
MEETING	EXECUTIVE
DATE	20 OCTOBER 2009
PRESENT	COUNCILLORS WALLER (CHAIR), AYRE, STEVE GALLOWAY, MOORE, MORLEY, REID AND RUNCIMAN

PART A - MATTERS DEALT WITH UNDER DELEGATED POWERS

92. 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.

Cllr Moore declared a personal and prejudicial interest in agenda item 7 (Provision of the Breathing Space Scheme), as his sister might be making an application under the scheme.

93. EXCLUSION OF PRESS AND PUBLIC

RESOLVED: That the press and public be excluded from the meeting during consideration of Annex 6 to agenda item 6 (More for York – Blueprints), on the grounds that it contains information relating to the financial or business affairs of particular persons, which is classed as exempt under paragraph 3 of Schedule 12A of the Local Government Act 1972 (as revised by The Local Government (Access to Information) (Variation) Order 2006).

94. MINUTES

RESOLVED: That the minutes of the Executive meeting held on 6 October 2009 be approved and signed by the Chair as a correct record.

95. PUBLIC PARTICIPATION / OTHER SPEAKERS

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

With the consent of the Chair, Heather McKenzie, of UNISON, addressed the meeting in relation to agenda item 5 (More For York – Blueprints). She noted that UNISON had not been involved in the blueprinting work so had had little opportunity to consult its members. At this stage, she wished to highlight some general concerns about various aspects of the proposals, including the potential threat to jobs, the lack of Employment Impact

Assessments, the effect upon low paid staff of the proposed transfers to monthly pay, and the contractual arrangements with NKA. With regard to the latter, she drew attention to the problems experienced by a number of other local authorities as a result of similar contractual arrangements with consultants and urged that safeguarding measures be implemented to ensure this did not happen in York.

96. EXECUTIVE FORWARD PLAN

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

97. MORE FOR YORK - BLUEPRINTS

See also under Part B Minutes

Members considered a report which informed them of the outcomes of the recent blueprinting exercise undertaken as part of the More for York improvements and efficiencies programme (involving efficiency partners Northgate Kendric Ash) and proposed a series of decisions required to initiate work on delivering the programme benefits.

On 7 July, the Executive had received a review report on the programme and had approved further work to complete detailed business cases, or 'blueprints', for ten work streams. Since then, intensive work had been carried out on nine of the work streams to baseline costs and performance, explore options and develop firm proposals to deliver efficiencies. The results of this work were summarised in paragraph 22. Full details of the blueprints had been made available on the Council's website as Annex 1 to the report. With regard to the Adult Social Care stream, work was still ongoing to finalise the reviews of Home Care and Elderly People's Homes, the results of which would be reported to the Executive in November 2009 and January 2010. Details of the Organisational review stream, which would incorporate the outcomes of the other nine work streams, would be reported to the Executive in the next few months.

The gross savings predicted from each work stream were summarised at paragraph 31 of the report. The capital and revenue investments required to deliver the programme efficiencies were set out in Annexes 2 and 3 respectively. Annex 4 detailed savings and investments made in the Housing Revenue Account (HRA), while Annex 5 presented for Members' approval a log of decisions arising from the blueprinting exercise.

In response to questions from Members, Officers agreed to provide further information on the process for all decisions associated with the proposals, including those that did not require Executive approval.¹ With regard to the advice of the Shadow Executive and the points raised by the UNISON representative under Public Participation / Other Speakers, Officers confirmed that:

- There would be over 100 collection points across the City where residents could pay by cash if they wished

- Equality Impact Assessments (EIAs) had been carried out on every work stream and the process of consulting on and 'embedding' this work was ongoing.

RESOLVED: (i) That the decisions set out in Annex 5 to the report be approved, subject to Executive Members' comments at the meeting, as set out in the annex to these minutes.²

(ii) That authority be delegated to the Director of Resources to agree any eventual redundancy and pension costs and to report these costs, which will be funded from savings arising from the programme, through the quarterly budget monitoring process.³

(iii) That the Director of Resources be requested to inform the Executive Member for Resources and the Executive Leader of the redundancy and pension costs on a monthly basis throughout the process.⁴

(iv) That a full Equality Impact Assessment be undertaken.⁵

(v) That a Sustainability Review be undertaken of how the changes will impact on the Council's commitment to a 25% cut in CO₂ emissions, as detailed in the Carbon Management Programme, and that it be demonstrated that this is a 'golden thread' running through the More For York programme.⁶

(vi) That Officers meet with Post Office Counters Ltd. to examine how the implementation of the scheme for external payment points can assist local Sub Post Offices following the Government's closure programme.⁷

