



Notice of meeting of

Executive

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|---------------|--|
| To: | Councillors Steve Galloway (Chair), Aspden, Sue Galloway, Jamieson-Ball, Reid, Runciman, Sunderland, Vassie and Waller |
| Date: | Tuesday, 25 March 2008 |
| Time: | 2.00 pm |
| Venue: | The Guildhall, York |

AGENDA

Notice to Members - Calling In:

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

10:00 am on Thursday 20 March 2008, if an item is called in *before* a decision is taken, *or*

4:00 pm on Thursday 27 March 2008, if an item is called in *after* a decision has been taken.

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

1. **Declarations of Interest**

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

2. Exclusion of Press and Public

To consider the exclusion of the press and public from the meeting during consideration of Annex A to agenda item 9 (Gas Servicing Future Procurement), on the grounds that it contains information relating to the financial or business affairs of any particular person (including the authority holding that information). This information is classed as exempt under Paragraph 3 of Schedule 12A to Section 100A of the Local Government Act 1972, as amended by the Local Government (Access to information) (Variation) Order 2006.

3. Minutes (Pages 3 - 8)

To approve and sign the minutes of the Executive meeting held on 11 March 2008.

4. Public Participation

At this point in the meeting, members of the public who registered their wish to speak regarding an item on the agenda or an issue within the Executive's remit can do so. The deadline for registering is **5:00 pm on Thursday 20 March 2008**.

5. Executive Forward Plan (Pages 9 - 10)

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

6. Theatre Royal Funding Agreement 2008/09 (Pages 11 - 22)

This report asks Members to approve a new Service Level Agreement (SLA) with the Theatre Royal, to come into effect once the current SLA comes to an end on 31 March 2008.

7. Annual Audit Letter (Pages 23 - 50)

This report summarises the key messages, findings and conclusions set out in the Annual Audit Letter of the District Auditor in respect of the 2006/07 audit year.

8. Review Report - Safe City (Pages 51 - 78)

This report responds to a request from Group Leaders for a review report highlighting how the Council can assist the police in making improvements in relation to the Safe City agenda.

9. Gas Servicing Future Procurement (Pages 79 - 88)

This report presents the results of a recent procurement exercise undertaken in relation to gas servicing and suggests a future direction for the gas servicing and maintenance service to council dwellings, following expiry of the current contract on 31 March 2008.

10. Urgent Business

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

Democracy Officer:

Name: Fiona Young

Contact details:

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

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

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

Contact details are set out above.

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If you would, you will need to:

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

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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

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

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Holding the Executive to Account

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

Scrutiny Committees

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

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

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City of York Council

Committee Minutes

| | |
|---------------|--|
| MEETING | EXECUTIVE |
| DATE | 11 MARCH 2008 |
| PRESENT | COUNCILLORS STEVE GALLOWAY (CHAIR), ASPDEN, SUE GALLOWAY, JAMIESON-BALL, REID, RUNCIMAN, SUNDERLAND, VASSIE AND WALLER |
| IN ATTENDANCE | COUNCILLOR HOGG (for agenda item 5 – Future of the City Archives Service) |

175. 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 Reid declared a personal, non prejudicial interest in agenda item 5 (Future of the City Archives Service), as a member of an organisation that had material in the archives.

Cllrs Sue Galloway, Jamieson-Ball and Reid each declared a personal and prejudicial interest in agenda item 8 (Derwenthorpe – Amendments to the 'Agreement for Sale' and 'Framework Agreement') as members of the Planning Committee that would deal with the planning application in respect of the Derwenthorpe development. They all left the room during consideration of this item and took no part in the discussion or decision thereon.

During the discussion on agenda item 7 (City Walls: Maintenance and Restoration Partnership), Cllr Runciman declared a personal, non prejudicial interest in relation to comments made about York College, as a governor of York College.

176. MINUTES

RESOLVED: That the minutes of the Executive meeting held on 26 February 2008 be approved and signed by the Chair as a correct record.

177. PUBLIC PARTICIPATION / OTHER SPEAKERS

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

Dr Eileen White, Chair of the Friends of York City Archives addressed the meeting in relation to agenda item 5 (Future of the City Archives Service). She confirmed the Friends' support for the proposed feasibility study as a

way forward and that they looked forward to helping the project in as many ways as possible.

Andrea Dudding, of UNISON, had prepared a written submission in respect of agenda item 5, which was circulated to Members with the Chair's permission. This expressed UNISON's support for the proposals in the report and asked Members to accept Option A in respect of funding for the project.

178. 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.

179. FUTURE OF CITY ARCHIVES SERVICE

Members considered a report which proposed the next steps in determining a way forward for the future of the City Archive.

Further to the recommendations from the Scrutiny review of the Archive service, undertaken in 2005, it had now been determined that it would not be possible through the tendering process to procure a service which met the Council's requirements within the available budget. It was therefore necessary to consider options for a revised in-house service. It was not considered viable to retain the service in its current form, since this would not address concerns about the adequacy of existing facilities to house the collection, accessibility (including virtual access), level of use and links to other city initiatives. It was therefore proposed to carry out a feasibility study to investigate options for governance structures.

The National Railway Museum had agreed to make available their Senior Curator, Knowledge and Access to lead this project, working an average of 3 days per week over a period of 9 months. Members were invited to consider the following options to fund the cost of buying in project leadership, estimated at around £30k:

Option A – Fund the full amount from the Council's reserves.

Option B – Partly offset the cost by keeping the half-time City Archivist post vacant during this period, saving £12k, and fund the remaining sum from reserves.

Officers confirmed that the proposals outlined in the report would not affect the funding decisions made at Budget Council in respect of the Archives.

Having considered the comments of the Shadow Executive, the comments made under Public Participation and the written comments on behalf of UNISON, it was

RESOLVED: (i) That the proposed feasibility study be approved.¹

(ii) That funding option A be approved and the full cost of buying in project leadership from the NRM be funded from reserves.

REASON: To progress development of options for the future of the city archives.

Action Required

1. Finalise agreement with NRM and commence feasibility study. ST

180. CITY TREE STRATEGY - SCOPING REPORT

Members considered a report which examined options for developing a strategic approach towards the management and protection of the City's trees.

The report had been drafted to take account of the comments of Group Leaders in response to an initial scoping report presented to them in August 2007. It recommended the production and implementation of a Council tree strategy to streamline and improve the efficiency of current practices and procedures, increase the overall number of trees and areas of woodland and fulfil the authority's duty to respond to the Regional Forestry Strategy for Yorkshire and the Humber. It would include a vision of the City's aspirations; baseline data; short, medium and longer term targets; and an Action Plan that specified procedures and means of implementation. Details of current tree management arrangements were attached as Annex A to the report, and examples of potential actions for inclusion in the Action Plan at Annex B.

The options presented in the report were:

Option A – to make no change to the current way in which the Council manages the trees over which it has control and influence.

Option B – to approve the production and implementation of a Council tree strategy, as outlined and recommended in the report.

Should Option B be approved, it was proposed to present a draft Strategy and Action Plan to the Executive in July 2008 and a final version in December 2008, following consultation.

Having considered the comments of the Shadow Executive, it was

RESOLVED: That Option B, the production and implementation of a Council tree strategy, be approved.¹

REASON: To provide a strategic approach to tree management and future planning within the City of York.

Action Required

1. Begin production of Consultation draft of Strategy (completion by July 2008). JB

181. CITY WALLS: MAINTENANCE AND RESTORATION PARTNERSHIP

Members considered a report which sought approval to establish a partnering agreement between the Council's City Strategy and Neighbourhood Services departments, for the delivery of maintenance, restoration and major schemes on the City Walls.

All of this work was currently carried out by the Neighbourhood Services (NS) (formerly CSO) ancient monuments team. On most of the occasions in the past when works had been put out to tender, the CSO/NS team had secured the contract, due to the limited number of private contractors with the necessary range of specialised skills. They had been awarded a five year contract in 2000 but, due to staff shortages in Engineering Consultancy, the work had not been re-tendered in 2005.

Alternative procurement methods had been assessed against the Council's Service Procurement Hierarchy and discussed with the Corporate Procurement Team (CPT). In view of the expertise within the NS team, the relatively low annual value of the works and the requirement for a reactive locally based service, the CPT had advised that the best way to deliver the service was through a Partnering Agreement between NS and City Strategy.

Members endorsed the arrangements between NS and York College to provide apprentice positions and continue the employment of skilled masons, ensuring that work on the Walls was carried out to the highest standard.

Having considered the comments of the Shadow Executive, it was

RESOLVED: (i) That the delivery of the maintenance and restoration of the City Walls by City Strategy and Neighbourhood Services, through a partnering agreement, be approved.

(ii) That a Service Level Agreement be agreed which will detail the framework and performance standards of the partnership, ensuring that this approach will improve the quality, productivity and cost of the service to the Council.¹

(iii) That this agreement commence on 1 April 2008, and be reviewed and monitored as detailed in the Service Level Agreement.

REASON: To ensure that the City Walls are maintained to a consistently high standard.

Action Required

1. Produce Service Level Agreement.

JB

182. DERWENTHORPE - AMENDMENTS TO THE 'AGREEMENT FOR SALE' AND 'FRAMEWORK AGREEMENT'

Members considered a report which sought approval to make amendments to the original agreements between the Council and the Joseph Rowntree Housing Trust (JRHT) in relation to the sale and development of the Derwenthorpe site.

A number of issues had arisen over the period since these agreements were signed in October 2002, resulting in the need make amendments. It was proposed that this be done by way of supplemental agreements. These would effect the changes requested by JHRT to deal with the Village Green issue and enable JRHT to 'self develop' individual development phases, as well as those sought by the Council to revise the structure of the overage provisions and oblige JRHT to seek to maximise profits from the development. It was confirmed that this 'profit' clause was a proposal generated by the District Auditor, who required the Council to obtain 'best value' when selling any of its assets and was designed to protect the interests of tax payers.

Options available to Members included:

Option 1 – to seek different amendments to those proposed, subject to further discussion and negotiation with JRHT. This was not considered necessary, as the proposed amendments addressed all the issues raised.

Option 2 – not to amend the agreements. This was not recommended as it would jeopardise the arrangements with JRHT.

Option 3 – to agree the amendments as proposed. This was the recommended option.

Having considered the comments of the Shadow Executive and the supplementary information provided by Officers in response to the Shadow Executive's questions on some technical aspects of the report, it was

RESOLVED: That Option 3 be approved, as set out in paragraph 5 of the report, and the necessary amendments be made to the 'Agreement for Sale' and the 'Framework Agreement' between the Council and Joseph Rowntree Trust.¹

REASON: In order to make progress on this important project.

Action Required

1. Amend the agreements.

JB

S F Galloway, Chair

[The meeting started at 2.00 pm and finished at 2.30 pm].

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EXECUTIVE FORWARD PLAN

| Table 1: Items scheduled on the Forward Plan for the Executive Meeting on 8 April 2008 | | |
|---|---------------|-------------------------|
| Title & Description | Author | Portfolio Holder |
| None | | |

| Table 2: Items scheduled on the Forward Plan for the Executive Meeting on 22 April 2008 | | |
|--|---------------|------------------------------------|
| Title & Description | Author | Portfolio Holder |
| <p>Carbon Management: Strategy and Implementation Plan</p> <p><i>Purpose of Report: To outline how the City of York Council will reach its target to reduce carbon dioxide emissions by 25% by April 2013.</i></p> <p><i>Members are asked to: Approve the strategy and implementation plan.</i></p> | Tom Shepherd | Executive Member for City Strategy |
| <p>Regional Transport Board Park & Ride Bid Result and Application to Use Contingency Funds</p> <p><i>Purpose of report: To provide details of the result of a bid for funds to the Regional Transport Board and request approval for the release of funds from contingencies to develop major scheme bids for the new Park & Ride sites and improvements to the Outer Ring Road.</i></p> <p><i>Members are asked to: Note the result of the Park & Ride bid to the Regional Transport Board and approve release of funds to develop major schemes bids for the provision of the sites and improvements to the Outer Ring Road.</i></p> | Tony Clarke | Executive Member for City Strategy |

Table 3: Items slipped on the Forward Plan with the agreement of the Group Leaders

| Title & Description | Author | Portfolio Holder | Original Date | Revised Date | Reason for Slippage |
|--|----------|---|---------------|--------------|--|
| <p>Purchase of land for Use as a Composting Area</p> <p><i>Purpose of report: Yorwaste have negotiated with a local landowner to purchase 30 acres of land, subject to planning approval, for use as a composting area in association with the waste disposal site at Harewood Whin. Planners have recommended approval and it will be decided at Planning Committee on 28 February. Should the Planning Permission be Granted it would be economically advantageous for the Council to purchase the land and lease it to Yorwaste.</i></p> <p><i>Members are asked to: Approve the purchase of the land.</i></p> | Paul Fox | Executive Member for Corporate Services | 8 April 2008 | 3 June 2008 | Yorwaste are considering purchasing the site themselves and no City of York Council decision is therefore required until this issue has been resolved. |



Executive

25 March, 2008

Report of the Assistant Director (Lifelong Learning and Culture)

Renewal of the Service Level Agreement between City of York Council and the York Theatre Royal**Summary**

1. The current 3-year service level agreement (SLA) with York Theatre Royal comes to an end on 31 March 2008. This report recommends a new service level agreement for the next period.

Background

2. In accordance with best practice recommended by the Department of Culture, Media and Sport (DCMS) we have previously negotiated 3-year partnership funding agreements with our significant cultural organisations in York. The previous 3-year funding agreement set out the following key requirements:
 - The need to provide a year round programme of high quality work promoting the city regionally, nationally and internationally
 - The potential for the theatre to take a more significant role in supporting children and young people to enjoy and achieve in schools and in extended schools settings
 - The opportunity for the Studio theatre to support new talent in the creative sector in the region
 - The need to ensure that the theatre was accessible and developed its audiences especially within those sectors of the community that traditionally had low attendance or participation rates
 - The need to improve the proportion of earned income against public investment.
3. In the three years since 2005 the Theatre has clearly been through a period of change with a renewed emphasis on education and young people's provision, the introduction of a second performance space and the establishment of a national production and touring reputation. This has coincided with some difficult financial issues, which has seen a marked reduction in the Theatre's reserves. However, the Theatre is making progress towards becoming less financially dependant on the Pantomime box office and currently has a healthy financial position this year.

