policy.
- Publish an annual report detailing the performance of the service using clear performance measures; this report to include clear financial information explaining what the income from parking is used for.
- Prepare protocols for the enforcement procedures and PCN processing.

## DISCUSSION

### Parking Policy

23. The review team recommended the review and clarification of the parking policy. York was amongst the first in the country to use parking as a land use planning and traffic demand management tool and a core means of ensuring that its transport policies are effective.
24. It is therefore recommended that the following policy statement be adopted which can be placed in the public domain on the council's web site.

*“The exercise of control over the availability of both on and off street parking is central to the delivery of the council's land use and transport policies and has an influence upon economic growth and impacts upon the environment of the city.”*

- *The price, location and availability of parking at origin and destination are a crucial factor in an individual's choice of journey mode. The council therefore seeks to limit the amount of parking to service new developments through a range of parking standards so as to manage car ownership levels within the city.*
- *The council also exercises control over its on and off street parking stock through pricing and availability so as to discourage all day commuting into the city centre by private car.*
- *Pricing is also used so as to encourage a regular turn over of use of parking spaces and thus facilitate the availability of parking for short duration trips.*
- *To prevent displacement of parking as a result of these policies adversely impacting upon the amenities of residents and the ability of the emergency services to function, it operates further policies designed to manage on street parking.*
- *In order to provide and facilitate general access to the city centre, the council operates an extensive Park and Ride network with pricing geared to encourage use by those requiring medium to long stay parking.*
- *Through effective enforcement of the necessary regulations its Parking Service has the primary objective of ensuring that the council's overall Parking objectives are delivered.*

### Reduction in Council Car Parking Capacity

25. In the recent past some city council car parks have been disposed of including Heworth Green, Toft Green, Tanner Row and Kent Street. In the future Shambles and Haymarket will be disposed of and there are further possibilities that Castle Mills and Peel Street will close. The impact of the loss of Kent Street, Shambles and Haymarket will be an overall reduction in council owned car park capacity of 22% (745 spaces) and consequential loss in income.

26. Some of the lost car parking capacity has however been provided by the private sector with car parks in Piccadilly, Tanner Row and Stonebow as well as smaller car parks located throughout the city of between 10-20 spaces.
27. Whilst the overall number of spaces in the city has remained relatively constant the private sector charges are slightly lower than the council's, apart from at Foss Bank. Appendix I provides a table showing the comparative charges both locally and nationally.
28. The impact of this loss of council controlled parking is that the transport policies for the city become more uncertain given that parking is a demand management tool to encourage more use of public transport. In addition the loss of revenue puts greater pressure upon other council services.

### **Enforcement**

29. Parking services exceeded its projected contribution to the Council's Budget in 2006/7 despite a significantly lower income from PCN's. The reductions in the amount of council controlled off street car parking over the next three years combined with the year on year downward trend in the volume of PCNs issued will result in an increased pressure on net revenue.
30. The review also identified inefficiencies in the present enforcement arrangements that potentially could be resulting in a lower level of PCNs issued than might otherwise be the case.
31. The parking attendants operate under a local agreement first introduced following decriminalised parking enforcement. The agreement includes a number of restrictive working practices that reduce their flexibility and inhibits the amount of time spent patrolling streets and car parks. Previous attempts to modify the agreement have been met with resistance by the trade unions and the staff. To improve efficiency and effectiveness of enforcement the agreement needs to be replaced with arrangements that improve flexibility and accountability of the enforcement service.
32. Action has to be taken to re-evaluate how enforcement is undertaken with a view to eliminating these inefficiencies and minimising costs. It is therefore proposed that structured negotiations are entered into with the trade unions and staff to achieve new arrangements in advance of the completion of the job evaluation process.
33. Alternatively the improvements may be achieved by seeking alternative external providers for the service. However a number of authorities that have chosen this alternative have experienced service delivery problems that have resulted in the service being brought back in-house.
34. There may be a range of options and potential actions that could be considered by Members to address this and a further report is proposed for the future.

### **Pay on Exit**

35. The Retail Strategy Group have requested the Council to consider a Pay on Exit system for the council's car parks. Members will recall that the Pay on Exit system was discussed in a report to the Executive dated 26 September 2005. That report concluded that the introduction of the arrangement would not be cost effective. Appendix D is an extract from that report with all of the relevant details and costs (at that time).
36. Since the date of that report Pay by Mobile Phone has been introduced. This is proving to be very popular with some 5% (7,000) of total monthly transactions undertaken by this method and the number has been rising steadily since it was introduced in November 2005. This system is currently incompatible with a Pay on Exit system.
37. At present a customer paying by mobile phone can pay by credit or debit card and has the ability to set a reminder to advise when paid for parking is about to run out and to 'top up' payment from wherever they happen to be at the time the reminder is received. Regular users also have the ability to simply park their vehicle and go.
38. Officers have reviewed the contents of the 2005 report and, apart from the magnitude of the costs reported at that time, are content that the advice given then is still valid. Members' advice is requested if they wish further work to be undertaken with a possible trial on one of the car parks that will identify the practicalities of introducing the proposal.
39. If such a trial were to be undertaken the summary of issues that would need to be overcome are:
  - Incompatibility with Pay by Mobile Phone
  - Difficulties of allowing free disabled parking
  - Difficulties of allowing 'Minster Badge' discount
  - High capital costs of installing barriers and new ticket machines
  - Uncertainties over impact on revenue income

### **Permits**

40. Each specific permit has been introduced to accommodate some real need of the community. There are also some policy issues as the application of any initiative that impacts upon the finance of the Respark system could mean that it would fail to meet the current council policy objective of being self-financing.
41. There can be no doubt that the permit system operated by the council is both extensive and complex. There are 25 different types of permits/season tickets/passes and many have two basic prices, i.e. resident and non-resident or normal vehicle/short (or environmentally friendly) vehicle. In addition there are complexities within the Residents Parking system that mean that there may be different entitlements to permits between adjacent properties within the same zone. Entitlement to permits can also vary

between zones. These considerations and the introduction of differential permit prices can be difficult for both customers and new administrative staff to understand. Appendix E lists all the permits, the number currently issued and their annual cost.

42. Although the permit and charging schedule is extensive it is automated through the parking office software program. Any further changes to the schedule could be accommodated within the program.
43. There has been a request for the current permit discount system to be extended beyond that, which is currently in place, so that any environmentally friendly vehicle may park either on or off street on a pay on the day basis. The delivery of such a policy with the current state of our technology and the level of staff is not possible. Appendix F discusses this issue in more detail from which it will be seen that the annual running costs of the required new payment system would outweigh any additional income effect by around £200k, (based upon an assumed tariff structure).
44. The extension of the current season ticket/respark permit discount would not incur the high levels of costs associated with allowing 'on the day' discounts as both are 'Pay in advance' facilities. However the administrative burden on staff would be considerable due to the extensive checks that would be required, (the same make and model but with different engines may fall into up to three CO2 bands only one of which might qualify for a discount). The current establishment would need to be increased so as to maintain service to other customers. There is a further complication in that such a discount could not be granted to applicants for Household Respark permits as these are not vehicle specific.
45. Until the DVLA database is sufficiently reliable and comprehensive in relation to the banding of all vehicles, the introduction of a charge based upon the vehicle's CO2 band is not recommended at this time.