(vii) That Procurement changes be reviewed in the light of Council support for local firms and small businesses to trade with the Council.⁸

(viii) That negotiations for moves from weekly pay include the offer of budgeting training and contacts with the Credit Union, to ensure that members of staff are not adversely affected by the moves, should they be agreed with staff representatives.⁹

(ix) That details of a clear programme of engagement with unions, and a suggestion scheme open to all members of staff to bring forward suggestions and ideas for the More For York programme, be made available.¹⁰

(x) That the Chief Executive be asked to:

- a. ensure that there are regular meetings with all political groups to ensure that there is a clear understanding of the process across the Council,

- and that all-party meetings are arranged for briefings and
- b. issue an indicative timetable of the process to all Group Leaders.¹¹

(xi) That a record be maintained of the value added to the process by the engagement of the efficiency partner to demonstrate the effective use of council taxpayers' money in the fees being paid.¹²

(xii) That further briefings be provided before any proposals relating to Home Care and reconfiguration of Elderly People's Homes provision are progressed.¹³

REASON: To enable the Council to commence work on delivery of the strategic objective to be an Effective Organisation, to deliver service improvements and create efficiency savings of £15m over the next three years, subject to appropriate provision for equalities and sustainability requirements, staff protection and Member involvement.

Action Required

- | | |
|---|----|
| 1. Circulate this information to Members as requested | SA |
| 2. Note Members' comments and Implement the approved decisions | SA |
| 3. Take action to ensure redundancy and pension costs are reporting via the budget monitoring report | SA |
| 4. Ensure that pension and redundancy costs are reported to the Executive Member on a monthly basis | SA |
| 5. Make arrangements to conclude work on the EIAs | SA |
| 6. Make arrangements to undertake a Sustainability review | SA |
| 7. Set up a meeting with Post Office Counters Ltd. | SA |
| 8. Review Procurement changes | SA |
| 9. Arrange budgeting training and contacts with the Credit Union for staff moving to monthly pay | SA |
| 10. Draw up details of a programme of engagement with unions and a staff suggestion scheme | SA |
| 11. Arrange a timetable of cross-party meetings and circulate to Group Leaders | SA |
| 12. Make arrangements to record and maintain details of value added to the process by efficiency partners | SA |
| 13. Ensure that briefings are provided on any proposals relating to Home Care and reconfiguration of Elderly People's Homes | SA |

98. PROVISION OF THE BREATHING SPACE SCHEME

Members considered a report which sought approval for the City of York Council's participation in a Regional Mortgage Assistance Loan Scheme called 'Breathing Space'.

The Breathing Space loan was an interest-free secured loan to assist homeowners in difficulty with their mortgage or secured loan repayments. Wakefield Council would be the Accountable Body for the scheme, which would work in a similar way to the existing regional home improvement loans scheme administered by Sheffield Council on behalf of Yorkshire and Humberside local authorities.

To enable Wakefield to act as the Accountable Body, participating authorities were required to delegate certain functions to Wakefield Council. Members were invited to decide whether to approve the policy to provide the Breathing Space scheme and allow Wakefield to discharge these functions (Option A) or not (Option B). Option A was recommended, on the basis that it would add another, more flexible option to the Council's tool box in tackling re-possession and, ultimately, homelessness. A draft policy for the scheme was attached as Annex 1 to the report.

Officers confirmed at the meeting that the Wakefield Scheme (on which the Breathing Space scheme was based) had already helped about 28 households in its first year, as compared to a total of 7 York households assisted to date by the Golden Triangle Mortgage Rescue Scheme and the Government's National Mortgage Rescue Scheme

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

RESOLVED: (i) That Option 1 be approved and that Wakefield Metropolitan District Council be nominated to act as the administrative body and banker for the scheme.

(ii) That the draft policy at Annex 1 to the report be approved.¹

(iii) That Wakefield Metropolitan District Council be allowed to discharge the following functions for City of York under the provisions of the Local Government Act 2000 and the Local Authorities (Arrangement for the Discharge of Functions) (England) Regulations 2000, in accordance with the authority's well-being powers under Section 2 of the Local Government Act 200:²

- Offering loans to the owners of properties who are in mortgage difficulties
- Agreeing regional arrangements for deciding whether the amount of the loan to be paid on redemption of the mortgage should be deferred or repaid in instalments, or waived in whole or in part.