4. The increase over the last 3 years in Youth Theatre Provision, outreach project work and new work in the Studio with the Higher Education sector has been positively welcomed by partners. National figures for 2006 from the Arts Council England show that the York Theatre Royal has one of the broadest social mix of audiences in the country, supported by a pricing policy that encourages attendances by young people.
5. In addition to the requirements of the SLA the Theatre has been a positive partner in the development of the vision for a Cultural Quarter in the city. Work with the City of Festivals initiative and tourism product development, though slow to start with because of forward planning timescales, is now imbedded in the management planning at the Theatre.

Consultation

6. Following three way discussions between the Council, the Theatre and the Arts Council England: Yorkshire (ACE:Y), and in the light of its own internal review, ACE:Y has indicated that it will increase the funding of the Theatre Royal by nearly £47K over the next three years. A condition of the Theatre receiving this increase is that the investment by the council does not reduce over the same period.
7. At the Culture and Heritage EMAP in January 2008 members discussed the 2005/08 SLA. Issues raised and suggestions made for improved reporting have been included in the proposed SLA, which is set out in Annex A.

Options

8. The negotiations have centred on the following key performance areas and these are reflected in the targets set out in the proposed SLA Annex A.
 - Develop provision as a local, regional and national theatre provider, creating productions of quality, daring, delight and accomplishment for the citizens of York and the region, and for visitors to the city
 - Create opportunities for all ages, but particularly young people, to create and learn. By using the entire theatre building and organisation as a resource ensure developing a wide range of skill-based programmes
 - Work in active partnership with business, education, community and arts organisations, and local authority service providers to extend both the range and reach of the Theatre's work
 - Contribute to York's economy and to strengthen the evening economy of the city by attracting visitors to the city. Play an active role city wide initiatives including the development of the Cultural Quarter and in promoting York- City of Festivals

9. Under the previous SLA an inflationary increase was allocated to the Theatre. If this was to be applied at the beginning of the SLA round this would mean an increase of £6,860 (2.3%) on the current allocation of £298,200. However this year in the budget setting process no provision for inflation has been made. Therefore an increase for the Theatre in 2008/09 is not possible unless resources are diverted from other areas of the Arts & Culture budget. However, in order to secure the increase in funding for the theatre from the Arts Council England they have indicated that they would be able to accept standstill award this year and inflation increases in the following years if the SLA would then run for 4 years.
10. Therefore our proposed options for consideration are:
 - Option 1.** SLA to run for 2008/09 only with no inflationary increase included. This would give the council the opportunity to review future funding levels in light of the overall budget position from 2009/10.
 - Option 2.** SLA to run for 3 years (1 April 2008 to 31 March 2011) with no inflationary increase included across the 3-year period.
 - Option 3.** SLA to run for 4 years (1 April 2008 to 31 March 2012) with no inflationary increase in 2008/09 but with inflationary increases guaranteed for the following three years.

Analysis

11. To avoid the renewal of the SLA falling in the same year as the renewal of funding from the Arts Council England, and therefore allowing the Theatre some stability, a four-year funding agreement is the preferred option. This would also allow for the inflationary increases to be built into future years budget processes. Inflation increases would always be calculated on the same basis that the council calculates its own standard inflation rate used in the relevant years budget process.

Corporate Priorities

12. The theatre contributes some £11.2 M to the local economy (figures provided by EDU), and is a key stakeholder in the development of the cultural quarter for the city. In addition to its economic contribution the theatre is a regionally and nationally recognised producing theatre and its work with Families and Young people (in partnership with the council) is a DCSF model of good practice. It has been actively involved in work to support the priority outcomes of the Lifelong Learning and Culture Plan.

Implications

Finance

13. The following implications have been considered

- **Financial** The 2008/09 budget for the Theatre Royal SLA is £298,200, representing a cash freeze on the payment made to the Theatre in 2007/08. As none of the options for consideration propose an increase in the payment for 2008/09 they are all affordable within the existing 2008/09 budget.

If Option 3 is chosen then the Executive will have to agree a pre-commitment to inflationary increases in each of the years 2009/10 to 2011/12. Assuming a standard inflation rate of 2.3% pa this would equate to estimated payments to the Theatre of:

| | |
|---------|----------|
| 2008/09 | £298,200 |
| 2009/10 | £305,060 |
| 2010/11 | £312,070 |
| 2011/12 | £319,250 |

14. There are no Human Resources, Equalities, Legal, Crime and Disorder, IT, or Property implications arising from this report.

Risk Management

15. The performance of the Theatre is subject to regular monitoring with twice-yearly reports on the SLA to EMAP. The Council also has 3 councillors on the Theatre board and an officer attends board meetings in a client role.

Recommendations

16. The Executive is asked to approve the proposed Service Level Agreement set out in Annex A and to agree a 4 year service level agreement as set out in paragraph 8 above.

Reason: To provide programme at the Theatre that meets the Council's objectives and to secure the additional investment of the Arts Council England.

Contact Details

Author:

Gill Cooper
Head of Arts and Culture
Learning Culture and Children's
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Tel No. 554671

Chief Officer Responsible for the report:

Charlie Croft
Assistant Director, Lifelong Learning and
Culture
Tel No. 553371

Report Approved

Date 12/3/08

Specialist Implications Officer(s) *List information for all*

Financial
Richard Hartle
Head of Finance (LCCS)
Tel No. 554225

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

All

For further information please contact the author of the report

Background Papers:

Purchasing from the Not for Profit sector 2008/09: Service Level Agreements

Annexes

Annex A York Theatre Royal Partnership Agreement 2008 - 2012

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SERVICE LEVEL AGREEMENT 2008/20xx

This is a (three/ four) year service level agreement (SLA) is between The City of York Council and York Citizens' Theatre Trust Ltd. It will commence on 1st April 2008 and end on 31st March (2011 / 2012).

PARTNERSHIP OUTLINE

Aims

1. To maintain and develop York Theatre Royal as a local, regional and national theatre provider, creating productions of quality, daring, delight and accomplishment for the citizens of York and the region, and for visitors to the city.
2. To continue to develop local and nationally significant programmes of work with partnerships across the UK and internationally, that contribute to making York a vital and vibrant city.
3. To encourage creative expression and engagement with the community through a diverse programme of work, both on and off stage, that offers a cultural mix of entertainment, innovation, participation and enjoyment.
4. To create opportunities for all ages to learn, develop skills and use the entire theatre building and organisation as a resource. To offer the building, and the Theatre staffs' knowledge, skills and experience as a resource to local people, schools, universities and colleges and to create opportunities for the creative activity of the community.
5. To continue to develop the Youth Theatre, and links with educational institutions, and to create opportunities for skills development and learning at all ages.
6. To continue to develop the infrastructure of York Theatre Royal to ensure the building is fully accessible and to raise the quality of the facilities provided for all audiences and visitors.
7. To contribute to York's economy by attracting visitors to the city, play an active role in the City of Festivals Initiative, and to strengthen the evening economy of the city.
8. To work collaboratively to support the "Cultural Quarter" initiative.
9. To work in active partnership with business, education, community and arts organisations, and local authority service providers to extend both the range and reach of the Theatre's work.

PARTNERSHIP DELIVERY 2008/xx**In order to achieve the aims listed above The Theatre Royal will:**

- Provide a year round programme of work which shall include in-house productions, including a pantomime, youth theatre productions, touring drama productions, and hires to local amateur companies.
- Provide sign language interpreted and audio described performances, and touch tours.
- Provide a regular Youth Theatre for at least 250 young people annually.
- Provide educational activities related to each main house production, including special matinees, talks, teachers' packs, workshops and visits to schools.
- Develop The Studio programme promoting new and culturally diverse work: using the space to provide opportunities for local voluntary arts organisations and a programme for Young people and families.
- Continue to offer discounted tickets for school groups and young people. To monitor and report specifically on the effectiveness of these for the York population by post code analysis.
- Continue to develop the education/outreach service, in liaison with the Council, providing curriculum and non-curriculum related events including the P.E.T. project to six agreed schools annually. (PET provision specified in separate SLA).
- Provide student placements and careers advice to support the development of a strong local creative sector.
- Continue to pursue options for an improved provision for rehearsal, youth theatre and production facilities for the Theatre.
- Work with key stakeholders on the Cultural Quarter developments as well as other developments as appropriate.
- Ensure that all publicity material, brochures and print acknowledge the support of the Council.
- Continue to address Arts Council and CYC objectives relating to diversity and inclusion programmes.

In order to achieve the aims listed above the City of York Council will:

- Provide grant support, as detailed below, payable on the 1st of April annually.
- Ensure the building is kept in good working repair in terms of the council's obligations as set out in the lease.
- Provide support and advice, through the person of the Lead Officer in the first instance.
- Support the work of the Theatre in schools, facilitating clear communication and collaborations with educational settings.
- Ensure that the Theatre is involved in cultural and community development projects and activities.
- Facilitate effective working relationships with all council departments and ensure access to potential partnership and stakeholder groups.

- Seek ways to continue to strengthen the role of the Theatre in civic and cultural life of the city.

OPERATION OF PROGRAMME

| | | | |
|--------------------|----|------------------------|---------|
| Weeks in Operation | 52 | Target total audience* | 160,000 |
|--------------------|----|------------------------|---------|

| | |
|-------------------------|----------|
| Amount allocated | £ |
|-------------------------|----------|

* This represents an annually increasing trend and a detailed breakdown of this target into the operational areas will be agreed annually and reported to E MAP. Operational area categories will include Youth Theatre numbers, No. of young people participating in educational activities, average % audience per show, % audience from post code areas. The targets agreed may differ depending on the negotiated balance of activities each year. They will be negotiated with the Lead Officer and reported to E MAP every six months.

REPORTING, MONITORING AND EVALUATION

The Theatre will provide information to the Lead Officer in the following areas:

Annually

- Health and Safety Policy (including list of currently certified first aiders)
- Child Protection Policy
- Race Equality Action Plan
- Equal Opportunities Policy
- Insurance Certificate
- Audited accounts
- Annual operational review report (including a post code analysis of the audience figures targeting agreed priority areas).

Bi Annually

- Report to Executive Member and Advisory Panel for Culture and Heritage

Quarterly

- Main house, studio and workshop attendance figures broken down by production
- An analysis of financial actual figures against budget
- Copy of any promotional materials
- Summary of Youth Theatre membership
- Summary of Education and Outreach activities
- Press pack and evaluation for each season.

The Lead Officer and the senior management of the Theatre, will meet at least four times each year to monitor and review the agreement.

PARTNERSHIP REQUIREMENTS**The Theatre will undertake to:**

1. Operate the Theatre in accordance with the recognised industry safety and public service standards, and, where relevant, a quality assurance programme.
2. Operate an effective access and equal opportunities policies, which will give full consideration to the access needs of people with disabilities, different cultures and gender, and ensure that the programme reflects their needs and integrates them fully.
3. Ensure that the funds allocated are used specifically for the provision of the agreed services and by the named organisation only.
4. Maintain appropriate insurance to cover public liability and employment liability.
5. Notify the Lead Officer, or their representative, if unable to sustain the services as specified and return such part of any unspent support, allocated pro rata, as the City of York Council may determine.
6. Make provision for the inspection of the accounts by Council officers at any reasonable time, if requested, within 14 days.
7. Consult with the Lead Officer, or their representative, over any changes to charging policies.
8. Consult with the Lead Officer, or their representative, over staffing matters and recruitment of senior staff.
9. Keep and supply a copy of all minutes of all Trustee meetings to the Lead Officer, or their representative, and ensure that the Lead Officer, or their representative, are invited in advance to Trustee meetings of the Theatre.
10. Abide by all requirements of current child protection legislation.

In the event of the Theatre committing a serious breach of its obligations under this agreement, the Council will be entitled to terminate this agreement by notice and reclaim on a pro rata basis such sum as represents all funding from the date of the breach. Any subsequent entitlement to funding will cease immediately.

The City Council's financial contribution for 2008/2009 will be £ xxxx

GENERAL CONDITIONS

1. The agreement will last for (3 / 4) years and end on 31st March (2011 / 2012) subject to annual renegotiation as outlined above.
2. The level of funding and the specific service content will be renegotiated each year. The intention is for the City of York Council to maintain funding value at current levels and increase by the council agreed level of inflation (applied to its own labour costs), but not to decrease it.
3. This agreement can be terminated by the Theatre by giving 3 months notice prior to each annual monitoring review.

SIGNED ON BEHALF OF YORK CITIZENS' THEATRE TRUST

| | PRINT NAME | |
|------------------------|-------------------|--|
| CHAIR | | |
| CHIEF EXECUTIVE | | |
| DATE | | |

SIGNED ON BEHALF OF THE CITY OF YORK COUNCIL

| | PRINT NAME | |
|---------------------------|-------------------|--|
| LEAD OFFICER | | |
| ASSISTANT DIRECTOR | | |
| DATE | | |

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Executive

25 March 2008

The Annual Audit Letter 2006/07

Report of the Assistant Director of Resources (Audit & Risk Management)

Purpose

- 1 This paper summarises the key messages, findings and conclusions set out in the Annual Audit Letter of the District Auditor in respect of the 2006/07 audit year.