### **Respark**

46. The present structure of the Respark system has been in place now since 1993 when charges for permits were introduced, (the scheme commenced in 1987 free of charge). The Policy objective (self financing) was adopted at that time. Then, as now the vast majority of quarterly or annual permits were issued at the 'Householder' level. This type of permit is the most flexible for a resident as it is not vehicle specific. The sale of this type of permit therefore very largely accounts for the bulk of the income from permits. Any small change in the charge made for a household permit therefore immediately impacts disproportionately on the overall income. Conversely large changes in the cost of other permits have limited impacts.
47. Officers understand that there is a desire to reduce the cost of the household permit. To achieve this there will need to be a change to the policy made in 1993.

48. Appendix G provides a table for comparison purposes if the household permits are halved in price. It will be seen that the halving of the current annual charge for the Household and additional permits would require a subsidy of some £174k pa from the Parking account (or the council tax). It will also be seen that just halving the Household permit charge but maintaining all other charges as now would still result in a need for a £133k pa subsidy. Either approach therefore would mean that the amount of money available to the council for the delivery of other services would be reduced unless the council tax were to be increased or balancing savings made elsewhere.
49. Further information that compares resident parking charges around the country is included in Appendix H. It can be seen from the table that York's charges are significantly higher than most of the authorities shown apart from those in the London area.

### **Changes in Car Park Charges**

50. Increasing the charges for car parking could potentially generate additional income but the impact of any increase would depend on the level of increase as any significant increase would result in a reduction in usage that may offset any additional income.
51. Appendix I provides a comparison of parking charges with other similar and neighbouring authorities and the private sector providers in York. It can be seen that for shorter stay periods the car park charges are moderately more expensive whereas longer stay periods are more similar to other authorities. Standard stay car parks compare favourably with the private sector providers. Foss Bank car park provides exceptionally good value for money when compared with others.
52. The potential changes to car park charges should be considered through the annual budget process taking into account impact on all the various factors affected.

### **Raising public awareness of the Parking Service**

53. Changes to government regulations on the operation of decriminalised parking will shortly make the publication of an annual report mandatory. Appendix J contains the draft Annual Report for 2006/07. Because of its size this is only available via the Intranet but a hard copy has been made available in the Members Library for inspection.
54. Appendix K contains the draft Protocols to be used when undertaking enforcement (these are the protocols that are in fact in actual use now). Appendix L contains the draft Protocols to be used by Administration staff when assessing objections against the issue of a PCN; these are the protocols that are in use now. Both documents are also only available via the Intranet but again copies have been deposited in the Members Library for inspection.

55. If these are adopted by Members as statements of council policy it is recommended that the annual report and protocols be published on the council's web site so as to inform customers of the way the service operates and will respond to any given situation.
56. Appendix M (again only available via the Intranet but on deposit in the Members Library) is a document, which sets out the level of service that Parking Services is funded to deliver. This for the first time provides clear information about patrol frequencies relative to different types of restrictions, etc.

## **CONSULTATION**

57. There has been limited consultation of the review with the trade unions and staff. If the recommendations are approved then there would be a need to discuss the issues, particularly in relation to any future arrangements for the enforcement team, with the trade unions and staff.

## **CORPORATE PRIORITIES**

58. Parking Services contribute to the corporate priority to increase the use of public and other environmentally friendly modes of transport. The use of car parking as a demand management tool within an overall package of measures that discourages the use of the car and encourages the use of public and other modes of transport.

## **IMPLICATIONS**

### **Financial**

59. The gross budgeted income to City of York Council from its parking account is £7,810k for 2007/08. After taking into account expenditure the net income to the council is £3,989k. This is of significant benefit to the council since it effectively reduces the level of council tax (c.8%) that needs to be raised. The income levels however are dependant on a large number of variables such as price, supply, economic conditions and attractiveness of alternative transport provision.
60. Small changes that are made to the parking fees and tariffs can therefore have a significant impact on the council's overall budget. The impact on income in most cases can only be guides and can not be classed as definitive.
61. Members are also aware that the medium term financial forecast shows that a significant level of savings are going to have to be made across the council in 2008/09. It is recommended therefore that any changes sought by members is fully costed and evaluated and considered as part of the budget process before being implemented from the new financial year.

### **Human Resources (HR)**

62. If the recommendation to review the local agreement and the delivery of enforcement is approved then there will be staffing implications in respect of consultation with the trade unions and the staff.
63. The HR implications of any further initiatives brought forward to subsequent meetings will be identified within the appropriate report.

### **Other - Internal Audit**

64. The officer response made in respect of the Financial Review is supported.

### **Other Implications**

65. There are no Equalities, Legal, Crime and Disorder, Information Technology, or Property implications.

## **RISK MANAGEMENT**

66. In compliance with the Council's risk management strategy the main risks that have been identified in this report are those which could lead to the inability to meet business objectives (Strategic) and to deliver services (Operational), leading to financial loss (Financial). Measured in terms of impact and likelihood, the risk score all risks has 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 achievement of the objectives of this report.

## **RECOMMENDATIONS**

67. It is recommended that:
  - a. The recommendations in respect of the financial and functional review be adopted as paragraph 22 and Appendix C.
  - b. The revised parking policy as suggested in paragraph 24 is adopted.
  - c. There is consultation with the trade unions and staff on the local agreement to improve performance and flexibility.
  - d. The provision of the enforcement service is reviewed and alternatives considered which will be reported to the Executive in the New Year.
  - e. That Appendix D is noted with respect to Pay on Exit and advice is given on whether further work should be undertaken.
  - f. No change is made, at this time, to the permit discount scheme for environmentally friendly vehicles both for on and off street parking.
  - g. No change is made in the charge for a household parking permit in accordance with current policy.



- h. No change is made in the current level of car parking charges but that this is considered through the annual budget process.
- i. An Annual Parking Report is published as proposed in Appendix J.
- j. The draft protocols for enforcement (Appendix K) and administration (Appendix L) are adopted.
- k. Service Levels (Appendix M) for Parking Services are adopted.

Reason: For the more efficient and effective management of Parking Services.

### Contact Details

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Report Approved

Date

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**Wards Affected:**

All

For further information please contact the author of the report

**Background Papers:**

Internal Audit Report into Parking Services  
Report by Alpha Parking – City of York: Review of Parking

**Appendices**

- A. Progress to date with implementation of changes
- B. Key information
- C. Review recommendations and responses
- D. Extract from earlier report on the Pay on Exit system
- E. Schedule of Permits
- F. Overview of issues concerning the introduction of Environmentally Friendly vehicle discounts
- G. Comparison of various Respark permit charging structures and income produced
- H. Comparison of Resident Permit Charges
- I. Comparison of Parking charges with those charged in neighbouring towns and cities
- J. Draft Annual Parking report
- K. Draft Enforcement Protocols
- L. Draft Administration Protocols
- M. Draft Parking Services, service specification.