(iv) That the policy to provide loan support to cover the costs of setting up the loan be approved.³

REASON: To enable the Council to participate in a regional scheme which will assist homeowners in difficulty with their mortgage or secured loan repayment and will provide another option for the Council in tackling house repossession and, ultimately, homelessness.

Note: Cllr Moore, having declared a prejudicial interest in the above item, left the meeting during consideration of the item and took no part in the discussion or decision thereon.

Action Required

1. Make arrangements to implement the agreed Policy SB
2. Carry out any further action required to enable Wakefield
to discharge these functions SB
3. Carry out any further action required to implement the
policy to provide loan support SB

PART B - MATTERS REFERRED TO COUNCIL

99. MORE FOR YORK - BLUEPRINTS

[See also under Part A minutes]

Members considered a report which informed them of the outcomes of the recent blueprinting exercise undertaken as part of the More for York improvements and efficiencies programme (involving efficiency partners Northgate Kendric Ash) and proposed a series of decisions required to initiate work on delivering the programme benefits.

On 7 July, the Executive had received a review report on the programme and had approved further work to complete detailed business cases, or 'blueprints', for ten work streams. Since then, intensive work had been carried out on nine of the work streams to baseline costs and performance, explore options and develop firm proposals to deliver efficiencies. The results of this work were summarised in paragraph 22. Full details of the blueprints had been made available on the Council's website as Annex 1 to the report. With regard to the Adult Social Care stream, work was still ongoing to finalise the reviews of Home Care and Elderly People's Homes, the results of which would be reported to the Executive in November 2009 and January 2010. Details of the Organisational review stream, which would incorporate the outcomes of the other nine work streams, would be reported to the Executive in the next few months.

The gross savings predicted from each work stream were summarised at paragraph 31 of the report. The capital and revenue investments required to deliver the programme efficiencies were set out in Annexes 2 and 3 respectively. Annex 4 detailed savings and investments made in the Housing Revenue Account (HRA), while Annex 5 presented for Members' approval a log of decisions arising from the blueprinting exercise.

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

RECOMMENDED: (i) That Council agree a capital investment budget of £700k (£475k in 2009/10, £200k in 2010/11) to deliver the efficiencies, to be financed through prudential borrowing, with associated revenue

implications being funded from savings arising from the programme, as set out in Annex 2 to the report.

(ii) That Council agree to a one-off revenue spend of £215k (£15k in 2009/10, £200k in 2010/11) and ongoing revenue investments of £410k (£128k in 2009/10, £82k in 2010/11, £200k in 2011/12), as set out in Annex 3 to the report, to be funded from savings arising from the programme.

REASON:

To enable the Council to commence work on the delivery of this strategic objective to be an Effective Organisation, to deliver service improvements and create efficiency savings of £15m over the next three years.

A Waller, Chair

[The meeting started at 2.00 pm and finished at 2.50 pm].

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	Neighbourhood Services			Executive Comments Oct 2009
1.1	Centralisation of the administrator resource within Neighbourhood Services	Exec	July 09	
1.2	The YCC will be developed to be the first point of contact for the customer of Neighbourhood Services	Exec	July 09	Need to have clarity on the systems which operate for members to report Street level problems which are quick and effective.
1.3	Staff will be developed in order to fulfil the required outcomes of the new business	Exec	July 09	
1.4	Implement changes to staff terms and conditions to enable flexible deployment of staff and maximise productivity	Exec	July 09	
1.5	Opportunities for generic working will be implemented where it will provide a service improvement	Exec	July 09	
1.6	Implement mobile working to maximise the potential of operational staff	Exec	Oct 09	
1.7	Provide additional recycling containers to enable prior to collection customers to sort recycling	Exec	Oct 09	Need clarity on the advertising campaign with residents to help the improvement in efficiency of the recycling service and impact on

	Neighbourhood Services			Executive Comments Oct 2009
				landfill waste in the areas benefiting from this action.
1.8	CMT to review the scope and delivery of Fleet	CMT	Sept 09	Carbon emissions analysis to be produced.
1.9	Develop proposals for extending area based working	Exec	April 10	This has been agreed in principle following the report from the Interim Neighbourhood Services Director approved by Executive in July. However Executive need a clear timeable on the changes that will be implemented and the impacts and improvements that will be felt by residents.