Background

- 2 The District Auditor reports annually his independent opinion of the Council's arrangements based on an annual programme of work agreed by officers and Members. This programme of work must meet the standards set out in the Code of Audit Practice and centres on consideration of corporate governance arrangements at the Council focused across 3 main areas of interest:
 - the opinion given on the Council's annual Statement of Accounts (including the Statement of Internal Control);
 - the financial aspects of corporate governance (including financial health, systems of assurance, probity and legality);
 - performance management (including CPA, VFM, performance management information and the Best Value Performance Plan).
- 3 The Letter also summarises key findings and any matters arising from the annual Inspection programme and includes the Council's CPA scorecard following the annual refresh exercise earlier this year and a related 'Direction of Travel' statement. However, it does not include any comment on the results of the CPA Corporate Assessment completed in February 2008 as this will not be published until May 2008.

Summary of key issues

- 4 In summary, the District Auditor notes that the overall trend in 2006/07 was one of improvement generally and in particular that:
 - the Council is "improving well" and demonstrating a 3 star (ie Good) overall performance for CPA purposes (*page 6, paragraph 15*);

- the Council has significantly improved in a number of priority service areas and maintained high performance in others (*page 8, paragraph 17*)
- the Council has contributed to improvements in community outcomes and access to services for hard to reach groups (*page 8, paragraph 17*)
- Council services provide good value for money and it has enhanced capacity through investing in new technologies and developing its use of strategic procurement and risk management (*pages 8 & 12, paragraphs 17 & 33*);
- recognition has been given to the progress made in developing the Council's corporate arrangements in respect of:
 - prioritisation, improvement and development (*page 11, paragraphs 27*) although the overall conclusion of the Audit Commission is that further work is needed in this area to support effectiveness and achievement in the future (*page 17, paragraph 49*);
 - meaningful service and financial planning arrangements, action planning and progress monitoring (*page 11, paragraph 28*);
 - partnership working (*page 12, paragraph 34*);
 - strengthening its decision making processes further to the review of the Constitution (*page 12, paragraph 32*);
 - the steps taken to date in developing a more pro-active approach to sickness absence through the introduction of the Attendance at Work policy (*page 17, paragraph 50*);
- significant improvements in the waste management service and good progress in partnership with others towards the future provision of waste disposal facilities (*page 13, paragraphs 36*);
- sustained performance in key services areas, specifically children & young people (excellent), social services (good) and Benefits (good) (*page 14, paragraphs 38-40*);
- an improvement in the overall Use of Resources score from a 2 in 2005/06 to a 3 in 2006/07, largely due to key improvements in KLOE 4 Internal Control (*page 16, paragraph 45*);
- an unqualified opinion on the 2006/07 accounts was issued on 28 September 2007 along with an unqualified opinion in relation to our value for money arrangements. (*page 15, paragraph 41*).

5 The District Auditor notes however that:

- the Council continues to experience disproportionately high levels of sickness absence (*page 4, paragraph 2*);
- significant improvement is still needed in respect of the Council's arrangements for ensuring data quality and how this relates to the

Council's performance management framework and decision making process (*page 4, paragraph 3*);

- the Council's approach to equalities and inclusion is disjointed and not sufficiently strategic (*page 4, paragraph 4*);
- arrangements for producing the annual accounts need to be improved to ensure they are properly prepared and adequately supported by detailed working papers (*page 15, paragraph 42*).

Next steps

- 6 Officers are in the process of drafting an action plan setting out what will be done and by whom in response to the issues raised in the District Auditor's annual letter. The action plan arising from the annual letter will be reported to Audit & Governance Committee in April 2008 for in-year monitoring purposes by "*those members charged with governance*" at the Council. It is also suggested, that the agreed plan is incorporated into the corporate OEP action plan and used for in-year progress monitoring and follow up purposes by Management Team.

Conclusions

- 7 The Annual Letter is generally positive and recognises in large part the considerable progress made in many areas to improve and develop across the organisation. Nonetheless the District Auditor notes a number of areas of weakness for priority action by the Council as set out at paragraph 5 above).

Options

- 8 Not applicable.

Analysis

- 9 Not Relevant for the purposes of this report

Corporate Priorities

- 10 .Not Relevant for the purposes of this report

Implications

- 11 There are no financial, legal, HR or other implications arising from this report.

Risk Management

- 12 In compliance with the Councils Risk Management strategy. There are no risks associated with the recommendations of this report

Recommendations

- 13 It is recommended that the Executive:

- a) note the contents of this report and the Annual Letter itself, attached as Annex 1 to this report, prior to its publication on the Councils website before 31 March 2008;

Reason

To comply with the statutory requirements for the external audit of the Council .

- b) consider any particular matters to be included in the action plan in response to the issues raised by the District Auditor to be reported to the Audit & Governance committee in April 2008

Reason

To ensure the effective management and follow-up of key action to be taken to support on-going development and improvement work at the Council.

Contact Details

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(ARM)
Phone Number 01904 551706

Chief Officer Responsible for the report:

Liz Ackroyd
Assistant Director of Resources (ARM)

Report Approved



Date 11/03/08

Specialist Implications Officer(s) Not applicable

Wards Affected Not applicable

For further information please contact the author of the report

Annexes

Annex 1 Annual Audit & Inspection Letter

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Annual Audit and Inspection Letter

City of York Council

External audit is an essential element in the process of accountability for public money and makes an important contribution to the stewardship of public resources and the corporate governance of public services.

Audit in the public sector is underpinned by three fundamental principles.

- Auditors are appointed independently from the bodies being audited.
- The scope of auditors' work is extended to cover not only the audit of financial statements but also value for money and the conduct of public business.
- Auditors may report aspects of their work widely to the public and other key stakeholders.

The duties and powers of auditors appointed by the Audit Commission are set out in the Audit Commission Act 1998, the Local Government Act 1999 and the Commission's statutory Code of Audit Practice. Under the Code of Audit Practice, appointed auditors are also required to comply with the current professional standards issued by the independent Auditing Practices Board.

Appointed auditors act quite separately from the Commission and in meeting their statutory responsibilities are required to exercise their professional judgement independently of both the Commission and the audited body.

Status of our reports

This report provides an overall summary of the Audit Commission's assessment of the Council, drawing on audit, inspection and performance assessment work and is prepared by your Relationship Manager.

In this report, the Commission summarises findings and conclusions from the statutory audit, which have previously been reported to you by your appointed auditor. Appointed auditors act separately from the Commission and, in meeting their statutory responsibilities, are required to exercise their professional judgement independently of the Commission (and the audited body). The findings and conclusions therefore remain those of the appointed auditor and should be considered within the context of the Statement of Responsibilities of Auditors and Audited Bodies issued by the Audit Commission.

Reports prepared by appointed auditors are:

- prepared in the context of the Statement of Responsibilities of Auditors and Audited Bodies issued by the Audit Commission; and
- addressed to members or officers and prepared for the sole use of the audited body; no responsibility is taken by auditors to any member or officer in their individual capacity, or to any third party.

Copies of this report

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Key messages

- 1 By its nature audit and inspection work focuses on areas where there is scope for improvement. As a consequence this annual letter focuses on areas where further action is required by the Council but this does not detract from the overall finding that the Council is improving well and has achieved progress across a range of priority areas. There are, however, a number of priority areas where performance remains poor.
- 2 You continue to experience disproportionately high levels of sickness absence which significantly affect your capacity to deliver continued improvements.
- 3 There has been little improvement in your arrangements to ensure a high quality of data. Your data quality arrangements are focused on producing the data for the year end publication of performance indicators, and data quality is not routinely considered within the performance management framework and decision making process.
- 4 Although access to services has improved for 'hard-to-reach' groups such as ethnic minorities, people with disabilities and young people, your approach was not sufficiently strategic and not effectively co-ordinated between directorates.

Action needed by the Council

- 5 Seek out and adopt best practice arrangements for managing and minimising sickness absence. This will not only improve your organisational capacity but will also contribute towards the ongoing welfare of your workforce.
- 6 Implement your corporate equalities strategy and monitor progress against it, to demonstrate that you are addressing the needs of the increasingly diverse community.
- 7 Members with responsibility for the statement of accounts should obtain assurance that officers have strengthened the arrangements for producing the accounts free from material mis-statement and supported by clear and comprehensive working papers.
- 8 The profile of data quality should be raised across the council, and arrangements to produce accurate reliable data should be improved, to ensure that council decisions, whether they are made by officers or members are based on up to date and accurate data.

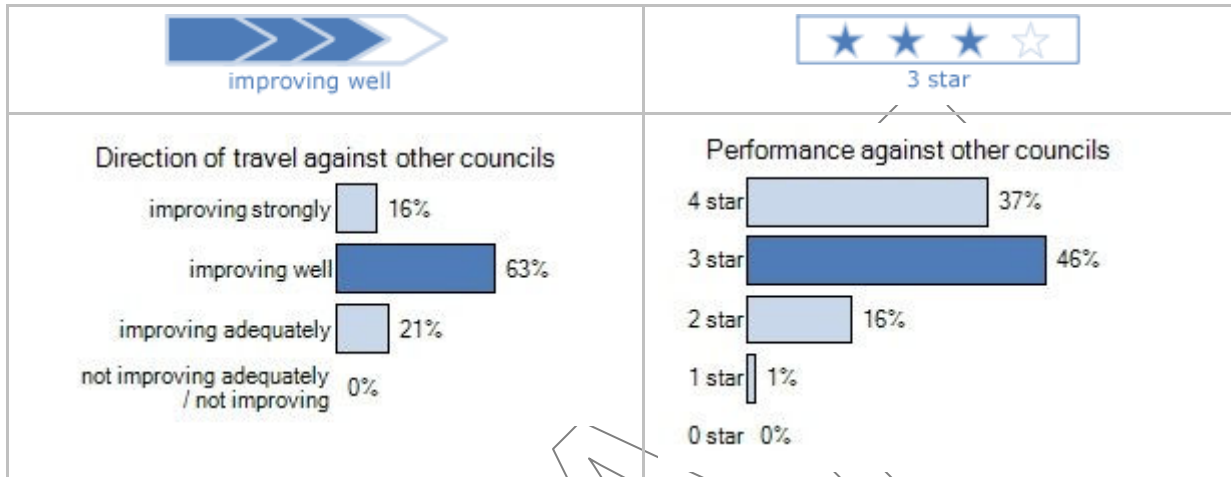
Purpose, responsibilities and scope

- 9 This report provides an overall summary of my assessment of the Council. It draws on the most recent Comprehensive Performance Assessment (CPA), the findings and conclusions from the audit for 2006/07 and from any inspections undertaken since the last Annual Audit and Inspection Letter. It does not include the results of the February 2008 corporate assessment, which will not be published until May 2008.
- 10 I have addressed this letter to members as it is the responsibility of the Council to ensure that proper arrangements are in place for the conduct of its business and that it safeguards and properly accounts for public money. We have made recommendations to assist you in meeting your responsibilities.
- 11 This letter also communicates the significant issues to key external stakeholders, including members of the public. We will publish this letter on the Audit Commission website at www.audit-commission.gov.uk. In addition you are planning to publish it on your website.
- 12 As your Appointed Auditor I am responsible for planning and carrying out an audit that meets the requirements of the Audit Commission's Code of Audit Practice (the Code). Under the Code, I review and report on:
 - the Council's accounts;
 - whether the Council has made proper arrangements for securing economy, efficiency and effectiveness in its use of resources (value for money conclusion); and
 - whether the Council's best value performance plan has been prepared and published in line with legislation and statutory guidance.
- 13 This letter includes the latest position under the CPA framework, including our Direction of Travel report and the results of any inspections carried out by the Audit Commission under section 10 of the Local Government Act 1999. It summarises the key issues arising from the CPA and any such inspections. Inspection reports are issued in accordance with the Audit Commission's duty under section 13 of the 1999 Act.
- 14 The reports we have issued to the Council relating to the 2006/07 audit and inspection work are listed at the end of this letter.

How is City of York Council performing?

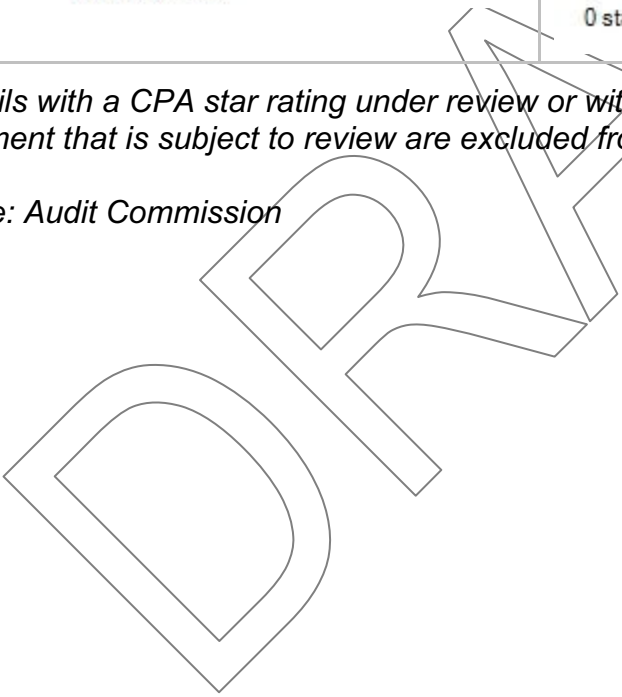
- 15 The Audit Commission’s overall judgement is that City of York Council is improving well, and we have given the Council a three star rating under the Comprehensive Performance Assessment. These assessments have been completed in all single tier and county councils with the following results.