*[Note – Appendices J-M are available for inspection in the Members' Library and at Guildhall Reception or online at [www.york.gov.uk](http://www.york.gov.uk)]*



**Progress to date with implementation of changes recommended by the reviews.**

<b>Review subject</b>	<b>Outcome</b>	<b>Action</b>
Daytime parking charges		
	The ability to pay by credit or debit card should be made available	Pay by phone has been introduced into most off street car parks. This allows payment by credit or debit card and customers do not need to pre register. The system has an alert facility to warn when paid for parking is about to expire and the facility to purchase more parking irrespective of the customers actual location at the time of reminder.
	Options should be made available for a limited number of customers wishing to stay for long periods in the city centre to be able to do so without having to pay punitive charges	Foss bank car park has been converted into an all day parking site with parking charges fixed at a reduced flat rate of 70p per hour with no maximum stay. The ability has been offered to Pay by Phone customers to purchase weekly parking at a discount rate, which allows unlimited stays in selected car parks.
	Options should be made available for customers wishing to park on street on Sunday mornings to do so at reduced rates	A Frequent User permit has been introduced which allows on street parking without further payment up to 12 noon on a Sunday
	Charities having their normal base of operation within the city	Under certain criteria city centre charities can now have a limited

	centre should have discounted or free parking	amount of free parking
Evening Parking charges		
	Additional on street parking should be made available	An additional 80 parking spaces have been introduced in and close to the city centre
	Parking charges should be reduced for all users and discounts made available for regular users	<p>The previous hourly payments system has been replaced by a flat rate fee, which covers any duration of stay after 6pm.</p> <p>The Frequent User permit system has been extended so as to cover evening parking and provides a substantial discount for regular users. This permit also allows parking in off street parking areas from 5pm until 8.30am the following day.</p> <p>Evening Parking for Minster Badge holders was made free from 30 July 2007.</p>

## Background to the Service and Key Information

### On and Off Street Parking

Table 1 below gives the current and historic number of spaces by car park operated by the Council relative to when decriminalised parking enforcement was introduced.

**Table 1**

Car park	Number of spaces	
	2000	2006
<a href="#">Foss Bank</a>	338	316
<a href="#">Esplanade</a>	163	75
<a href="#">Marygate</a>	376	352
<a href="#">St Georges</a>	443	443
<a href="#">Union Terrace</a>	246	216
<a href="#">Nunnery Lane</a>	200	193
<a href="#">Bootham</a>	100	100
<a href="#">Shambles</a>	275	269*
<a href="#">Haymarket</a>	110	102*
<a href="#">Kent Street</a>	374	374*
<a href="#">Monkbar</a>	247	243
<a href="#">Castle</a>	320	318
<a href="#">Piccadilly</a>	290	287
<a href="#">Peel Street</a>	77	77#
<a href="#">Castle Mills</a>	73	73#
Heworth Green	400	0
Toft Green	57	0
Tanner Row	255	0
<b>Totals</b>	<b>4344</b>	<b>3438</b>

\* Reductions in parking capacity in 2008

# Close between 2008 and 2011

Table 2 gives the total length of controlled on street restrictions in 2006/07

**Table 2**

Respark	(m)
Length of 10 minute bays	19,939
Length of 30 minute bays	176
Length of 60 minute bays	5,464
Length of 120 minute bays	898
Length of prohibited waiting	73,241
<b>Totals</b>	<b>99,719</b>
<b>Other</b>	
Length of prohibited waiting	167,083

	Length of Pay & Display bays	823
	<b>Totals</b>	<b>167,906</b>

**Grand totals** **267,626**

Table 3 gives the total number of permits issued in 2006/07

**Table 3**

Respark		
	Household and other	5,526
	Visitor	155,000
Other		
	Car parks	250

### **Management and Enforcement**

During 2006/7, 24 Parking Attendants were deployed with an average presence of 5.8 officers on duty at any one time. In addition 3 car park attendants were employed to provide a permanent presence in Shambles car park (due to its Pay on Exit system) and 4 cash collectors were in post. A total of 23,418 Penalty Charge Notices (PCNs) were issued, 15,004 on-street and 8,414 in car parks. Both volumes of PCN's were down on those in 2005/6. There has been a national downward trend in the numbers of PCN's, particularly in councils that have been enforcing on-street waiting restrictions for some years, which suggests that greater compliance with regulations is beginning to be experienced. Table 4 below gives the PCN volumes over the past three full years.

**Table 4 – PCN issued by year**

	<b>2004/5</b>	<b>2005/6</b>	<b>2006/7</b>
On Street issue	16,261	17,765*	15,004
Off Street issue	12,497	10,702	8,414
<b>Total</b>	<b>28,758</b>	<b>28,467</b>	<b>23,418</b>

\*distorted by additional numbers issued due to temporary city centre events

In 2006/7 approximately 33% of the Enforcement patrol activity was connected with off street car parks, 44% was spent within areas covered by the Respark scheme and the balance of 23% was spent enforcing on street regulations. The balance between the enforcement of off street and on street regulations was adjusted during the year so as to concentrate greater effort on to the on street regulations. The proportion of time devoted to Respark, however remained similar to that in previous years.

In the year 2006/07 the council dealt with a total of 6,954 objections and 2,349 representations. This meant that over 30% of all PCN's issued resulted in some form of a challenge. An objection is an informal challenge that is made shortly after a PCN has been issued and a representation is a formal legal challenge that is made following the issue of a document known as a 'Notice to Owner' to the registered

keeper of the vehicle. A motorist who receives a PCN may challenge it informally at the objection stage of the procedure and, if the objection is dismissed, formally at the representation stage, which is also dealt with by the council but by a different officer from the one who dealt with the initial objection. If the representation is also rejected the motorist may then appeal to an independent adjudicator. A representation usually results from the rejection of an initial objection but this is not always the case and about a quarter of representations are made without any previous correspondence having been received. On average each objection generated just under 2.5 items of correspondence between the customer and the council.

The issuing of permits and the management of the objection process is undertaken by ten staff four of whom work part time, resulting in some 8.3 full time equivalent posts. Approximately 4.5 full time equivalents are occupied on the administration of permits, the remaining 3.8 deal with objections. In addition to these posts three staff (whose working hours result in the equivalent of 2.8 full time posts) work in managing the formal representations made against the issue of a PCN and the handling of the process whereby motorists can appeal to an independent parking adjudicator. This team also deal with the recovery of unpaid, but still valid, PCN's.

### **Income and Expenditure**

Table 5 below gives the details of the budgeted income and expenditure for 2006/7 and the outturn achieved.

**Table 5**

<b>INCOME (Gross)</b>	<b>Budget</b>	<b>Outturn</b>
	<b>£'000</b>	<b>£'000</b>
Residents Parking	-559	-580
Short Stay Car Parks	-2,042	-2,122
Standard Stay Car Parks	-3,782	-3,854
Coach Parks	-44	-41
Penalty Charges	-763	-659
On Street	-475	-513
Season Tickets & Passes	-140	-121
Other Services	-14	-16
<b>Total</b>	<b>-7,819</b>	<b>-7,906</b>

<b>EXPENDITURE (Gross)</b>		
Enforcement	840	816
Administration	671	655
Security	288	274
Car Park Expenditure	2,270	2,224
Respark New Schemes	13	12
Respark	19	14
<b>Total</b>	<b>4,101</b>	<b>3,995</b>
<b>Balance to council fund</b>	<b>-3,718</b>	<b>-3,911</b>

The balance to the council fund (of £3,911k) was £193k (or 5.19%) higher than budgeted. This balance as is required by law, was used to deliver transport related services. Whilst there is no direct financial connection as such (as in reality the balance effectively means that income does not have to be raised from elsewhere – such as the council tax) the vast majority of this was spent on supporting public transport within the city. To replace the net income received as a result of the parking trading account the council tax for the city would need to increase by some 8%.