2	Customer Services			
2.1	Establish a single Customer Service organisation for all face to face telephony and internet customer contact	Exec	Oct 09	Need to have clarity on the systems which operate for members to report Street level problems which are quick and effective
2.2	Consolidate all city centre face to face contact points under	Exec	Oct 09	Need to have clarity on the HR

2	Customer Services			
	one manager and base at St Leonard's – close customer receptions at, 10-12 GHS and 20 GHS and Mill House (retaining business reception)			implications of this change.
2.3	Extend YCC opening hours to weekday evenings and Saturday mornings	Exec	Oct 09	Must increase costs?
2.4	Undertake small scale re-branding of single customer service organisation	CMT	Sept 09	Cost?
2.5	Develop a programme to bring in new services into the YCC prior to the move to the new HQ	Exec	Oct 09	
2.6	Review internal telephone handling teams (HR ICT Property) to identify where use of call centre telephony could deliver efficiencies	CMT	April 2010	
2.7	Increase the range of services delivered over the internet and encourage take up of this channel	Exec	Oct 09	The Easy@york programme was developing this so there needs to be clarity on how the use of NKA has added value to the process, and how their engagement will achieve delivery which would have not otherwise happened.

2	Customer Services			
2.8	Develop a profile of our customer to give us insight into the needs of customer in specific localities and in different communities of interest to help shape ongoing delivery of services	CMT	Sept 09	There are several datatypes around to predict how certain neighbourhoods will need services. Whilst this is helpful it does not make up for the need for coordinated collation and use of information on actual demands on services by York residents.

3	Income Collection/Debt Management			
3.1	Develop a proposal to procure an alternative external payment service and close cashiers.	Exec	Nov 09	Need to ensure meeting with Post Office Counters to support local sub Post Offices
3.2	Centralise all income and recovery in order to maximise income collection (see 3.5 below)	Exec	Oct 09	Long overdue.
3.3	To undertake a full review of fees and charges and to recommend new fees/rates from 2010/11	CMT	Sept 09	Budget issue. Not an NKA saving
3.4	Directorates to review how they will comply with the Income Policy	CMT	Sept 09	

3	Income Collection/Debt Management			
3.5	Develop a further business case to assess the inclusion of Housing rents in the centralised service	CMT	Sept 09	

4	Procurement			
4.1	The Corporate Procurement function will be responsible for the control and oversight of all tendering activity and controlling and engagement of new suppliers.	CMT	Sept 09	All processes should be reviewed so that they comply with the policy of council to help local businesses and especially small firms to do business with the council.
4.2	Implementing a portfolio of appropriate methods including self billing, procurement cards, consolidated billing, use of period /call off ordering, revised expenses process, direct debit etc	CMT	Sept 09	
4.3	Review and revise the Procure to Pay processes to increase control reduce complexity and effort.	CMT	Sept 09	
4.4	Assert control over ordering by establishing Informed Buyers and a requisition clearing house and amending the current requisition process within FMS.	CMT	Sept 09	
4.5	Develop action plans and a performance	CMT	Sept 09	

4	Procurement			
	framework to increase the level of Contracted spend in the next 3 years. This will including carry out reviews on key strategic contracts			
4.6	Review the current use of purchasing organisations. The reviews output will focus on recommendations to the short to medium term use of purchasing organisations and existing consortia arrangements	CMT	Sept 09	
4.7	Make framework contracts mandatory where they meet the identified need. They should be used in preference to the council conducting a full tender process or 3 quotes process.	CMT	Sept 09	

5	ICT			
5.1	Market test the provision of a Data Centre	CMT	Sept 09	
5.2	Tender of a corporate managed print contract to include desktop printers, photocopiers and all internal print units, reducing the number of printers to approximately 1 per 50 employees.	CMT	Sept 09	Welcome as a means of changing culture to low energy consumption
5.3	Explore other media option with members for committee papers and other printed output	CMT	Sept 09	Better use of IT is to be welcomed

5	ICT			
5.4	Review the usage of all PCs to develop a plan for the reduction of PCs and software	CMT	Sept 09	Welcome as a means of changing culture to low energy consumption
5.5	Centralise the ICT Service	CMT	Sept 09	
5.6	Review the ICT support for Schools	CMT	Sept 09	
5.7	Agree a review of the current IT development plan mechanism	CMT	Sept 09	
5.8	Review the support arrangements for the Libraries learning and people's network	CMT	Sept 09	
5.9	Review the possible inclusion of the provision of schools network (excluding curriculum) via the current Network contract	CMT	Sept 09	

6	HR			
6.1	Agreement to a new delivery model for HR, as a centralised service. This includes case management for HR advice.	CMT	Sept 09	This was required following the budget process in February.
6.2	Agreement to the transfer of specific non-HR staff (or equivalent resource) undertaking HR transactional work into the HR business support team.	CMT	Nov 09	
6.3	Agreement that functional advice related to HR disciplines (including payroll, H&S and	CMT	Sept 09	