Figure 1



Councils with a CPA star rating under review or with a direction of travel judgement that is subject to review are excluded from this analysis

Source: Audit Commission



16 Our detailed assessment is as follows.

Our overall assessment - the Council's CPA scorecard

Table 1 CPA scorecard

| Element | Assessment |
|--|----------------|
| Direction of Travel judgement | Improving well |
| Overall | 3 star |
| Corporate assessment/capacity to improve (This is based on the 2002 corporate assessment) | 3 out of 4 |
| Current performance | |
| Children and young people* | 4 out of 4 |
| Social care (adults)* | 3 out of 4 |
| Use of resources* | 3 out of 4 |
| Housing | 3 out of 4 |
| Environment | 3 out of 4 |
| Benefits | 3 out of 4 |
| Culture | 2 out of 4 |

(Note: * these aspects have a greater influence on the overall CPA score)
(1 = lowest, 4 = highest)

The improvement since last year - our Direction of Travel report

Direction of Travel: Summary

- 17 City of York Council is improving well. The Council has significantly improved priority services including waste recycling, planning, street cleanliness and housing benefits and sustained its high performance within services for children and young people and adult social care. It has also contributed to improvements in a range of community outcomes such as crime reduction, economic regeneration and healthy living – not always reflected by corresponding improvements in public satisfaction. Access to services has improved for hard to reach groups including young people, people with disabilities and ethnic minority communities, with scope to adopt a more coordinated approach. The Council has strengthened its focus on priorities and a review of high-level strategies is underway. Council services provide good value for money and the Council is continuing its drive for further financial efficiencies as pressure on existing resources increases and staff sickness levels remain high. The Council has enhanced its capacity by investing in technology and developing its use of strategic procurement and risk management. It has made some good progress in reviewing strategic partnerships, although its approach to partnership working is not yet fully effective.

Direction of Travel: Detailed Findings

- 18 You have achieved notable improvements within some priority services, although some have been from a relatively low base. You have sustained best quartile performance in services for children and young people and good performance in adult social care services. Some aspects of waste management have improved significantly; recycling levels improved from 24 per cent to almost 40 per cent during 2006/07. Planning performance has also improved substantially; the time taken to process major planning applications has moved from bottom to top quartile over the last three years.

- 19 Elsewhere, improvements have been less significant. For example, street cleanliness standards – a key issue for cities which rely heavily on tourism - improved, but remained within the worst quartile. However, you have undertaken a fundamental review of your approach to street cleanliness; your officers report significant improvements to the way it is delivered, and you anticipate a much improved level of performance by the end of 2007/08. Similarly, whilst the time taken to process new housing benefits claims did improve, the service remained in the worst quartile in 2006/07, but you report significant performance improvements during 2007/08. Your performance in dealing with homelessness also improved, but remains below average - though you were one of four councils in the region cited by DCLG as examples of good practice for implementing effective and innovative ways of dealing with homelessness and rough sleeping. Some corporate health indicators improved, but two thirds are still third or worst quartile; for example your performance at Council Tax and NNDR collection remains poor and your performance in areas such as workforce diversity and staff sickness has deteriorated.
- 20 You have contributed effectively to a range of improved outcomes for the local community. Your sustained focus on improving the street environment has helped to reduce the fear of crime; in addition, levels of crime in York have reduced. Levels of physical activity in York are increasing, particularly amongst children and young people. Your achievements in relation to the Healthy Schools Award are amongst the best in the country. Sustained high levels of educational attainment and the success of work-based learning opportunities are increasing the opportunities available to the city's young people. Although the city has suffered significant job losses in traditional manufacturing sectors over the last two years, the local economy has been sufficiently buoyant to absorb these losses and the rate of unemployment has actually gone down. Your input to Science City York has supported the growth of new business and job creation and there are signs that local business confidence is increasing.
- 21 Improvements in your performance have not always been matched by increased public satisfaction. Satisfaction with some priority services has increased – for example satisfaction with street cleanliness improved from third to second quartile. However, satisfaction with some others has fallen – for example satisfaction with your waste collection arrangements has fallen from best quartile in 2003/04 to worst quartile in 2006/07, despite improved performance. You attribute this drop in satisfaction to the introduction of initially unpopular alternate week collections. Concerns about the provision of leisure services are reflected by a significant fall in public satisfaction with the service, from second to worst quartile – for example, only 17 per cent of people surveyed were satisfied with the leisure provisions for young people available in York.

- 22 Despite generally good levels of tenant satisfaction, satisfaction with the way you provide opportunities for tenant participation has fallen from 70 per cent (best quartile) to 61 per cent (worst quartile) over the last three years. Overall, only 1 in 7 residents (15 per cent) feel there has been an improvement in the way the Council operates. You have recognised the importance of effective engagement with local people and have plans to re-introduce a residents' newspaper as a way of keeping people informed about your plans and priorities. Whilst this will be beneficial, experience elsewhere shows that a residents' newspaper is unlikely to engage or inform all of your residents - so should be regarded as just one strand of your engagement portfolio. It is essential that local people are effectively informed about issues affecting their quality of life and continue to be involved in the decision-making process.
- 23 Your actions to engage with hard-to-reach and vulnerable groups and to address social inclusion have not been fully effective. Despite some success, your approach was not sufficiently strategic or effectively co-ordinated between directorates. You have raised the profile of equalities issues through the Social Inclusion Working Group and the appointment of member champions for social inclusion, older people and children and young people. Initiatives taken to tackle the issues include equalities conferences on disability and ethnicity, improved partnership working with the voluntary and community sector and specific initiatives to engage with hard to reach children and young people and older people.
- 24 You have produced a draft Anti-Poverty Strategy, continue to invest in initiatives which improve access to services – such as the roll out of Easy@York – and have raised the profile of local demographic changes and inclusion/cohesion issues within your recently refreshed Corporate Strategy. However, there has been little focus on implementing your corporate equalities strategy, Pride in Our Communities, or on monitoring progress against it. This makes it difficult to demonstrate that the needs of an increasingly diverse community are being met in a co-ordinated and consistent way. This is particularly important in a city such as York, where the profile of the local community is changing so quickly.
- 25 You have invested significant resources in a review of your improvement plans over the last twelve months. With partners, you agreed and introduced a Local Area Agreement in April 2007, although this is now being reviewed in the light of more recent government guidance. You also reviewed the structure of Without Walls, the local strategic partnership (LSP), to ensure that it remained fit for purpose and early steps are now being taken towards developing a sustainable community strategy. You are also reviewing your corporate strategy to clarify your long-term direction and to address emerging issues such as climate change. The agreement of clear, effectively communicated, high-level strategies will mean you and your partners will be well placed to deliver improvements in outcomes for local people.
- 26 Existing performance management arrangements are being developed further to enable you to measure the impact of the Local Area Agreement. It is essential that service and financial planning processes are similarly aligned if you are to maximise your contribution to the LSP.

- 27 Your use of improvement statements, underpinned by Delivery and Innovation Plans (DIPs) has been effective at sustaining the focus on your priorities for improvement. Each has an officer 'champion' to ensure co-ordination across the Council and there are clear links to your service plans. The DIPs provide a clearer user focus; although some outcome targets are under-developed you have recently developed key measures intended to quantify success against your priorities for improvement. Meaningful outcome targets are essential as a means of articulating what improvements for local people will actually look like.
- 28 The majority of your service plans – including those for children and young people, adult social care and transport – are robust. There are clear links between service and financial planning, and service plans such as the housing strategy take account of cross-cutting issues such as diversity and health. Service strategies are underpinned by action plans and your monitoring systems indicate good progress in most areas. For example, you are making good progress against community safety action plans and the Crime and Disorder Partnership is on track to meet its overall crime reduction targets.
- 29 You have also made good progress against the housing strategy. Over 70 per cent of actions are complete or on target, although a number of overdue actions relate to affordable housing - a service priority. You have agreed and financed short-term plans to address waste minimisation and recycling. Longer-term plans, which depend on the provision of residual waste treatment services, have now progressed to the procurement phase. This means you are well placed to deliver further improvements in the future.
- 30 You are making good progress on major projects such as the office accommodation project, which you expect to complete on time. You have also revisited your plans for the York Central regeneration project to take account of the impact of the closure of the British Sugar site. These schemes are now incorporated within the York Northwest Area Action Plan which you are currently consulting on. You anticipate that the successful delivery of these projects will significant benefit the City and help to improve the quality of life for your residents.
- 31 You have taken a range of robust actions to enhance your capacity for further improvement, although a number of key challenges still remain. The tight financial constraints you have lived with in recent years are set to continue. In response your Medium Term Financial Strategy recognises the need to generate further financial savings. You have a good track record in generating efficiencies, helping you to provide good value for money for local taxpayers. However, the continued drive for efficiency is placing increasing pressure on your resources. Your recent staff survey identified that a significant proportion of staff are struggling to cope with the demands of their jobs and the overall sickness level of your workforce is among the highest of any unitary council. You have introduced an Attendance at Work policy to provide a more proactive approach to absence management and better support to staff. However, completion of your pay and grading review will involve some significant financial and operational risk. Internal capacity must be carefully managed and developed if improvements are to be sustained.

12 Annual Audit and Inspection Letter - How is City of York Council performing?

- 32 The May 2007 local elections resulted in a significant change in the Council's political balance. Political consensus has been reached in the form of a policy prospectus agreed by group leaders. Good progress has already been made to address some of the issues it contains. The Council's constitution has also been reviewed to reflect amended decision-making processes. Having clear, agreed priorities, supported by effective decision making, will help you to align your resources to the issues that are most important to local people.
- 33 You have made good progress in developing a strategic approach to procurement, which you report has already led to significant savings being made across the organisation during 2007/08. You have also strengthened risk management arrangements, developing clear roles for both Corporate Management Team and the Audit and Governance Committee, with ongoing work to further embed your risk management arrangements. You have continued to invest in technology as a way of enhancing your capacity, including expansion of the Easy@York programme and improved support systems such as those for financial management and supplier contract management.
- 34 You have recognised the increasing significance of partnership working, particularly as you move towards a regime of Comprehensive Area Assessment. You have reviewed the structure of the LSP - which now has an independent chair - to promote effective partnership working. However, the Future York report, commissioned as a result of recent job losses in the city, made a series of recommendations to improve the effectiveness of your approach to partnership working - particularly about how you engage with the business community. Since the Future York Group report, you have worked with Yorkshire Forward and york-england.com to strengthen and co-ordinate the approach to key account management and the Economic Development Partnership Board recently agreed to review membership to make this more business-orientated. They also agreed to establish a wider business forum to engage with a greater number of businesses on an informal basis. Building on this for the future, it is important for all partners to be effectively engaged and that the revised community and corporate priorities act as a driver for the Council and all its partners.
- 35 We completed our direction of travel work in December 2007, prior to completing a corporate assessment in early February 2008 - for which the report will be published in May 2008. If necessary, I will update your direction of travel statement and judgement if our findings from the corporate assessment - which involved a more detailed and extensive review of how the Council is run - identify any materially relevant issues which were not apparent during the Direction of Travel review.

Service inspections

Follow-up of waste management inspection

- 36 The objective of this review was to determine how well you have responded to the findings of our 2004 inspection and to consider the progress being made in your proposals for future waste disposal arrangements. We identified some significant improvements in your waste management service and concluded that you have taken a structured and effective response to our earlier inspection findings. We also concluded that you, together with your partners, were making good progress and taking appropriate advice towards the future provision of waste disposal facilities.

Other inspectorates

- 37 An important aspect of the role of the Relationship Manager is to work with other inspectorates and regulators who also review and report on the Council's performance. During the last year you have received the following assessments from other inspectorates.

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14 Annual Audit and Inspection Letter 1 How is City of York Council performing?

Annual Performance Assessment of services for Children and Young People

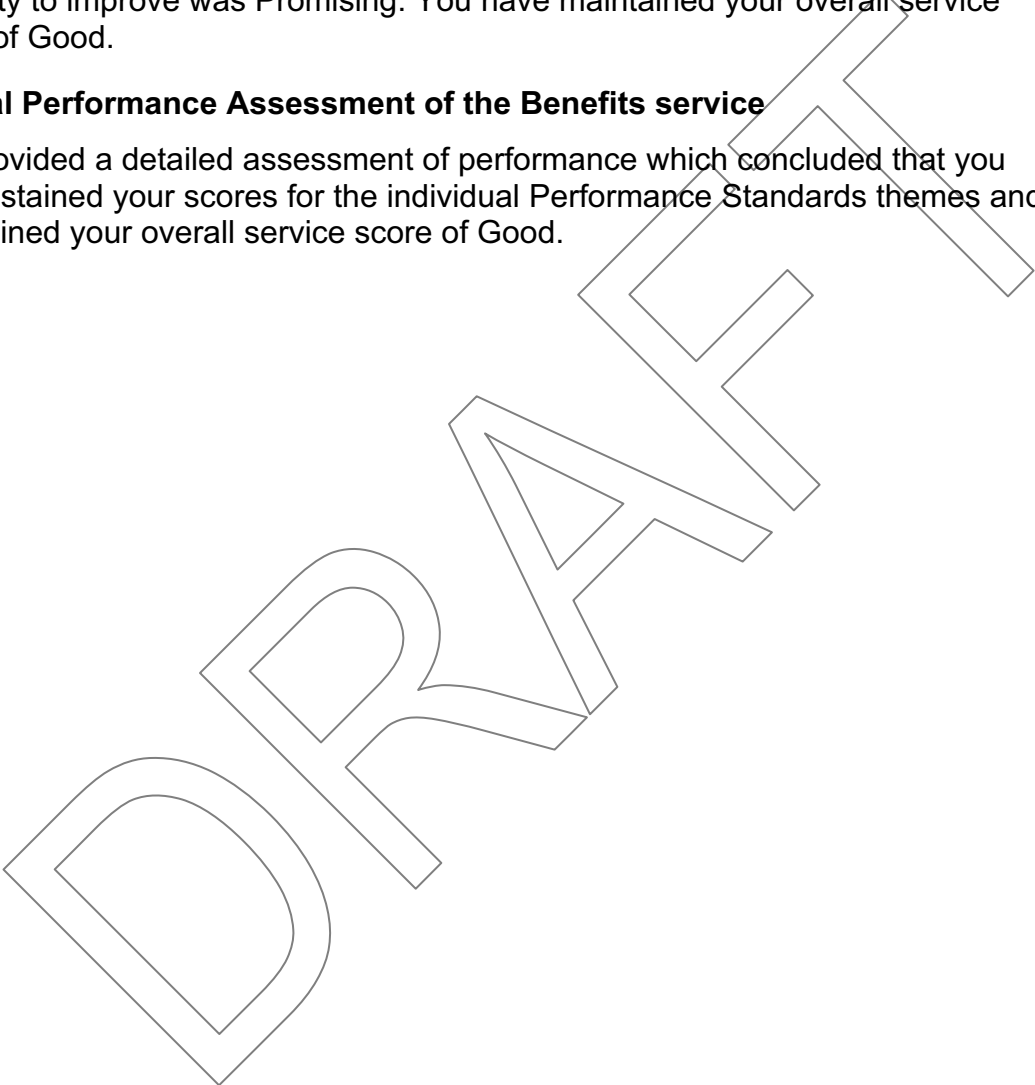
- 38 Ofsted provided a detailed assessment of your performance which concluded that you had sustained and further improved the quality of your services for children and young people. You have maintained your overall service score of Excellent.