Typically the transport related services are support for concessionary travel scheme, transport for the disabled, shopmobility, social bus services, park and ride, and road safety.

In terms of the three 'trading' accounts the 2006/7 outturn is given in Table 7:

**Table 7 trading account outturns 2006/7**

**Respark**

	£'000
<b>Expenditure</b>	
Enforcement costs	£359
PCN administration costs	£313
Respark new schemes	£12
Respark	£14
<b>Total</b>	<b>£698</b>
<b>Income</b>	
PCN's	-£119
Permits	-£580
<b>Total</b>	<b>-£699</b>
<b>Profit/loss</b>	<b>-£1</b>

	£'000
<b><u>Enforcement</u></b>	
<b>Expenditure</b>	
Enforcement costs	£457
PCN administration costs	£341
<b>Total</b>	<b>£799</b>
<b>Income</b>	
PCN's	-£539
Permits	£0
<b>Total</b>	<b>-£539</b>
<b>Profit/loss</b>	<b>£260</b>



**Parking**

	£'000
<b>Expenditure</b>	
Security	£274
Car Park Expenditure	£2,223
<b>Total</b>	<b>£2,497</b>
<b>Income</b>	
Short Stay Car Parks	-£2,122
Standard Stay Car Parks	-£3,854
Coach Parks	-£41
On Street	-£513
Season Tickets & Passes	-£121
Other Services	-£15
<b>Total</b>	<b>-£6,666</b>
<b>Profit/loss</b>	<b>-£4,169</b>

It can be seen from the table that the enforcement service was subsidised by the parking operation to the value of £260k in 2006/7. The respark service effectively broke even – as is required by a Policy established by Council in 1993.



## Review Recommendations and Response

Ref	Recommendation	Officer response
F1	Management should consider how the service could be re-organised so as to separate income collection and the administration of penalty charges.	<p>With current staffing levels and working practices this will prove to be very difficult. Given that budget considerations preclude the employment of more staff the only option is to reduce the workload on existing staff. This can only come from a review of the way the permits are administered.</p> <p>It is <b>recommended</b> that such a review be undertaken to identify if staffing resources can be released to allow the separation of income collection and administration of penalty charges.</p>
F2	Systems for receipt of postal payments should be reviewed and updated. There should be a secure trail from receipt of post to processing of payments. This is likely to include provision for secure receipt of post and post collection by at least two staff members.	<p>Again staffing resources in the Departmental Post Room are inadequate to allow this recommendation to be adopted without a reduction in current duties.</p> <p>It is <b>recommended</b> that action on implementing this recommendation be deferred pending the outcome of the review above as it may prove viable for the whole of the post handling arrangement to be managed by Parking Services</p>
F3	Parking Services should liaise with the Departmental Finance Team to identify how reconciliation of income postings to the Parking Office system and FMS can be achieved.	Implementation of this recommendation is in hand
F4	The ability to write off penalty charge debts on the Parking Office system should be restricted. Staff with access to this function should have no involvement in cash collection	<p>Whilst there is a clear link with this recommendation and that concerning F1, it has proved possible to introduce a simple arrangement whereby the original processing officer has his/her reasons for cancellation reviewed by another officer prior to the cancellation decision being confirmed.</p> <p>In response to this financial observation a system of secondary approval has therefore been introduced so that any</p>

		decision to cancel a PCN is accepted by two officers
F5	Prior to processing, the schedule of debts to be written off should be authorised by the Head of Financial Services. A senior officer within Parking services should periodically check that the total numbers and value of debts written off match those authorised for write off.	Records are sent to the Director of Resources for formal writing off.
F6	Procedures for the review and, where appropriate, the authorisation of cancelled PCNs should be updated. There should be adequate supervision of staff to ensure that only valid cancellations are input and that policies are applied consistently. This should include regular monitoring of numbers of cancellations processed by category and staff member.	Implementation of this recommendation has been completed
F7	Car park ticket machine audit tickets should not be destroyed. Instead, the tickets should be forwarded to a nominated officer who should be given responsibility for reconciling the tickets to banked income. This officer should have no involvement in the collection or counting of ticket machine income.	The volume of tickets is such that this recommendation is impractical with the current levels of staff. A new computer system is, however, on order that will be able to provide suitable electronic records, which could be used, should it be required to undertake spot checks. This is anticipated to be installed by the early part of the summer
F8	<p>Controls over parking permits should be reviewed. Systems should be put in place to:</p> <ul style="list-style-type: none"> <li>• store all permit templates securely and restrict access to them</li> <li>• record serial numbers for templates delivered, permits issued, and spoilt permits</li> <li>• periodically reconcile permit templates in hand to expected numbers, based on the records</li> </ul> <p>Consideration should be given to setting up a system that will enable valid permits to be identified immediately by parking attendants. For example by the use of permit numbers with check sums or providing searchable lists of currently valid permits, in electronic</p>	<p>The recommendation concerning the management of permit blanks has been implemented.</p> <p>Officers are investigating how to introduce a workable system, such as bar codes, to check valid permits as suggested.</p> <p>It is <b>recommended</b> that the work on progressing implementation of this recommendation be continued.</p>

	format.	
F9	Management information requirements should be reviewed and systems put in place to monitor and control actual performance.	Implementation of this recommendation is in hand



## **Conversion of the Pay and Display off street car parking charging system to Pay on Exit**

Extract from Report to The Executive “Alternative methods of payment for parking” dated 26 September 2005

27. The council currently operates a system, which requires a customer to anticipate how long they intend to park and to pay accordingly. With high tariffs the implications of not overstaying an estimated time of stay are significant and thus customers try to more carefully estimate how long they will be. Invariably many get this wrong and overstay (6083 customers in 2003). The low number of Penalty Charge Notices (PCN's) cancelled (672) indicate that acceptable reasons for overstay are few, further indicating that the system generates a body of individuals who then have a poor view of the city and Parking Service.
28. The key to improving this situation is to charge for the time actually used in the same manner as charges are made for the use of electricity, and gas. This clearly requires knowledge of when the parking action commences and terminates together with a mechanism for ensuring that payment is made. Having such a system opens up the possibility of being able to charge by the minute and not in large steps. The charging structure could be arranged so as to still discourage long stay parking but any poor estimation of a return time would not have such significant financial consequences for the driver.
29. Such a system is commonly described as ‘Pay on Exit’ and two such are in use now within city council car parks, one at Shambles and one at the Monks Cross Park and Ride site. In both the customer drives to an entry barrier where upon taking a ticket the barrier rises and allows the vehicle into the car park. The driver then parks as normal and leaves the car park. Upon return the driver inserts the ticket into a pay station, which calculates the amount of payment due. Following the receipt of payment the ticket is then reissued to the driver who then has a certain period of time to get to his/her vehicle and proceed to the exit barrier. At the barrier the ticket is inserted into a ticket reader, which opens the barrier to allow the vehicle to proceed.
30. The advantages and disadvantages of such a system are: -