6	HR			
	training and development) should be provided through the HR service.			
6.4	Commence negotiations with staff and unions to move staff from weekly to monthly pay with support for the transition.	Exec	Oct 09	This needs to be achieved in a collaborative way which ensures that all those members of staff receive the necessary support to carry them over into a monthly payment system. With the 'Learn and Thrive' budgeting courses being run jointly by CYC and Avivia and links with the Credit Union there are ample opportunities to assist with this change.
6.5	Review Management of change policies, redeployment, redundancy and flexible working policies	CMT	Sept 09	There needs to be feedback from negotiations with the Unions of this issue
6.6	Develop a package of improvements to staff and management development, training and staff benefits	CMT	Sept 09	
6.7	Develop a resourcing	CMT	Nov 09	

6	HR			
	strategy including a review of direct workforce and sourcing via the sole provider contract and internal recruitment pool.			

7	Property			
7.1	Aggregate all Facilities Management services (both those currently outsourced and internally provided) and market test them	Exec	Oct 09	This is a requirement from the February vote on the Council budget.
7.2	To establish a coordinated Enabler-Commissioner function (operational and technical) for delivery of projects through Professional, Technical and Contractor services, incorporating a review of Project management	CMT	Sept 09	
7.3	Market test provision of professional & technical services in order to ensure efficiency and service improvements are realized.	Exec	Oct 09	This is a requirement from the February vote on the Council budget.
7.4	To approve the establishment of an Executive Champion and Asset Board (to include the Corporate Landlord, Chief Finance Officer, City Strategy and Housing Landlord).	Exec	Oct 09	

7	Property			
7.5	Review the Commercial Portfolio	Exec	Nov 09	This is a requirement from the February vote on the Council budget.
7.6	Develop the business case for a single asset register for all land and property information in place of current disparate systems.	CMT	Sept 09	

8	Housing Landlord Services			
8.1	To Integrate the Client & Contractor elements of the repairs service	Exec	Oct 09	The Executive Member needs to be regularly briefed on how negotiations are progressing on these changes.
8.2	To develop and implement dynamic scheduling to improve repairs appointments, productivity and repairs performance; supported by mobile working across the service to improve productivity, job processing, reduced back office costs and reduced overall customer contact time.	CMT	Sept 09	
8.3	Retain the M&E function within Neighbourhood Services and as part of the property services review	CMT	Sept 09	

8	Housing Landlord Services			
	consider the long-term viability of the service and its future location.			

9	Adult Social Care			
9.1	Proceed with implementation of an electronic home care monitoring system (already funded through IT development Plan)	CMT	Sept 09	Need to be clear how this scheme is being accounted for in the efficiency review if there is already funding through the IT development Plan.
9.2	Redesign Adult Social Care End to end customer process and organisational design	CMT	Sept 09	
9.3	Agree the scope of Home Care tender exercise in April 2010	CMT/ Exec	Oct/Nov 09	This will follow full briefing to Executive
9.4	Agree rationale for change, approach and timescales for decisions in relation to Elderly Peoples Homes (EPH) review.	CMT	Oct 09	This will follow full briefing to Executive
9.5	Agree interim changes to EPH provision arising from first phase of EPH review	Exec	Jan 10	This will follow full briefing to Executive
9.6	Agree long-term EPH strategy and transformation plan	Exec	July 10	This will follow full briefing to Executive

10	Finance			
10.1	<p>Recommend to Council the agreement of a capital investment budget of £700,000 (£475,000 2009/10, £225,000 2010/11) to deliver these efficiencies, to be financed through prudential borrowing, with associated revenue implications being funded from savings arising from the programme. These are set out in Annex 2.</p>	Exec	Oct 09	
10.2	<p>Recommend to Council agreement of one off revenue spend of £215,000 (£15,000 2009/10, £200,000 2010/11) and ongoing revenue investments of £410,000 (£128,000 in 2009/10, £82,000 2010/11, £200,000 2011/12) as set out in Annex 3, to be funded from savings arising from the programme.</p>	Exec	Oct 09	
10.3	<p>Members are asked to delegate authority to the Director of Resources to agree any eventual redundancy and pension costs and report these through the quarterly budget monitoring process. These costs will be funded</p>	Exec	Oct 09	<p>There will need to be democratic accountability of these actions before they reach the quarterly monitoring meetings. Whilst there is confidence in</p>

10	Finance			
	from savings arising from the programme			the post holder achieving the savings this should be done with engagement with the Executive Member for Resources and Leader.

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