Annual Performance Assessment of Social Care services for Adults

- 39 CSCI provided a detailed assessment of your performance which concluded that your overall arrangements for delivering outcomes was Good and that your capacity to improve was Promising. You have maintained your overall service score of Good.

Annual Performance Assessment of the Benefits service

- 40 BFI provided a detailed assessment of performance which concluded that you had sustained your scores for the individual Performance Standards themes and maintained your overall service score of Good.



The audit of the accounts and value for money

- 41 As your Appointed Auditor, I have reported separately to the Audit & Governance Committee on the issues arising from our 2006/07 audit and have issued:
- my audit report, on 28 September 2007, providing an unqualified opinion on your accounts, and a conclusion that your value for money arrangements are adequate; and
 - my report on the Best Value Performance Plan confirming that the Plan has been audited.

Financial statements audit

- 42 The issues raised in my Annual Governance Report were significant, and recorded the need for you to improve its arrangements for producing your annual accounts to ensure that they are properly prepared and are adequately supported by detailed working papers. We have subsequently discussed and agreed with officers the expected standard for working papers, and provided an initial indication of the working papers that we require for audit.

Use of Resources

- 43 My audit findings are an important component of the CPA framework described above. In particular the Use of Resources score is derived from my work in the following areas.
- Financial reporting (including the preparation of your accounts and the way these are presented to the public).
 - Financial management (including how financial management is integrated with strategy to support your priorities).
 - Financial standing (including the strength of the your financial position).
 - Internal control (including how effectively you maintain proper stewardship and control of your finances).
 - Value for money (including an assessment of how well you balance the costs and quality of your services).
- 44 For the purposes of the CPA we have assessed your arrangements for use of resources in these five areas as follows.

16 Annual Audit and Inspection Letter – the audit of the accounts and value for money

Table 2

| Element | Assessment |
|--|------------|
| Financial reporting | 2 out of 4 |
| Financial management | 3 out of 4 |
| Financial standing | 2 out of 4 |
| Internal control | 3 out of 4 |
| Value for money | 3 out of 4 |
| Overall assessment of the Audit Commission | 3 out of 4 |

(Note: 1 = lowest, 4 = highest)

- 45 Overall your score has improved from a 2 last year to a 3. This improvement is largely due to some key improvements in the internal control element. In particular we identified strong performance relating to the publicity of successful fraud convictions.
- 46 Performance against the financial reporting element reflects the issues arising from our audit of your accounts, reported earlier in this letter.
- 47 Other areas where the council needs to make further improvements include:
- improving the communication (both internally and externally) of your medium term financial strategy;
 - monitoring how financial plans and strategies have contributed to the achievement of your corporate objectives;
 - implementing a comprehensive asset register and introduce controls to ensure that it is kept up to date;
 - improving the budget monitoring systems, to ensure that you are aware of all significant under-spends or over-spends, and can take action accordingly;
 - developing risk management reports so that they include comprehensive information on the corporate risks to enable members to fulfil their risk management responsibilities; and
 - demonstrate that there is equity in access to services and value for money delivered across the diverse and changing community.
- 48 More detail, and a more comprehensive list of areas for improvement, is contained in our report on the Use of Resources assessment, which was issued in December 2007.

Follow-up review of deciding and delivering council priorities

- 49 We followed up the findings of our July 2006 review of your corporate prioritisation arrangements, and found that, although you had acted on some of our recommendations, progress in other areas had been slow. We concluded that until you have comprehensively addressed the issues raised and embedded your new corporate planning and prioritisation arrangements throughout the organisation, your effectiveness and your achievements would be constrained.

Absence management

- 50 The objective of this review was to determine how well you have responded to the findings of our 2004 review of your people management arrangements. Our work focused on your arrangements for managing sickness absence, reflecting your inability to sustain reductions in the levels of sickness absence, despite actions to improve the way sickness absence is managed. You have responded well to the issues we raised in the original review, and you are taking steps to develop a more proactive approach to sickness absence through your Attendance at Work policy. Nevertheless, we found widespread inconsistencies and a lack of coordination in your approach to staff management and change management which were undermining your ability to make the best use of your human resources.
- 51 Our findings from each of these reviews have been discussed with your senior officers and action plans to address our recommendations have been agreed.

Data quality

- 52 During 2006/07 there has been some improvement in corporate processes including the use of your three stage data quality model. However, you have made relatively little progress in implementing the key actions from your own development plan to strengthen data quality.
- 53 Key weaknesses identified by our previous review remain to be effectively addressed and the risk remains that your decisions are based on inaccurate and incomplete data. In particular:
- data quality continues to have a low profile; arrangements focus primarily on the year end publishing requirements, and are not routinely considered within your existing performance and risk management frameworks;
 - there is significant inconsistency between directorates in the degree to which data quality arrangements have been developed and are applied; and
 - there is a lack of ownership of data quality at operational management level in some areas evidenced by recurrent problems with the compilation and accuracy of particular indicators.
- 54 More detail, and a more comprehensive list of areas for improvement, is contained in our report on data quality, which was issued in December 2007.

18 Annual Audit and Inspection Letter 18 The audit of the accounts and value for money

Additional services

- 55 During 2007 you asked us to carry out a review of your ethical governance framework. We carried out the review under the powers we have in section 35 of the Audit Commission Act 1998, i.e. work that is outside the scope of our audit plan:
- 56 The review is delivered in three stages, the first two stages are complete, and the third stage will be delivered later in 2008. The review has focused on:
- stage 1 - an evaluation of your policies, procedures and arrangements to comply with their ethical responsibilities;
 - stage 2 - a survey of council members and officers to ascertain their views of your approach to ethical governance; and
 - stage 3 - workshops with members and officers to identify improvement areas and facilitate discussions.
- 57 Stages 1 and 2 were reported during 2007. The benefits the work has provided to date are:
- you have received a comprehensive and independent assessment of the strengths and weaknesses with your current arrangements;
 - we have worked with officers to develop an action plan to improve arrangements; and
 - the profile of ethical governance has been raised within the council.

DRAFT

Looking ahead

- 58** The public service inspectorates are currently developing a new performance assessment framework, the Comprehensive Area Assessment (CAA). CAA will provide the first holistic independent assessment of the prospects for local areas and the quality of life for people living there. It will put the experience of citizens, people who use services and local tax payers at the centre of the new local assessment framework, with a particular focus on the needs of those whose circumstances make them vulnerable. It will recognise the importance of effective local partnership working, the enhanced role of Sustainable Communities Strategies and Local Area Agreements and the importance of councils in leading and shaping the communities they serve.
- 59** CAA will result in reduced levels of inspection and better coordination of inspection activity. The key components of CAA will be a joint inspectorate annual area risk assessment and reporting performance on the new national indicator set, together with a joint inspectorate annual direction of travel assessment and an annual use of resources assessment. The use of resources judgements will therefore continue, but their scope will be widened to cover issues such as commissioning and sustainability.
- 60** The first results of our work on CAA will be published in the autumn of 2009. This will include the performance data from 2008/09, the first year of the new Local Area Agreements.

DRAFT

Closing remarks

- 61 This letter will be discussed and agreed with officers. A copy of the letter will be presented at the Executive meeting on 25 March 2008. A copy of this letter needs to be provided to all Council members.
- 62 Further detailed findings, conclusions and recommendations are included in the reports issued to the Council during the year.

Table 3 Reports issued

| Report | Date of issue |
|---|----------------|
| Audit and inspection plan | March 2006 |
| Review of the council's internal audit function | August 2007 |
| Waste management service re-inspection | August 2007 |
| Ethical audit stage 1 report | August 2007 |
| Annual Governance Report | September 2007 |
| Opinion on financial statements | September 2007 |
| Value for money conclusion | September 2007 |
| Final accounts memorandum | December 2007 |
| Review of data quality | December 2007 |
| Use of Resources - auditor judgements | December 2007 |
| Your business @ risk | September 2007 |
| Ethical audit stage 2 report | November 2007 |
| Absence management | January 2008 |
| Annual audit and inspection letter | March 2008 |

- 63 The Council has taken a positive and constructive approach to audit and inspection work, and I wish to thank your officers for their cooperation.

Availability of this letter

- 64 This letter will be published on the Audit Commission's website at www.audit-commission.gov.uk, and also on your website.

Mark Kirkham
Relationship Manager

March 2008

DRAFT

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Executive

25 March 2008

Joint report of the Director of Neighbourhood Services and the Chief Superintendent North Yorkshire Police (Area Commander) York Area

Safe City

Summary

1. This report provides the review report relating to the Safe City agenda, as requested in the Members Policy prospectus which was approved by the Executive on 12th June 2007, agenda item 7, "Future Political Management Arrangements at the City of York Council"

Background

2. The Members policy prospectus requested:
 - A) **A review report** (to)... *highlight how the Council can assist in providing more local police access points (e.g. police desks), improving patrolling arrangements in vulnerable areas and providing more effective response to local concerns including, for instance, measures aimed at reducing vehicle speeds (e.g. warning signs and pressing NYPA to install speed cameras at accident black spots).*

With regard to the above, the following information is provided jointly by the Director of Neighbourhoods and the Chief Superintendent (Area Commander York) North Yorkshire Police.

Overview

3. It is worth noting the success achieved by the joint working between the North Yorkshire Police (NYP), the City of York Council (CYC) and the other partners within the Safer York Partnership (SYP). When the York Crime and Disorder Reduction Partnership (SYP) crime reduction target was set in 2005, the Safer York Partnership (SYP) was ranked 35th. SYP have now climbed to 65th – taking the SYP out of the top 40 high crime CDRPs in the country.

SYP are currently 36.7% under our British Crime Survey (BCS) 3 year comparator target (24.1% by 2008) and all crime types within the BCS Comparator crimes on which SYP are measured are still falling. Current performance shows a 32% reduction on last year.

The below figures represent the change in levels of reported crime in York from 1st April 2007 to 12th March 2008, compared to the same period last year:

| | |
|----------------------|------------|
| House burglary | -7% |
| Other burglary | -12% |
| All violence | -3% |
| Common assault | +3% |
| Wounding | -20% |
| Personal robbery | -7% |
| Other robbery | -46% |
| Theft of vehicle | -21% |
| Theft from vehicle | -27% |
| Vehicle interference | -42% |
| Criminal damage | -12% |
| Theft of pedal cycle | -14% |
| Total crime | -9% |

The above has been achieved through some excellent (nationally recognised good practice) partnership working between the Police, CYC and other partners. Adopting the National Intelligence Model in problem solving has also assisted greatly and SYP will continue to improve delivery as they work towards producing a new Community Safety Plan for 2008.

4. North Yorkshire Police is committed to the concept of 'Safer Neighbourhoods' and is working towards this through the implementation and development of Neighbourhood Policing, and how this fits in to the wider agenda of 'Neighbourhood Management'. The City of York has three Inspector-led Safer Neighbourhood teams, which include sergeants, constables, police community support officers and special constables. A map showing these areas is attached at **Annex One**

5. The police approach to Safer Neighbourhoods can be described by using the framework of:

Access - to policing or community safety services through a named contact.

Influence - by communities over the community safety priorities

Interventions - joint action with communities and partners to solve problems

Answers - Sustainable solutions and feedback on results

How the Council can assist in providing more local police access points

(Access)

6. Part of the North Yorkshire Police Safer Neighbourhoods Strategy is the development of public access points. These are police bases or drop-in centres where the public can access their local policing teams. They are referred to within North Yorkshire Police as '**Tier 1**' locations. They are a key building block of the Safer Neighbourhoods Strategy.
7. These **Tier 1** locations will take various forms, the main ones of which are outlined below:
 - Permanent operational bases, which are fully equipped, complete with IT. Places where officers are able to start and finish their tours of duty. These locations may or may not have public access, but will allow safer neighbourhood teams to be based within their communities.
 - Safer Schools Partnership initiatives where police officers are based in schools. These initiatives maximise police interactions with the students and teachers but will not generally be open to the public.
 - Semi-permanent locations that officers can work from during their shifts. These may require some basic equipment, such as computer access. These sites may or may not have public access.
 - Temporary sites such as shop fronts, public libraries, community centres etc where police and partners can hold surgeries for the public. These will require the minimum of equipment, probably just a desk and chairs.
 - Police 'Pods' or Containers. These are transportable facilities, which can be placed in an area for as long as required. They allow for public access and as a base for officers to use during their patrol. They are self-contained with the minimum of equipment.
 - Mobile Police Station & Mobile Libraries etc. Obviously a very flexible resource that can be used to access all communities.
 - Police letter boxes. Not 'premises' but linked to the premises holding surgeries etc.
8. Central Area (York) is currently in the process of developing a comprehensive strategy for **Tier 1** premises, for submission to the Police Authority. Some of these premises, particularly buildings where police or multi-agency surgeries could be held, are likely to be City of York Council buildings.
9. Officers from NYP will work closely with CYC Directorates and CYC Property Services at a Ward and strategic level to identify potential Tier 1

locations in existing CYC properties. CYC will consider 'designing in' Tier 1 locations in appropriate new buildings such as schools, libraries, sports centres etc. There will need to be full liaison and discussion between the Police and the Council as these locations emerge.