Advantages	Disadvantages
<p>Would eliminate the need for enforcement staff to patrol these car parks therefore a reduction in staffing costs should be possible</p> <p>Eliminates PCN for overstaying pre-paid time in existing car parks.</p> <p>Customers don't need to decide how long they are going to be parked before they leave their car.</p> <p>Customers can extend their stay (to spend more money in City Centre) by paying for additional time when they return to the car</p> <p>Charges can be applied in a flexible way</p> <p>Would automatically allow longer stays than currently permitted (just pay more)</p> <p>Would allow retailer discount scheme to go ahead without any ongoing costs</p>	<p>Capital cost</p> <p>Reduction in PCN income</p> <p>Possibly a reduction in ticket machine income.</p> <p>Cannot be applied to all car parks as Bootham Row not a suitable configuration.</p> <p>Cannot be applied on street</p> <p>Would not recognise current season tickets, contract passes and frequent users evening passes. These would need to be re-launched with a card / token for access through the barrier</p> <p>Would be difficult to provide free parking for blue badge disabled parking and discounts for short vehicles.</p> <p>Staff would have to be able to respond quickly to equipment breakdowns / lost tickets etc as customers would be trapped on the car park</p> <p>At busy times the delay in getting through the barrier and into the car park could lead to queues forming which in turn could interfere with traffic flow on the main road</p>

31. Early versions of this system (as is that at Shambles) were prone to regular difficulties due to loss of or damage to the paper tickets. Modern systems



(such as that at Monks Cross) use a plastic token which is less likely to get lost and robust enough to withstand normal wear and tear whilst in the possession of the customer. The tokens are reusable.

32. Allowing free parking for the Disabled in Pay on Exit car parks is not as simple as for Pay and Display sites. Some unique form of identification that is recognisable by the electronic equipment is necessary. This requires the customer to obtain a 'discount card', which is inserted at the pay station at the time that payment is requested. A similar system is also required to allow Minster Badge holders to obtain reduced rate parking.
33. Detailed investigation into the introduction of such a Pay on Exit system has now been undertaken with the following conclusions: -
- these systems require a high degree of maintenance – higher than the current Pay and Display machines
  - installation of a suitable system in York – which could not cover all our car parks – would cost in the region of £900k
  - savings in the number of patrol staff required would be limited: -
- (a) as staff currently integrate off street enforcement with on street (i.e. yellow line and Respark)
- (b) off street patrols would still be required to cover Bootham Row, Bishopthorpe Road and East Parade
- extra maintenance staff would be required to deal with the additional maintenance load and these staff would need to work so as to cover 7 days a week rather than as now for Pay and Display machines, only Monday to Friday.
  - if current arrangements are to continue, operation of a Minster badge system would require all holders to replace their badges with an electronically readable version at a significant overall cost to the council – if that cost were not to be passed on to residents.
  - again if current arrangements are to continue Disabled customers would need to obtain an electronically readable permit in advance of parking to enable them to enjoy free parking. This would effectively act as a disincentive to our disabled visitors and project an unwelcoming image of the city. Consideration would have to be given to how the considerable year on year cost of funding such a permit could be met. Clearly requiring a Disabled customer to pay for a permit to obtain free parking is in effect requiring them to pay for parking via another means (albeit at a substantial discount). Issues over our advertising free parking for the disabled in relation to Trading Standards laws would need to be resolved.

- there is no reliable evidence to indicate if the use of such a system would increase or reduce income. The risk to the council's revenue stream is thus uncertain.

### Pay on Exit Financial Implications

34. Table 3 below gives a comparison of revenue operating costs for a Pay on Exit system as compared to the current Pay and Display system

Table 3

Activity	Cost change
Staffing	
Maintenance of machines	£54k
Patrol Staff	-£83k
Administration	-£19k
Machines	
Consumables	Nil
Hardware, Electricity and Communications	£24k
Permits for Discounts	
For the Disabled	See Note 1
For Minster Badge Holders	See Note 2
Total	-£24k

Notes:

- 1 – Permits for the Disabled – to supply these free of charge would cost £42k every three years (£14k pa). Alternatively the individual concerned could lease them for the sum of £1 per month
- 2 – Minster badges – to supply these free of charge would cost around £120k every three years (£40k pa) Alternatively they could be leased for the sum of £1 per month by the individual concerned

35. The income consequences of introducing a Pay on Exit system depends upon the following factors:

- Any change in the duration of stay
- Any attraction of new customers as a result of the ability to pay by credit/debit cards and or pay by notes with change given
- The proportion of customers paying by cash or by credit/debit card

On the basis that all existing customers are retained, new customers are not generated as a result of the introduction of the system, the duration of paid for parking does not either increase or decrease and 5% of customers pay by credit/debit card.

Taking all the above factors into account a Pay on Exit system is likely to have an income effect (as compared to a Pay and Display system) as follows: -

Table 4 possible overall income effect of a Pay on Exit system

Effect	Change
Operational changes (Table 3)	-£24k
Annual effect of free disabled persons permits	£14k
Loss Of PCN Income	£200k
Overall impact	£190k

NB – The above effect could be worse if customers stay for less time than they do now. There would be a loss of income arising as a consequence of the difference between the unused but pre paid period (for which CyC would now have the income) and the actual time paid for as used.

36. In terms of Capital implications a sum of approximately £900k would have to be found. The repayments on borrowing of this sum would amount to in the region of £93k pa over a term of 15 years. Repayment of this borrowing from increased income would thus not be possible. Members will therefore appreciate that from a purely financial revenue point of view the introduction of this system is not viable.

#### Pay on Exit Recommendations

37. It is recommended that: -
- no action be taken at this time to further progress the introduction of a Pay on Exit system



## Schedule of Permits

Name of Permit	Explanation of Permit Use	Annual Cost	No of Current Permits	Notes
<b>Residents Parking Schemes</b>				
Authorisation Card	Allows residents to purchase visitor permits.	£2.50	4,782	Free if resident is also buying a household permit or is over 60, disabled, or in receipt of income support or long term incapacity benefit.
Household Permit	For a resident to use on any vehicle.	£88	3,185	The number of current permits is the total number issued in 2006/07. Discounts for over 60's, disabled and those in receipt of income support or long term incapacity benefit. - Reduced to £1 a book
Additional Permit	For a resident to use on a second named vehicle (vehicle specific)	£130	452	
Additional Permit	For a resident to use on a third named vehicle (vehicle specific)	£256	7	
Additional Permit	For a resident to use on a fourth named vehicle (vehicle specific)	£512	0	
Visitor Permits	Purchased by residents and supplied to visitors. Sold in books of 5	£5 a book	155,270	
Special Control Permit	Allows certain residents who live in areas where no parking is available to park in another area. For example, residents of Micklegate may park in R15 bays at Bishophill	£88	49	No entitlement to visitor permits.
HMO Permit	For residents who live in a House of Multiple Occupancy	£126	23	Up to 4 residents may buy one for a property at the same price. HMO permits are only valid in Community Bays.
Landlord Permit	Allows the owner of a property, who is not resident at the property to park for 1 hour in excess of the normal maximum stay.	£126	6	
Business Permit	Can be issued to the owners of business premises within certain resident parking zone.	£315	60	

Name of Permit	Explanation of Permit Use	Annual Cost	No of Current Permits	Notes
Commercial Permit	For a person who in the course of their business is required to visit premises in a resident parking zone.	£438	5	Can buy one for one resident parking zone only for £113
Property Permit	Available to a person who owns an unoccupied property in a resident zone and is engaged in building or renovation work.	£88	1	Daily permit is available at £2 a day.
Guest House Authorisation Card	Allows the proprietors of guesthouses to give guest house permits to their paying guests.	£315	68	The permits are only valid in community or guest house bays
Community Permits	Entitles the holder to visit a resident for the purpose of delivering care or a service	£42	510	Can be purchased as day permits at £20 for a book of 20 - reduced to £4 a book for charities
Attendance Permits	Can be issued to a resident who is in need of care or in receipt of Attendance Allowance or Disability Living Allowance	Nil	81	
Special Additional Permit	Can be supplied to residents who are in receipt of Attendance Allowance or Disability Living Allowance for use on their own vehicle.	Nil	17	
Charity Permit	Allows a charity to have a permit for their staff.	Nil	43	
Low Emission Permits AND Short Vehicle Permits	A discount is allowed of 50% off all permits.  A discount is allowed of 50% off all permits for vehicles that are less than 2.7 metres	50% off  50% off	36	Low Emission is defined as a vehicle that meets the requirements of condition (Band) A or condition (Band) B of the Vehicle Excise and Registration Act 1994.  The number of current permits is a combined figure for low emission and short vehicle permits.