10. Some Tier 1 premises are in use already, and have been developed over the past year as part of NYP approach to Neighbourhood Policing. Others will develop over the coming financial year as and when funds allow. Progress reports on Tier 1 locations will be brought to the SYP Board for information/approval. Priority will be given to locations in higher crime areas.
11. The proposals to build new civic accommodation at Hungate presents an exciting opportunity to locate the Safer York Partnership (SYP) within the new Council offices. As such, officer numbers working within the current SYP team have already been included in the space planning calculations. By co-locating the SYP team within the new building, the functions of the SYP will become more effectively integrated into mainstream Council Directorates, and as such, provide much closer joint working between NYP and CYC. The new customer access facilities at Hungate will also provide for much easier contact by the public, than that currently available at the SYP premises in Lower Friargate.
12. More detailed on the development of **Tier 1** premises can be found at **Annex Two**.

How police patrolling arrangements will be improved in vulnerable areas

(Interventions)

13. The National Intelligence Model is the business model that North Yorkshire Police uses to ensure that patrols, and other policing activity, is directed to where it is most needed. The first component of this model is a Strategic Intelligence Assessment, which scopes out levels of crime and anti-social behaviour to enable local priorities to be set. In October 2007 this strategic intelligence assessment included data from partner agencies, including the Council, Fire Service, DAAT and Probation Service for the first time. This led to the production of jointly owned strategic plans covering our main areas of business. These plans help to steer the day-to-day patrol activity of our policing teams.
14. Additionally, at a more local neighbourhood level, Safer Neighbourhood teams are consulting with communities about their concerns. This consultation is brought into focus at the Ward Committee Meetings where community safety priorities are set alongside the Neighbourhood Action Plans. Safer Neighbourhood officers attend the ward committee meetings and update those present on current policing activity and crime levels. During these meetings the attendees are encouraged to discuss the current issues facing them and their communities. At the end of the

meeting a new set of policing priorities is arrived at, which can be tackled in a variety of ways. If it is an issue of widespread concern it may well be tackled through one of the Safer York Partnership task groups. If it is a localised issue the police will seek to tackle it in the most appropriate way, and in partnership with the most appropriate agencies.

15. This process provides a focus for the Safer Neighbourhood teams, and directs their work on a day-to-day basis. This is where the police teams will link in with other agencies to develop joint problem solving plans.
16. The three Inspector-led teams (which include nine sergeant-led teams) cover the whole of the city with every ward having dedicated staff. They have developed networks of key individuals on their wards and are encouraged to undertake as much consultation with different members of the community as possible. For example, over a three-week period in York North (Jan/Feb 08) the following consultation took place:
 - 7 Ward Committee meetings
 - 9 Deployments of the mobile police station
 - 4 parish Council visits
 - 3 Housing/Residents associations meetings
 - 1 drop-in surgery.
17. Also, the police have undertaken 'Neighbourhood Profiles' of every ward in the city. These profiles include demographic information including various aspects of diversity such as race or age. These profiles have been updated during January/February 2008. They are currently published on the North Yorkshire Police Intranet and so are not in the public domain. However, they can be obtained from the Safer York Partnership. This helps to inform officers where to patrol, and where vulnerable communities might be. For example, a ward that has a particularly high percentage of older people may be more susceptible to crimes committed by bogus officials and therefore reassurance patrols may be required along with the consideration of 'Cold Calling Control Zones'. Similarly a ward with a high proportion of visible ethnic minority population may need patrols to reassure against hate crime.

Providing an effective response to local concerns

(Influence, Interventions, Answers)

18. As local access to policing services improves, through the development of **Tier 1** premises, the police will begin to get a more complete picture of community concerns across the city. These concerns will be prioritised through the Ward Committee structure and will be dealt with in line with the community engagement, problem solving and feedback model, which was adopted by the Safer York Partnership Board on 30th July 2007, and reported to the Neighbourhood Services EMAP on 17th October 2007 – "Development of community engagement, problem solving and feedback on community safety" – Agenda Item 9. Detail of the model and a

schematic showing how this operates is given at **Annex Three**. The model demonstrates how results, or answers, to concerns raised, will be reported back formally via the Ward Planning process and Ward Committees, and how performance will be monitored. More local feedback will continue to be given as solutions develop and action in the community is taken.

19. This engagement and problem-solving model is a fundamental aspect of Safer Neighbourhoods and Neighbourhood Management. However, there inevitably will be some element of prioritisation as the police and partners have limited resources.

Measures aimed at reducing vehicle speeds

20. Speeding vehicles is an issue for many of York's communities and is often raised at community consultation events.
21. Road collision statistics for York covering the period January 2005 to December 2007 have been analysed. Vehicle speed is quite low on the list of reasons for these collisions, being ranked 12th in the list of causation factors. Also there is no accident 'black-spot' where accidents have been deemed to have been caused by excess speed. Therefore, in terms of reducing road collisions, it seems that static speed cameras in York would be difficult to justify.
22. The data does show that injury accidents are on a downward trend. There is a substantial downward trend in accidents involving children and pedal cycles. However, there is an upward trend in serious accidents involving older people and pedestrians.
23. It would appear that there is little evidence to support static camera sites in York although mobile cameras may have some worth. However, it is believed that a similar impact could be made by enforcement activity on target routes together with any potential engineering solutions.
24. The North Yorkshire Police stance on safety cameras is presently under review. The Department for Transport on 31st January 2007 issued criteria as a benchmark for the deployment of cameras. This is the criteria the Chief Constable has used in the recent scoping work during the review of safety cameras in North Yorkshire. A copy of the Criteria is attached at **Annex Four**.
25. The issue was researched during 2001/02 but a sufficiently robust business case could not be established. Since then, the funding arrangements for safety cameras have changed and the whole issue around safety cameras is being reviewed locally. Preliminary work has recently been undertaken to ascertain the additional work stream requirements to establish safety cameras and a report will be presented to the Steering Group of the York and North Yorkshire Road Safety Partnership at the end of March 2008. The report will seek direction on

the way forward but the establishment of any safety cameras in York will need both contractual and financial partnership arrangements with both North Yorkshire Police and other partners. City of York Council will be fully engaged with the following discussions.

26. North Yorkshire Police are aware that communities across York and North Yorkshire are seeking support in relation to the calming of vehicle speeds, and solutions in addition to traditional enforcement activity are being considered, e.g. Community Speed Watch. North Yorkshire Police are also looking into how community officers can get involved with speed enforcement, and is also considering the role of police community support officers.

Consultation

27. This report is a joint report between the officers of the City of York Council, and the North Yorkshire Police. Consultation has taken place in order to produce this report.

Options

28. Not applicable, the report is for information only.

Analysis

29. Not applicable, the report is for information only.

Corporate Priorities

30. The actions described meet the council priority to:

Reduce the perceived impact of violent, aggressive, and nuisance behaviour on people in York.

Implications

31. None – the report is for information only.

Risk Management

32. Not applicable, the report is for information only.

Recommendations

33. Members are asked to note the report.

Reason: So that members can be aware of action being taken to meet the issues raised in the safe city policy prospectus .

Contact Details

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Chief Officer Responsible for the report:

Terry Collins

Director of Neighbourhood Services
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Iain Spittal

Chief Superintendent
North Yorkshire Police
Tel : 0845 6060247

Report Approved



Date 27/02/2008

Specialist Implications Officer(s)

None

Wards Affected:

All



For further information please contact the author of the report

Background Papers:

Group Leaders Policy Prospectus

Annexes

Annex One - Map showing Neighbourhood Policing Areas

Annex Two – Tier 1 Policing model

Annex Three – Community Engagement and Feedback model with schematic

Annex Four – DFT Speed Camera Criteria

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Tier 1 Premises – Outline Strategy (York)

Introduction

Tier 1 premises are set to be one of the key building blocks in our approach to Safer Neighbourhood Policing.

Tier 1 premises are described, in the Chief Constable's Road Map Towards 2012 as "shop fronts/shared service centres based in town or village centres, serving as Safer Neighbourhood Team operational bases". For York, this will necessitate the three Safer Neighbourhood Teams of North, South and Centre, deciding where their teams could be based to give the maximum effect.

Tier 1 premises are likely to take different forms from fairly temporary locations where police surgeries could be held from time to time, through to more established premises where officers can be based. This will include mobile facilities. The type of facilities required will also vary. The temporary locations for surgeries will need minimal equipment and facilities, probably just a desk and chairs. The more permanent bases will require more space, computer equipment and other facilities.

Some Tier 1 premises will be set up for maximum public access, eg a shop front. Other locations may be less suitable for public access, but more appropriate for a permanent base eg. Established police buildings or Safer School Partnership initiatives.

Work to date

Last year work was undertaken to identify possible sites for Tier 1 premises across the city. A list of 38 premises was put forward. These premises range from schools and libraries to community centres and the hospital. The list is attached at Annex Two

The 3 Safer Neighbourhood Inspectors are currently reviewing this list and coming up with a short list of proposals to be progressed during 2008. Also, new premises have been added to the list as opportunities arise such as St Clements Hall and the railway station.

We have not yet reached the point where we are able to submit a definite list of proposed premises. Also, negotiations about individual premises are at different stages with the owners of the buildings where sites are shared. It may be that some of these initial proposals turn out not to be feasible.

The Westfield School initiative is going ahead as a pilot site for North Yorkshire Police. It will be the first site of its kind developed in York and North

Yorkshire. This initiative is supported by the school and the North Yorkshire Police Authority.

Emerging findings

The following premises are coming to the fore as favourite sites for operational teams to be based at :

York North Derwent School, Clifton Moor Police Station or Athena House

York South Westfield School

York Centre Clifford Street Police Station, St Clement's Hall, York District Hospital

Each area has also put forward numerous possibilities for smaller, more locally based premises which would be sites for public contact and access.

These options are being collated and mapped by the HQ Property and Facilities Department, and where approved will be progressed during 2008.

Some of the Tier one sites may well be used for Tier two staff whilst on the 'beat' enabling a more responsive service to our communities.

A mobile data platform would assist the deployment of local officers.

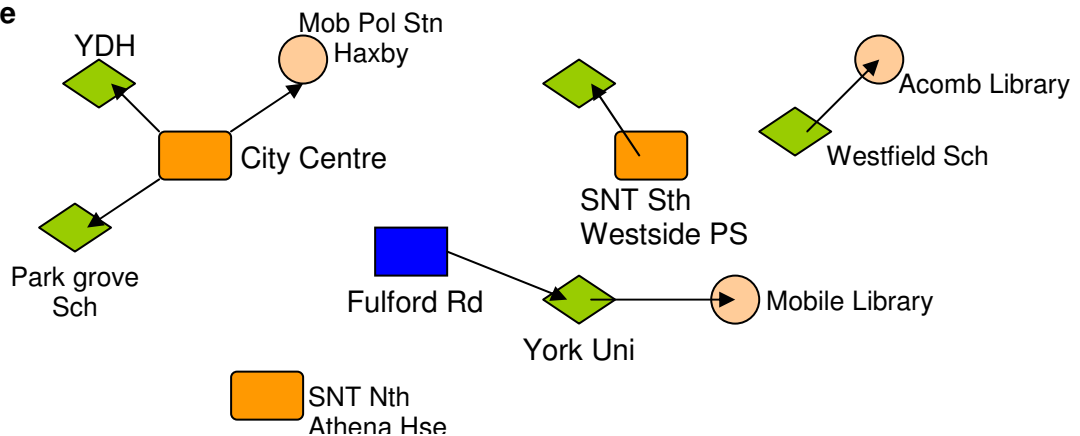
Next Steps


The Central Area Management Team, in conjunction with the Safer Neighbourhood Teams and Partners need to agree the final list of proposed premises.


Each premise will need to be identified as either a potential site for police/multi-agency surgeries, or whether the building is being put forward as one which could become an operational base for the team.


An agreement to extend this to existing mobile platforms Library Services, Fire Service and Mobile Police Stations etc needs to be explored.

Example



 Fixed asset ie Police station where officers start and finish, IT currently connected or could be.

 Temp site where officers work from during their shift, could start and finish and may be able to use internet access. Flexible to current demands.

 A point used for engagement by SNT on a regular basis when needed and can easily be changed when needed without cost.

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Agenda Item

Meeting of the Executive Member for
Neighbourhood Services and Advisory Panel

17th October 2007

Report of the Director of Neighbourhood Services

Development of community engagement, problem solving and feedback for Community Safety

Summary

1. The Crime and Reduction Partnership (CDRP) for York – Safer York Partnership (SYP), recently presented a document concerning the development of community engagement, problem solving and feedback for community safety, for approval at the SYP Executive and Board. The document included a proposal for a new model for Safer Neighbourhoods. This report provides the approved SYP document for information (Annex 1).

Background

2. In September 2005 a model of neighbourhood policing and partnership working was piloted in five wards of the city. However, the pilot concluded that this model of delivery is not sustainable with current resource levels within the Neighbourhood Management Unit or SYP.
3. Neighbourhood policing must be implemented in all wards of the city by April 2008, including a model for identifying police priorities and a means of working in partnership with other agencies to resolve them. In addition CDPR's have to demonstrate that they have taken account of the community by holding 'face to face' sessions to provide feedback on action taken to address issues around crime and disorder.
4. Annex 1 of this report provides a full copy of the document approved by SYP, which details the consultation and problem solving methods which will be used to deliver a new model for Safer Neighbourhoods. Part of this framework will be to use ward committee meetings to identify policing priorities and for ward team meetings to take on the responsibility for overseeing performance against the police priorities. It also details roles and responsibilities for teams and individuals involved in this process.