### Other On-Street Permits

Magistrates Permit	Allows a magistrate to park in the designated bays in King's Staith	Nil		Not issued by Parking Services
Police Permit	Allows a police vehicle to park in the designaged bays in King's Staith	Nil		Not issued by Parking Services
Doctors Permit	Allows doctors to park in the designated bays in Driffied Terrace.	£42	12	
Market Trader's Permit	Allows market traders to park in the pay and display bays in Foss Islands Road at a reduced rate.	Nil		Not issued by Parking Services
York Car Club Permit	Allows car club cars to park in the designated bay in Fulford Road	Nil	2	

Name of Permit	Explanation of Permit Use	Annual Cost	No of Current Permits	Notes
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### Off-Street Permits

Minster Badge	Allows residents a discount in most car parks	Nil	1,493	This is the total provided for the last financial year and not the total number in circulation.
Season Ticket	Allows parking in most car parks at a reduced charge.	£995	122	£100 a month or weekly mobile phone payment of £40
Residents Contract Permit	Allows discounted parking for those residents who live within the central area.	£576	30	A permit for Foss Bank Car Park is £650. The permits can also be purchased monthly for £60 at Foss Bank and £50 for other car parks. Foss Bank is more expensive because it offers secure overnight parking.
Staff Scratchcards	Allows parking in most car parks by staff when on council business.	£65	1,376	Book of 20 cards.
Staff Essential User Permit	Allows parking in most car parks by staff who need to use a car most working days when on council business.	£500	49	
Frequest User Permit (Non-Resident)	Allows a reduction for parking between 5pm and 8:30am and 8:30am - 12:30pm on Sundays	£120	5	Can also be bought quarterly for £40
Frequest User Permit (York Resident)	Allows a reduction for parking between 5pm and 8:30am and 8:30am - 12:30pm on Sundays	£84	42	Can also be bought quarterly for £21
York Car Club Permit	Allows parking for car club cars in designated bays in some car parks	Nil	9	
Low Emission Permits AND Short Vehicle Permits	A discount is allowed of 50% off all permits. A discount is allowed of 50% off all permits for vehicles that are less than 2.7 metres		5	The number of current permits is a combined figure for low emission and short vehicle permits.





## Environmental Parking Discounts

### Pollution Bands

The Government have established 7 Excise duty tax bands for vehicles powered by different sources of fuel based upon the CO<sub>2</sub> emissions produced by the engine. Bands A to F only apply to vehicles first registered on or after 1 March 2001. Band G only applies to vehicles first registered on or after 23 March 2006. Vehicles first registered prior to March 2001 are considered separately for Excise duty purposes and this is not based upon any consideration of CO<sub>2</sub> emissions.

For vehicles first registered on or after 1 March 2001 the CO<sub>2</sub> emissions are recorded on the Vehicle Registration documents. This information is also available via interrogation of a central database.

Obtaining information about the volume of vehicles within each Band has proved very difficult but the following table appears to be the most reliable.

Table 1

TOTAL	Great Britain			
	2002	2003	2004	2005
	'000	'000	'000	'000
All Cars with CO <sub>2</sub> band	25,782	26,240	27,028	27,520
Band A	N/A	<1	<1	>1
Band B	60	129	205	277
Band C	1,148	1,873	2,625	3,324
Band D	1,130	1,646	2,189	2,757
Band E	890	1,329	1,753	2,145
Band F	1,411	2,069	2,673	2,079
unavailable	21,143	19,194	17,583	15,797

Source DfT

### Scope for offering differential parking charges based upon Pollution Bands

Unfortunately the totals in the bands together with the 'unavailable' category (taken to be vehicles registered pre March 2001) do not sum to the total number of registered vehicles. For 2005 for example there are 1,142k vehicles unaccounted for. On the basis that these plus the 'unavailable' category are not within the scope of the Governments Vehicle Tax Band system only 38.45% of the vehicles using the roads of the UK come within that scope.

There is no reason to suppose that the mix of vehicles using the roads of York have any different composition to those nationally and thus the application of such a differential tariff would only impact upon 38.45 % of our current users.

### **Tariff structure**

Taking into account the fact that 61.55% of vehicles cannot be offered a differential parking tariff the city potentially has 8 basic tariff bands (A to G plus the unallocated CO2 category). Assuming that the Council wish to continue with offering a Residents discount the number of tariff bands would be 16. Currently the council operates with two basic tariff bands (Residents and others).

Each tariff band contains 7 pricing levels (1hour, 2 hour, etc). Adoption of a fully flexible tariff structure with residents' discounts would mean that there would be  $16 \times 7 = 112$  different payment rates. (currently 14).

The council's Pay and Display ticket machines now operate at the limit of their payment rates and could not accommodate even one single additional payment option. The machines that the council operates have the highest number of payment rates of any Pay and Display machine manufactured.

The present tariff structure requires a quite complex tariff board at the point of sale and the customer to perform a simple manual task if wishing to obtain the Residents discount. Complaints about the confusing nature of the tariff board are very regular and customers on a daily basis fail to obtain the correct tariff for their status either resulting in a Penalty Charge Notice or a complaint.

### **Charging regime**

In order to estimate the potential income effects some assumptions are necessary. Table 2 below gives the actual percentages of vehicles in each charging band and an officer assumed premium to be paid by vehicles in that band relative to the standard pricing structure.

Table 2

			Effective impact	
		Premium of	relative to	
		standard	standard	
		pricing	pricing	
		structure	structure	
A	0.001%	0.5	0.001%	
B	1.006%	0.5	0.503%	
C	12.077%	1	12.077%	
D	10.017%	1.25	12.522%	
E	7.794%	1.5	11.690%	
F	7.553%	1.5	11.329%	
Unbanded	61.552%	1	61.552%	

Based upon this structure the up rate relative to the standard pricing structure would be 109.674%.

### **Impact upon Income**

An income of £6,489k was achieved from car parking and on street ticket sales in 2006/7. Were the above structure to be in place the income would have increased by £628k assuming no price resistance. Undoubtedly there would be price resistance and based upon 10% less band C vehicles using the parking facilities and C and 15% less Bands D and E vehicles this theoretical income would become £322k.

### **Impact upon Expenditure**

#### Capital

As mentioned above the Pay and Display Machines would be incapable of accommodating any further complication of the tariff structure. An entirely new ticket purchasing system would thus have to be sourced and installed. Given the complexity of the tariff (even a simple version combining different CO2 bands and charging residents/others the same) the only solution would be to move to an automatic ticket vending machine such as commonly found on London Underground stations. The ticket supplied would then need to be displayed in the vehicle to facilitate enforcement. With the use of differential tariffs based upon Vehicle Excise bands Pay and Display is the only system that would permit any effective enforcement.