Options

5. Not applicable as members are being asked to note the content of this report

Consultation

6. The content of Annex 1 of this report were approved by the SYP Executive on the 25th July 2007 and the SYP Board on the 30th July 2007.

Analysis

7. Not applicable.

Corporate Priorities

8. Creating a safe city is one of the key corporate priorities. The delivery mechanism detailed within Annex 1 of this report has the ability to impact on this by reducing the actual or perceived impact of violent, aggressive and nuisance behaviour on people in York.

Implications

Financial

9. There are no financial implications with this report

Human Resources (HR)

10. There are no HR implications associated with this report.

Equalities

11. There are no equalities implications contained within this report.

Legal

12. There are no legal implications associated with this report.

Crime and Disorder

13. There are no crime and disorder implications associated with this report.

Information Technology (IT)

14. There are no IT implications associated with this report.

Property

15. There are no property implications associated with this report.

Risk Management

16. There are no know risk associated with this report.

Recommendations

17. That the Advisory Panel advise the Executive Member to note the content of this report.

Reason: To ensure that the Executive member is aware of the new models for delivering Safer Neighbourhoods.

Contact Details

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Chief Officer Responsible for the report:

Andy Hudson
Assistant Director (Neighbourhoods and
Community Safety)

Report Approved

Date 20th Sept 2007

Jane Mowat
Director of Safer York
Partnership

Specialist Implications Officer(s)

None

Wards Affected:

All

For further information please contact the author of the report

Background Papers:

Annex One

Safer York Partnership Board paper 30th July 2007 'Development of community engagement, problem solving and feedback for Community Safety.'

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DEVELOPMENT OF COMMUNITY ENGAGEMENT, PROBLEM SOLVING AND FEEDBACK FOR COMMUNITY SAFETY

Safer York Partnership Board Monday 30th July 2007

1.0 Background

- 1.1 In September 2005, Safer York Partnership and North Yorkshire Police piloted neighbourhood policing in five wards of the city: Micklegate, Clifton, Heworth, Woodthorpe & Dringhouses and Westfield.
- 1.2 This pilot was evaluated by Safer York Partnership and the following problems were identified with the model used:
 - Difficulties with the questionnaire in signposting residents to select key crime types that are being addressed through SYP task groups as priorities
 - Lack of detail on locations/victims/offenders from the consultation data that could be used for problem solving
 - Impact on the workload of partners ie. Neighbourhood Management Unit CYC, Street Environment Officers
- 1.3 In April 2006 North Yorkshire Police implemented neighbourhood policing across the force. Resourcing and deployment issues resulted in some difficulties in developing the pilot in York beyond the original five wards.
- 1.4 In December 2006, North Yorkshire Police reviewed its neighbourhood policing structure in Central Area and fully staffed neighbourhood policing teams have been in place in York since January 2007.
- 1.5 Since March 2007, Safer York Partnership has reviewed its board and governance processes and has had two members of staff on long term sick leave. This has resulted in delays in moving this work forward.

2.0 Development of consultation and problem solving models

- 2.1 The model adopted for the pilot of neighbourhood policing was based on the National Reassurance Policing model and involved a seven step process from data analysis through consultation and problem solving to feedback. In order to utilise existing structures where possible, the problem solving stage of the model was conducted through the ward planning groups chaired by elected members and comprised of neighbourhood management unit, police, street environment officers, estate managers and other partners where appropriate. For the purpose of this additional work, discussion of neighbourhood policing issues was distinguished from the broader planning agenda by calling this part of the meeting a Joint Action Group (JAG).
- 2.2 As mentioned in 1.2 above, this model proved to impact significantly on the workload and resources of those services involved in ward planning meetings. For example, there was an expectation that neighbourhood management unit officers would provide secretariat support to meetings.
- 2.3 Whilst this model did have some success in the five pilot wards, it could not be sustained across eighteen ward areas, particularly where the allocation of

resource within some services could mean attendance at several meetings eg. Street environment officers.

- 2.4 In addition to the resourcing and sustainability issue, neighbourhood policing team inspectors raised concerns about the community consultation process and the suitability of JAGs as the mechanism to carry out intelligence led problem solving. The questionnaire based consultation was based on questions used in the British Crime survey and asked respondents to pick from a list of crime and disorder problems, the issues of greatest concern in their neighbourhood. Because this list included burglary and vehicle crime, respondents were choosing these because they assumed that they are serious and therefore issues that they would wish the police to be addressing. However, analysis of local data showed that in some of these areas, they were not actually problems in terms of real crime.
- 2.5 Key crime types are addressed on a geographical basis through hotspot mapping and data analysis by the SYP task groups. This posed a problem for neighbourhood policing teams, as the actions discussed in the JAG tended to fall to them to resolve either with other specialist police teams or through the task groups and it was becoming difficult to identify issues which other JAG members could contribute to.
- 2.6 Following the identification of these problems, SYP developed a revised consultation model involving specially convened Police and Community Together (PACT) meetings where an open question of “what are the problems in your neighbourhood?” could be asked of local residents and from those listed, they could vote for the three policing priorities they would like to see addressed. This model was piloted in Clifton, Haxby and Wiggington and Westfield/Woodthorpe & Dringhouses.
- 2.7 Following the PACT meetings, SYP convened a problem solving meeting to tackle the priorities identified. These meetings involved representatives of services and agencies who could assist in addressing each of the priorities.
- 2.8 Whilst this model enabled a more accurate diagnosis of neighbourhood problems, it was clear that SYP did not have the resources within its staff structure to support the operate this process as a stand-alone model in each of the 18 ward areas. Neither did the partnership have the capacity to develop and support multi-agency problem solving meetings in each ward area.
- 3.0 **Striking the balance between demand and resource**
- 3.1 Neighbourhood policing must be implemented in all wards of the city by April 2008. This includes a model to identify policing priorities and a means of working in partnership with other agencies to resolve them. CDRPs need to be able to demonstrate greater accountability to the community and to hold “Face the Public” sessions to provide feedback on actions taken to address crime and disorder.
- 3.2 Local Authorities are also required to demonstrate greater accountability to the community and to have neighbourhood action plans (NAPs) in place to address the community’s priorities. This work has been undertaken by the Neighbourhood Management Unit and the neighbourhood plans are produced

for all 18 ward areas of the city. Following consultation with the community, community safety has been identified as a top priority for all but one ward.

- 3.3 Since the production of the neighbourhood action plans, meetings have taken place between the Director Safer York Partnership and the Head of Neighbourhood Management Unit (NMU) to identify how best to ensure that a sustainable model can be produced to meet the needs of the neighbourhood policing teams in identifying and addressing public priorities within the resource levels available in the NMU and SYP.
- 4.0 **A new model for Safer Neighbourhoods**
- 4.1 SYP is now managed within the Neighbourhood Services and Community Safety Directorate. Work is underway to co-locate the SYP team with the NMU. This will bring increase cohesion between community safety and wider neighbourhood management.
- 4.2 The PACT meeting model worked well as a means of understanding the true nature of neighbourhood problems. It also provided a better and welcomed interface between the police and local residents and enabled NPT officers to gain better quality intelligence and detail about the community safety problems that affect quality of life for residents. However, the three meetings were chaired by SYP to ensure that they were not dominated by complaints about police performance/response and the cost of venue hire was met by SYP. This is not sustainable in the long term due to the availability/workload of staff in the SYP team.
- 4.3 Ward Committee meetings are held quarterly in each of the wards. Attendance is largely determined by the agenda and the existence of problems/issues of interest to the community. Given that consultation for the NAPs identified community safety as a priority and attendance at PACTs was good, it can be assumed that discussion of policing priorities could increase attendance at ward committees if they were to be used as the vehicle for identifying public priorities. This would need to be agreed as an agenda item so that policing priorities are identified and feedback given through the cycle of ward committee meetings during the year.
- 4.4 Ward committees are chaired by elected members, therefore use of these meetings for identifying policing priorities would continue to offer independency in the chairing plus ensures that elected members are fully engaged and informed in the prioritisation process.
- 4.5 SYP's role is to facilitate multi-agency problem solving to tackle crime and disorder. It has accountability at all levels from community through to the Local Strategic Partnership. SYP's strength is its ability to use intelligence led processes to target resources to areas/problems of greatest need. However, it is supported by a small team and unable to take on the role of managing individual problem solving groups for each ward. Furthermore, partners engaged in problem solving do not have the resources to attend individual problem solving meetings in each of the 18 ward areas.
- 4.6 The initial pilot of neighbourhood policing identified flaws in the use of ward planning meetings convened as JAGs fulfilling the function of multi-agency problem solving meetings. These meetings already have a full agenda and with the introduction of NAPs, this will increase as the ward planning

meetings assume a performance management function in respect of the entire content of the NAP.

- 4.7 The pilot PACTs identified some commonality within the problems identified in each of the three areas eg. Under age alcohol consumption and graffiti. There is also commonality between the priorities identified and some work already being addressed through SYP's multi-agency task groups eg. Speeding traffic was identified in two PACTs and is being addressed through the Road Safety Task Group. Therefore the following assumptions can be made:
- a) There is likely to be some common themes identified across clusters of wards within the 18
 - b) Some problems identified through consultation are already being addressed through SYP task groups
 - c) Some problems will be unique to a ward and require a specially convened meeting
- 4.8 Policing priorities for each ward, as identified through the ward committee, would be fed to SYP. SYP is then best placed to determine which of these problems are common across a number of wards, which need to be addressed through existing task groups and which will require an individual approach. SYP is then in the best position to ensure that these problems are routed through one of these processes and where necessary a specially convened meeting is set up comprised of those partners who can actively contribute to resolving the problem. This is represented in the flowchart at appendix A.
- 4.9 NPTs are core members of ward planning meetings and attend ward committees. Therefore, they are best placed to take ownership of the policing priorities, ensuring that feedback is given as part of the NAP monitoring process at the ward planning meetings and to the public at the ward committees. SYP's role is to ensure problems are routed to the most appropriate problem solving group, to provide data and information to assist problem solving and to provide the accountability structure whereby partners are held to account for their contributions to problem solving. Individual roles and responsibilities are outlined in Appendix B.
- 5.0 **Conclusions**
- 5.1 In order to meet the timescales for CDRP national standards and neighbourhood policing implementation, a sustainable model for community engagement and community safety problem solving needs to be in place by March 2008.
- 5.2 Neighbourhood Action Plans are now in place for all wards of the city and provide the means by which community priorities are identified and addressed. Elected members have ownership of this process and a performance management structure is in place through the ward planning meetings. Community safety has been identified in all but one ward as a priority and the policing priorities sit within this section of the NAPs.
- 5.3 Neighbourhood Management Unit and SYP are co-locating to provide greater cohesion between community safety and other neighbourhood services.

However, the resource levels are finite and neighbourhood policing is just one area of work that they support.

- 5.4 Using ward committees to identify policing priorities under the overall neighbourhood management process will strengthen the role of ward committees and over time, may well help to increase attendance as the community sees these meetings as the forum in which to raise their problems.
- 5.5 SYP's role as a facilitator of partnership problem solving, places it in the best position to ensure that community safety problems are referred to the most appropriate problem solving group and its accountability structure provides the means by which partners are held to account for their part in contributing to actions to address policing priorities.
- 5.6 Ward planning meetings provide the mechanism by which elected members, local authority and the police can ensure that actions are being taken to address the priorities identified in the NAPs. In order to do this their function is extended beyond the JAG concept to encompass the full range of priorities in NAPs and as such the term JAG is no longer used.

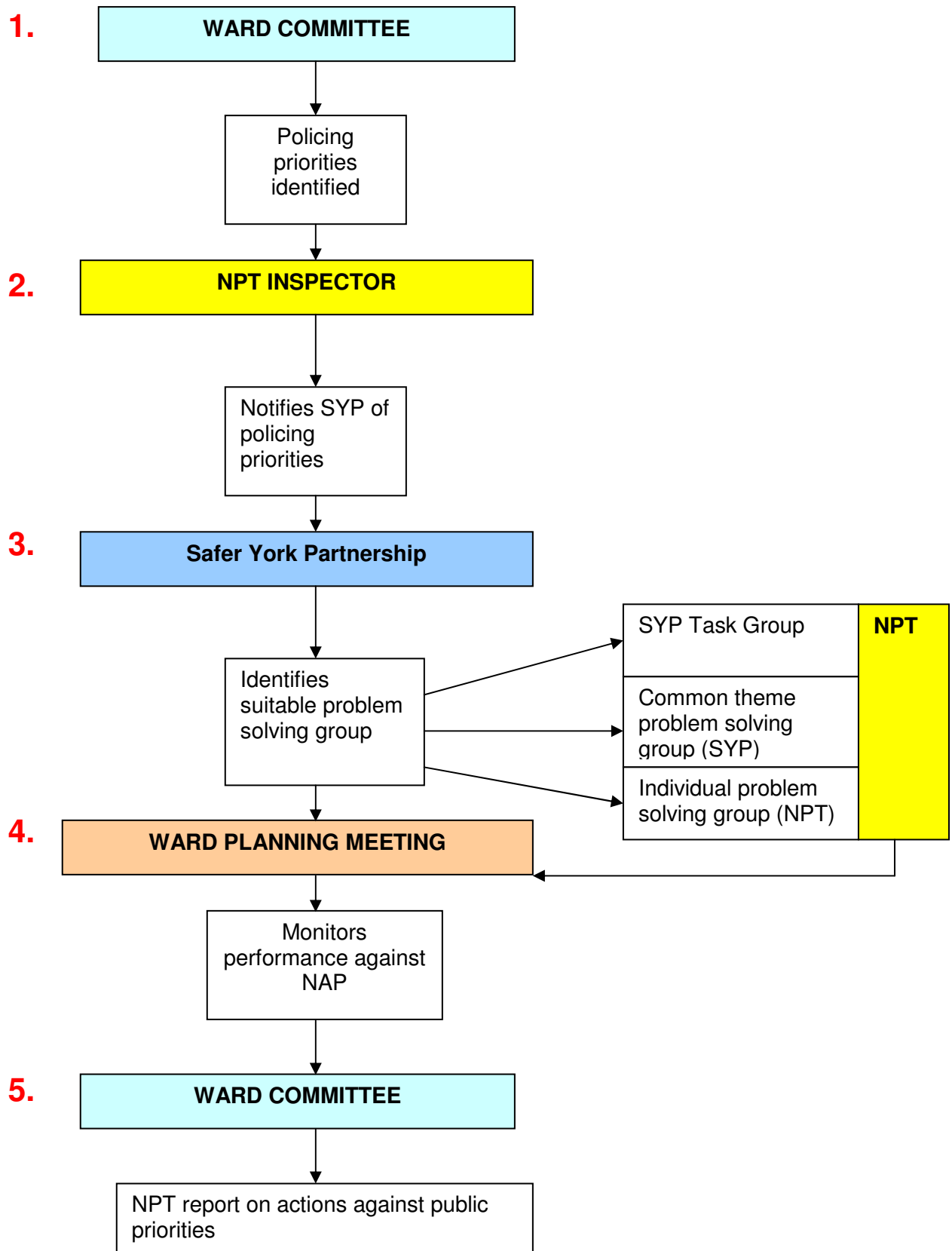
6.0 **Recommendations**

- 6.1 That ward committees are used as the mechanism by which policing priorities are identified. (Opportunity exists to adopt this approach in October in wards that have not been involved in previous pilots)
- 6.2 That ward planning meetings take on responsibility for overseeing performance against policing priorities and therefore NPT attendance at these meetings is mandatory.
- 6.3 Safer York Partnership ensures that policing priorities are being addressed through intelligence led multi-agency problem solving and takes responsibility for identifying appropriate problem solving groups where this can be achieved.

Jane Mowat
Director Safer York Partnership

Appendix A

COMMUNITY ENGAGEMENT & PROBLEM SOLVING



APPENDIX B**ROLES & RESPONSIBILITIES****NEIGHBOURHOOD MANAGEMENT UNIT CYC**

- Ownership of NAP process
- Ensure Identification of policing priorities is on ward committee agenda
- Ensure NPTs are provided with dates for ward committees and ward planning meetings
- Administration of ward planning meetings
- Assist with feedback to community on actions through ward newsletters, ward committee meetings, residents associations etc.

NEIGHBOURHOOD POLICING TEAM

- Attendance at ward committees
- Attendance at ward planning meetings
- Inspectors provide SYP with list of policing priorities for each ward
- Inspectors attend fortnightly tasking & co-ordination
- Inspectors attend SYP task groups where work is ongoing in their area
- Manage problem solving groups convened for addressing policing priorities that do not sit with SYP task groups
- Meet monthly with SYP and Head of NMU to monitor process

SAFER YORK PARTNERSHIP

- Identify how policing priorities are to be addressed eg. Through task group, by developing a problem solving group for common themes across several wards or by developing a unique problem solving group
- Provide and analyse data multi-agency data and information needed to address policing priorities
- Contribute to tasking and co-ordination process
- Provide funding to support NPT initiatives through SSCF
- Monitor overall process as part of partnership performance management through the Executive

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ANNEX

Site selection criteria that applied at the end of the National Safety Camera Programme

| Rule | | Fixed speed camera sites | | Mobile speed camera sites | | Routes | | Red-light or combined red-light speed |
|--|--|---|-----------------------|--|----------------------|--|----------------------|---|
| 1 | Site or route length requirements | Between 0.4 km and 1.5 km | | Between 0.4 km and 5km | | Between 5 km and 20 km | | From stop line to stop line in direction of travel |
| 2 | Number of KSI (killed or seriously injured) collisions | At least 3 KSI collisions per km in the baseline period.* | | At least 1 KSI collision per km (average) in the baseline period.* | | A minimum of 3 existing core sites within the length. (There are no further requirements.) OR Has at least 1 KSI collision per km (average) in the baseline period* and meets the PIC total value below. | | At least 1 KSI collision within the junction in the baseline period.* Selection must be based upon a collision history of red-light running. |
| *The baseline period is the most recent 36-month period available when proposal is submitted, where the end date is within 12 months of the date of submission. | | | | | | | | |
| 3 | Total value required | Built-up 22/km | Non-built-up 18/km | Built-up 11/km | Non-built-up 9/km | Built up 8/km | Non built up 6/km | 10 |
| For sites up to 1 km, the above value is required. For sites longer than 1 km, the value is per km. | | | | | | | | |
| 4 | 85th percentile speed at proposed sites | Speed survey shows free-flow 85th percentile speed is at or above ACPO enforcement threshold in built-up areas and 5 mph over maximum speed limit in non-built-up areas. This can apply to all vehicles or a vehicle class but must be compared consistently. | | | | | | Not applicable |
| 5 | Site conditions that are suitable for the type of enforcement proposed | Loading and unloading of camera can take place safely. | | Location for mobile enforcement is easily accessible and there is space for enforcement to take place in a visible, legal and safe manner. | | The location of collisions in the baseline period will determine the length of route. | | Loading and unloading the camera can take place safely. |
| 6 | Suitability of site for camera enforcement | The highway authority must undertake a site survey, demonstrating the following: (a) the speed limit has been reviewed, confirming that camera enforcement is the right solution; (b) there is no other cost-effective engineering solution that is more appropriate; (c) that the Traffic Regulation Order (where applicable) and signing are lawful and correct. | | | | | | |
| New camera sites will be selected using an assessment that includes the level of fatal, serious and slight collisions. The combined level of collisions will be expressed as a numerical scale (see below) and assessed relative to the road classification for the site – whether it is either a 'built-up' or 'non-built-up' area and according to the type of site, i.e. route, fixed, mobile or red-light. Fatal or serious injury collision = 5 (i.e. 2 serious collisions = 10) Slight injury collision = 1 (i.e. 5 slight collisions = 5) 'Built-up area' is defined as a road with a speed limit of 40 mph or less. 'Non-built-up area' is defined as a road with a speed limit of 50 mph or more. | | | | | | | | |

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Executive**25 March 2008**

Report of the Director of Housing and Adult Social Services

Gas Servicing - Future Procurement.**Summary**

1. This report presents the recent procurement exercise undertaken and suggested future direction for the gas servicing and maintenance service to council dwellings.

Background

2. In November 2003 the Housing Executive Member agreed a two-fold approach to this service with an external contractor undertaking all works in the City area and Neighbourhood Services (NSO) undertaking all works in the Acomb area under a partnering agreement based on the contract specification for the external contract. The external contract expires on March 31st 2008 and hence this report presents the future direction.
3. The majority of all other maintenance type repairs are carried out by NSO under the Housing Repairs Partnership agreed by the Executive in November 2004. This partnership was established to remove the traditional adversarial roles of client and contractor and promote a joint responsibility by both parties for the success of the partnership. This change has fostered a close working relationship that has made significant strides of improving performance to customers whilst reducing duplication in processes and also the management structure. This Partnership is based upon a charging mechanism of the actual cost to the authority of the works and does not include any profit.
4. In January 2003 the Authority signed up to a Service Procurement Strategy which included a Service Procurement Hierarchy against which procurement decisions could be made. With reference to this report it provides a framework within which to consolidate all of the works under a single contracting process using NSO as 'in-house provision with an improvement plan'. Hence it is the recommendation that the Housing Repairs Partnership be amended to include this gas servicing and maintenance service.
5. A period of evaluation was undertaken in the Autumn of 2007 to assess both NSO's performance and costs relating to gas servicing to ensure any expansion in service would be achievable, provide value for money and satisfy procurement regulations.

6. Neighbourhood Services undertook a cost analysis of the works. Benchmarking of this was then undertaken against a range of external providers available to the Authority through a procurement route via the Northern Housing Consortium. Whilst NSO's costs were not the cheapest they were within the range of the external providers. (See confidential Annex A). It is considered that if the whole service is brought together under the Housing Repairs Partnership efficiencies can be delivered across the whole end to end process that will significantly reduce cost and increase performance. These efficiencies would not be deliverable under a traditional contract.
7. The councils procurement roles state that where a contract that does not offer the Most Economically Advantageous Tender (MEAT) this must be formally approved by the Executive Member. Where a contract is being awarded to an internal partner this decision must be made by the Executive.

Consultation

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

Options

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

Analysis

Option 1

11. The contract with the external provider is due to expire on the 31st March 2008. As part of the procurement process alternative options including external provision were considered. The Northern Housing Consortium, of which the City of York Council is a member, have a procurement arm aimed at developing consortium based procurement where members can achieve efficiencies as a result of bringing together their buying power. The costs of partnering with NSO have been benchmarked against the rates set out within the consortiums gas servicing contract and found to be in the range of external contractor costs, albeit at the higher end.
12. It was clear from this benchmarking process that the renewal of this contract would result in an increase in expenditure on this area of service due to above inflation increase of costs in the heating sector since this service was last procured. A growth bid for this increase in costs was approved by members as part of the 2008/09 budget process.

13. Managing external contractors requires a strong technical client presence and a significant amount of administration to administer the terms of the contract, manage performance and administer staged and invoiced payments. Bringing this service into the Housing Partnership allows for immediate efficiencies in terms of officers time on contract administration and payment processes. Management of the service will be undertaken by a single team with responsibility for both the traditional client and contractor roles, reporting to the repairs partnership board.
14. In order to reduce job role duplication for both HASS and NSO staff there will be the requirement to redefine a number of officers duties. A single co-located team will be operationally resourced to manage this area of service made up of officers from both HASS and NSO, this will to speed up decision making and reduce duplication. Following evaluation of this trial period (which will include implementation of the new City area) it is expected there will be a permanent establishment recommendation through the appropriate channels. Adopting this approach will result in streamlining the processes, stripping out duplication from the system and increase the quality of the service that we provide to our customers.
15. The provision of the service by a single provider will remove the potential for different service levels to customers as a result of employing 2 providers. NSO have constantly provided a level of higher customer satisfaction than external contractors including issues such as communication and reliability.
16. No direct customer satisfaction surveys are undertaken for the NSO heating team however the Annual Housing Monitor shows improved satisfaction levels with the repairs service globally of which NSO undertake the majority of the works. The number of customer complaints made against NSO's heating team is also considerably lower than those made against the external contractor employed in the past.
17. When considering the potential for service improvements, the Housing Repairs Partnership has shown continual improvement since its launch in July 2005 with a reduction of all average repair response times since then as depicted below.

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

18. The gas industry is heavily regulated with a large emphasis placed upon the interpretation of the provider. Having only one provider removes any difficulties associated with different interpretations of the regulations and the subsequent contractual difficulties that this can cause. Delivering the service via the repairs partnership also places the authority in a much stronger position regarding quality control, training and technical guidance with the customer being the focal point.
19. Current NSO performance is not top quartile and hence a time based improvement plan is proposed and is in the implementation stage operationally to ensure a proactive approach to service improvement (See annex B).
20. By extending the Housing Repairs Partnership it allows for greater integration between the traditional client and contractor roles which should result in reducing the unit costs of providing this service to a more competitive position within the benchmark range of external contractors.

Option 2

21. The provision of the service via external contractors was considered when discussion were first held within Housing Services during 2007. At this point in time, the Northern Housing Consortium published the outcome of their consortium procurement process for gas servicing which gave us actual tender prices for the work in question. Following discussion within the service, it was felt that external contractors could provide the service, but many of the efficiencies and improvements in customer service would be difficult to achieve as we would still have the traditional client / contractor roles.
22. If this option is chosen, giving the timescales linked to the end of the current service provision by the external contractor, it is likely that we would have a position where we wouldn't have sufficient cover from 1st April. This would impact on our statutory responsibility as a landlord to ensure that all our gas heating appliances are serviced on an annual basis. It is possible that emergency cover could be brought in, however, past experience has shown that this would be very costly.

Corporate Priorities

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

Implications

24. Implications arising from this report are:
25. **Financial** - The cost of the service to the HRA in 2008/09 is estimated to be £1,326,370 which represents an increase of £250,000 over current costs, however as noted in paragraph 12 an increase was expected and considered by members as part of the 2008/09 budget process.

26. Improvements made to managing and overseeing the service will be expected to impact on and reduce the actual cost of the works to see a reduction in actual job cost (inflation aside) over time.
27. **Human Resources (HR)** - Due to the current moratorium on restructures it is not possible to embark on implementing the proposed structural changes. In order to undertake the pilot it will be necessary to assess the remuneration applied to the additional duties undertaken by staff until such time as it is possible to consult on permanent changes to the cross directorate teams. Any proposed changes will be undertaken in accordance with the City of York Council's Management of Change Policy and Procedures and full consultation will be required.
28. **Legal** - Noting and approving this report would amend the Housing Repairs Partnership and under MEAT recognise that NSO were not the Most Economically Advantageous Tender.
29. **Information Technology (IT)** - Retaining the service in-house would allow all ordering, management and invoicing processes to remain within the authorities IM&T systems further reducing the time and cost implications of marrying up to an external contractor.
30. There are no **Property, Equalities** or **Crime and Disorder** implications arising out of this report.

Risk Management

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

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

Recommendations

32. The Executive is asked to approve option 1, to approve the amendment to the Housing Repairs Partnership to include the whole of the gas servicing for the city.

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

Contact Details

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Chief Officer Responsible for the report:

Steve Waddington
Head of Housing Services

Report Approved

Date 13/3/08

Specialist Implications Officer(s) *None*

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

All

For further information please contact the author of the report

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

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HASS 69 - Gas Servicing Future Procurement

Annex B

NSO Gas Servicing and Maintenance Improvement Plan

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

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