The introduction of new equipment into Haymarket and Peel Street would not be cost effective (as these are due to close within the near future) and these should be left as standard Pay and Display.

Based upon the installation of new equipment into 13 car parks (11 city centre + East Parade and Bishopthorpe Road) a total of 40 machines would be required. Research appears to indicate that the installed cost of a machine is some £30k meaning that Capital of £1,200k would be required. A further £80k would be needed to cover the replacement of the current tariff boards with a touch screen system to show customers the cost of any option they might be interested in. All equipment would need to be sheltered from the elements adding a further £135k. To pay back the combined capital outlay over 7 years would cost around £330k pa

#### **Revenue**

Enforcement could only be done by knowing that the vehicle concerned was within a particular Vehicle Tax band and (if the Residents discount was allowed for) was driven by a resident. The first information could be obtained either via an examination of the Excise disk or interrogation of DVLC. The second by ensuring the vehicle displayed a Residents badge or interrogation of the councils Minster Badge issue database. Both considerations indicate

an extended use of the Blackberry mobile Internet connection device currently in use. Even with this device enforcement would slow down as a consequence of the more extensive checks. To compensate would require an increase in Parking Attendant establishment of at least 6 posts at an annual cost to the council of £198k.

### **Impact upon Parking Account**

Table 3 gives the anticipated Income and Expenditure situation post introduction.

Table 3

Income		Expenditure	
Additional car park income	£322k	Capital repayments	£330k
		Enforcement	£198k
<b>TOTAL</b>	<b>£322k</b>		<b>£528k</b>

Overall impact – Annual LOSS of £206k

## Appendix G

## Financial Impact of different Respark Permit Charges

■ indicates that the charge has been changed from that in use in 2007/8

SERVICE	2007/08	Option A	Option B	Option C	Option D
	Actual Charge	Proposed Charge	Proposed Charge	Proposed Charge	Proposed Charge
	£	£	£	£	£
Special Control Permit	88.00	44.00	88.00	44.00	0.00
Quarterly charge	27.25	13.60	27.25	13.60	0.00
Special Additional Permit	88.00	44.00	88.00	44.00	0.00
Quarterly charge	27.25	13.60	27.25	13.60	0.00
Business Permit	315.00	315.00	315.00	315.00	315.00
Guest House Authorisation Card	315.00	315.00	315.00	315.00	315.00
Multiple Occupancy Permit	126.00	126.00	126.00	126.00	126.00
Landlord's Permit	126.00	126.00	126.00	126.00	0.00
Household Permit					
-Standard	88.00	44.00	44.00	44.00	44.00
Quarterly charge	27.25	13.60	13.60	13.60	13.60
-Second	130.00	65.00	130.00	130.00	130.00
Quarterly charge	42.00	21.00	42.00	42.00	42.00
-Third	256.00	128.00	256.00	256.00	256.00
Quarterly charge	69.25	34.60	69.25	69.25	69.25
-Fourth	512.00	256.00	512.00	512.00	512.00
Quarterly charge	134.50	67.25	134.50	134.50	134.50
Visitor					
-Standard	1.00	1.00	1.00	1.00	1.00
-Concessionary	0.20	0.20	0.20	0.20	0.20
Doctors Permit	42.00	42.00	42.00	42.00	42.00
Discretionary (R37) Permit	42.00	42.00	42.00	42.00	0.00
Day use R37 Permit					
- Standard	1.00	1.00	1.00	1.00	1.00
- Charities	0.20	0.20	0.20	0.20	0.20
Authorisation Card without Permit	2.50	2.50	2.50	2.50	2.50
Property Renovation Permit					
- Quarterly	88.00	88.00	88.00	88.00	0.00
- Daily	2.10	2.10	2.10	2.10	0.00
Commercial Permit	438.00	438.00	438.00	438.00	0.00

Commercial Permit (Specific Zone)	113.00	113.00	113.00	113.00	0.00
Penalty Charge Notice (PCN) Full	60.00	60.00	60.00	60.00	60.00
PCN Discounted	30.00	30.00	30.00	30.00	30.00
PCN Enforced	90.00	90.00	90.00	90.00	90.00
Admin Fee	50.00	50.00	50.00	50.00	50.00
Replacement Permit - Standard	120.00	120.00	120.00	120.00	120.00
- Concessionary	40.00	40.00	40.00	40.00	40.00
Immobilisation Release Charge	40.00	40.00	40.00	40.00	40.00
Vehicle Removal Charge	75.00	75.00	75.00	75.00	75.00
Vehicle Storage Charge Daily	6.00	6.00	6.00	6.00	6.00
Vehicle Disposal Charge	25.00	25.00	25.00	25.00	25.00
Admin Fee	50.00	50.00	50.00	50.00	50.00
Replacement Permit Respark First Replacement					
Second Replacement	120.00	120.00	120.00	120.00	120.00
- Concessionary	40.00	40.00	40.00	40.00	40.00
Replacement Minster Badge First Replacement	5.00	5.00	5.00	5.00	5.00
Second Replacement	5	5	5	5	5
<b>Total Income expected</b>	<b>£559,000</b>	<b>£385,000</b>	<b>£426,000</b>	<b>£424,000</b>	<b>£385,000</b>
<b>LOSS</b>	<b>0</b>	<b>£174,000</b>	<b>£133,000</b>	<b>£135,000</b>	<b>£174,000</b>

## Appendix H

## Resident Permit Charges

Authority	Annual Cost	Second permit	Visitors	Business	Notes
Ashford	£40.00				£40 in Zone B. Permits in Zone A cost £100.
Aylesbury Vale	£25.00				
Basingstoke & Deane	£22.00		£0.00		£25 in Whitchurch
Bath	£55.00	£75.00	20p/day		£60 in central zone.
Bedford	£15.00	£50.00			3rd permit costs £70.
Birmingham	£15.00	£30.00			Business/residents permits in the Gun Quarter cost £125 per annum and £60 in Jewellery Quarter, both for use in P & D bays. Considering significant increases.
Blackburn	£10.00			£35	
Bolton	£30.00		50p/day		
Bournemouth	£50.00	£50.00	£50.00		
Brighton and Hove	£80.00				
Bristol	£50.00				In current CPZ - max 1 per household. In proposed CPZ - 1st permit £50, 2nd £100, max 2 per household. All in P & D bays -no visitor permits, no eligibility of off-street facility available.
Bury	£15.00	£15.00	£0.00		No limit on residents permits (all £15) but only one visitor.
Cumbria	£0.00				County Council policy - applies to Carlisle, Eden, S. Lakeland, Barrow, Copeland & Allerdale.
Dacorum	£25.00	£50.00			
Darlington	£25.00				
Dartford	£0.00				Residents scheme currently being reviewed to extend borough-wide, with a charge.
Dorset	£60.00				
Dover	£30.00		£1/day		Charge is for on street only. A combined on-and off-street permit is available for £50 per annum. Max. 20 visitors per annum.
Edinburgh	£80.00				£160 in central zone.
Glasgow	£50.00				

Authority	Annual Cost	Second permit	Visitors	Business	Notes
Harlow	£17.00	£34.00	50p/day	£4 per day	Third Residents Permit £70 per year. Fourth Residents Permit £140. Commercial Vehicle Residents Permit £250 per year. Special Permits for Local Authority (inc Health) use £10 per year. Visitor Permits for residents £10 per year limited to one per household.
Hastings	£52.00		30p/hour		Cost is for exclusive residents bays. Shared residents bays (also for public use) cost £25 per year
Herefordshire	£25.00		£25.00		One of each type allowed.
High Wycombe (Bucks)	£25.00				
Liverpool	£0.00				
London Borough of Camden	£70.00				Increases up to £145 dependent on vehicle size.
London Borough of Kensington	£115.00				
London Borough of Wandsworth	£75.00				£18.75 for a green vehicle.
London Borough of Westminster	£115.00				If vehicle is under 1200cc price reduces to £80. Eco vehicles are free.
Luton	£19.00			£378	No limit per household.
Manchester	£0.00				
Medway	£15.00				
Neath Port Talbot	£10.00				Review on-going.
Nottingham	£0.00				Under review.
Oldham	£20.00				
Oxfordshire	£0.00				Residents of Henley are charged £65 per annum and Abingdon residents are charged £100 per annum.
Peterborough	£15.00				Each additional permit is £5.
Poole	£30.00				
Portsmouth	£0.00	£25.00			Just been reduced from £25 and £50.
Reading	£0.00	£50.00		£50 & £100	Discounted to £10 for environmentally friendly vehicles.
Salford	£25.00				£50 if off-street facility available.
Salisbury	£25.00				Cost is per permit - max 3 per household
Sandwell	£15.00	£20.00	10p/hour	£50	
Sefton	£0.00				
Shepway	£25.00				
Slough	£16.00	£16.00			
Southend	£30.00				Cost is for annual residents season car park season tickets.



Authority	Annual Cost	Second permit	Visitors	Business	Notes
Stockport	£0.00				An administration fee of £5 is charged each time that a permit is amended.
Stockton-on-Tees	£10.00				
Stoke on Trent	£10.00		£17.00	£25 or £150	Whilst the annual fee is only £10, a £70 joining fee is charged when the permit is initially issued. Maximum of two visitor permits (1st free to OAPs). Business permits £150 if they have off-street parking.
Swale	£30.00				Charge is for on-street only. An off-street residents permit is also available, at certain car parks, for £10.50 per quarter.
Taunton Deane	£30.00		£10.00		
Thanet	£20.00		£2.20/day	£200	Motorcycle permits are £10.
Three Rivers	£40.00	£80.00			
Trafford	£25.00				
Tunbridge Wells	£20.00				
Warrington	£0.00				
Watford	£16.50	£40.00			
Wigan	£10.00				
Winchester	£15.00	£15.00			Inner Area properties entitled to 1 permit and Outer Area properties entitled to 2 permits. Other areas - £30 each for 3rd/4th permits
Wirral	£0.00		£0.00		Replacement visitor permits £30
York	£88.00	£130.00	£5 for a book of 5	£315	3rd permit - £256 and 4th permit- £512. Visitor permits are reduced to £1 a book for over 60's, disabled and those on benefits
<b>Average</b>	<b>£27.91</b>				



## Parking charges in neighbouring towns and cities

	1 Hour	2 Hours	3 Hours	4 Hours	5 Hours	6 Hours	7 hours	8 Hours	Over 8 Hours	Evening Charge
York										
Short Stay	£2	£4	£6	£8	£10					£2
Standard Stay	£1.30	£2.60	£3.90	£5.50	£7	£9.50	£9.50	£9.50	£9.50	£2
Foss Bank	70p	£1.40	£2.10	£2.80	£3.50	£4.20	£4.90	£5.60	£6.30	Car Park Shut
Bridlington	0.70p - 0.90p	£1.40 - £1.80	£2.10 - £2.70	£2.80 - £3.60	£3.50 - £4.50	£4.20 - £5.40	£4.90 - £6.30	£5.60 - £7.20	£6.30 - £8.10	0.70p
Doncaster	0.40p - £1.20	0.80p - £2.40	£1.40 - £3.60	£3.50 - £5.50	£3.50 - £5.50	£3.50 - £5.50	£3.50 - £5.50	£3.50 - £5.50	£3.50 - £5.50	No
Halifax	0.40p - 0.60p	0.80p - £1.20	£1.20 - £1.80	£1.60 - £2.40	£2.00 - £3.00	£2.40 - £3.60	£2.80 - £4.20	£3.20 - £4.80	£3.60 - £5.40	No
Harrogate	0.60p - £1.20	£1.20 - £2.40	£1.80 - £3.60	£2.40 - £4.80	£3.00 - £6.00	£3.60 - £7.20	£4.20 - £8.40	£4.80 - £9.60	£5.40 - £10.80	£1
Huddersfield	0.60p - 0.80p	£1.20 - £1.60	£1.80 - £2.40	£2.40 - £3.20	£2.50	£4.00	£4.00	£4.00	£4.00	No
Hull	£2.20 - £2.30	£2.20 - £2.30	£3.30 - £3.40	£4.30 - £4.90	£4.30 - £4.90	£7.10 - £8.20	£7.10 - £8.20	£7.10 - £8.20	£7.10 - £8.20	No
Leeds	£1.20 - £1.50	£2.40 - £3.00	£3.20 - £4.50	£3.20 - £7.00	£3.20 - £7.00	£6.40 - £7.00	£6.40 - £7.00	£6.40 - £7.00	£6.40 - £7.00	£1
Scarborough	£1.20	£1.50 - £2.20	£3.20 - £3.50	£3.00 - £6.00	£4.00 - £6.00	£4.00 - £6.00	£5.00 - £9.00	£5.00 - £9.00	£5.00 - £9.00	No
Sheffield	£1.20 - £1.40	£2.40 - £2.80	£3.60 - £4.20	£4.80 - £5.60	£6.00 - £7.00	£7.20 - £8.40	£7.20 - £8.40	£7.20 - £8.40	£7.20 - £8.40	No
Oxford	£1.90 - £3.00	£3.00 - £4.70	£4.80 - £7.00	£6.00 - £10.00	£9.70 - £14.30	£9.70 - £14.30	£14.50 - £21.00	£14.50 - £21.00	£18.20 - £25.70	No
Bath	0.80p - £1.20	£1.00 - £2.80	£2.00 - £4.00	£2.00 - £5.00	£3.00 - £7.00	£6.00 - £7.00	£8.00 - £9.50	£8.00 - £9.50	£8.00 - £12.00	No

NCP										
Stonebow	£1.80	£3	£4.50	£4.50	£4.50	£4.50	£4.50	£4.50	£4.50	
Piccadilly	£3	£3	£5.10	£5.10	£6.40	£6.40	£8.50	£8.50	£8.50	£3.90
Tanner Row	£1.40	£2.70	£4	£5	£6.20	£7.20	£7.20	£7.20	£9.50	
Queen Street	£4.90	£4.90	£4.90	£4.90	£7.50	£7.50	£7.50	£7.50	£9	£2
Leeman Road	£1	£2.50	£2.50	£4.50	£4.50	£4.50	£4.50	£4.50	£6	
Q Park										
Kent Street	£3	£3	£3	£3	£3	£3	£3	£3	£3	£3

1. York charges quoted are those applicable to non residents
2. Residents enjoy a 30p per hour discount on day time parking charges and a 50% discount in the evening

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