

Notice of meeting of

Executive

To:	Councillors Steve Galloway (Chair), Sue Galloway, Jamieson-Ball, Macdonald, Orrell, Reid, Runciman, Sunderland and Waller
Date:	Tuesday, 24 October 2006
Time:	2.00 pm
Venue:	Guildhall

AGENDA

Notice to Members - Calling In:

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

10:00 am on Monday 23 October, if an item is called in *before* a decision is taken, *or*

4:00 pm on Thursday, 26 October, 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 excluding the press and public from the meeting during consideration of Annex B to agenda item 10 (Lendal Bridge Sub-

Station Secure Cycle Park Feasibility Study Outcome), on the grounds that it contains information relating to the financial or business affairs of a particular person, which 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 1 - 10)

To approve and sign the minutes of the Executive meeting held on 10 October 2006.

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 **10:00 am on Monday 23 October 2006**.

5. Executive Forward Plan (Pages 11 - 12)

To receive an update on those items which are currently listed on the Executive Forward Plan.

6. Information Technology and Telecoms (ITT) Development Plan 2007/08 (Pages 13 - 52)

This report sets out areas for investment in IT that have been identified and proposed by Directors and asks Members to review these proposals and decide which ones they wish to fund.

7. Review of the CYC ITT Strategy 2002-2007 (Pages 53 - 60)

This report asks Members to review the Council's progress in delivering its ITT Strategy for 2002-2007 and to identify the broad direction for the development of a future 5 year ITT Strategy.

Note: Annex A to this item is not attached to the printed papers but has been made available on the Council's website. Printed copies may be obtained on request by contacting Democratic Services – see contact details at the foot of this agenda.

8. Health & Safety Resources (Pages 61 - 68)

This report requests the Executive to release contingency funding for additional Health and Safety resources in order to improve performance and meet statutory requirements.

9. Final Report of the Recycling and Reuse Scrutiny Sub Committee: Recycling and Reuse – Removing Bulky Items from the Waste Stream (Pages 69 - 118)

This report presents the final recommendations of the Recycling and Reuse Scrutiny Sub Committee regarding the removal of bulky items from the waste stream.

10. Lendal Bridge Sub-Station Secure Cycle Park Feasibility Study Outcome (Pages 119 - 134)

This report presents the outcome of the study into whether the former Lendal Bridge Sub-Station is suitable to be converted into a secure cycle parking facility and details the options available to Members in relation to the building.

11. Urgent Business - Consultation on the Policy Framework for New Nuclear Build (Pages 135 - 142)

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

The Chair has agreed to consider under urgent business a report which summarises the key issues raised in a consultation document published by Department of Trade and Industry (DTI), seeking views on the developing policy framework for new nuclear build, and presents a draft response for submission to the DTI.

Democracy Officer:

Name: Fiona Young

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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.

MEETING	Executive
DATE	10 October 2006
PRESENT	Councillors Steve Galloway (Chair), Sue Galloway, Jamieson-Ball, Macdonald, Orrell, Reid, Runciman, Sunderland and Waller

78. Declarations of Interest

The Chair invited Members to declare at this point any interests they might have in the business on the agenda. No interests were declared.

79. Exclusion of the Press and Public

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

- Annexes A and B to agenda item 6 (Accommodation Project – Update)
 - Annex 2 to agenda item 10 (2 High Petergate, York)
 - Annex 2 to agenda item 11 (3-4 Patrick Pool, York),
- on the grounds that these documents contain information relating to the financial and business affairs of particular persons, which 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 20069.

80. Minutes

RESOLVED: That the minutes of the Executive meeting held on 26 September 2006 be approved and signed by the Chair as a correct record.

81. Public Participation

There had been one registration to speak at the meeting under the Council's Public Participation scheme. Graham Connell spoke in relation to agenda item 12 (Foss Islands Road – Closure of Entrance to Majestic Wine Premises – Minute 89 refers), on behalf of the site developers. He responded to points raised in the letters of objection to the proposals in the report, stating that the letters did not accurately reflect the history of the negotiations on this issue and outlining the situation from the developer's point of view. He expressed support for the proposals set out in the report on this item.

82. Executive Forward Plan

Members received and noted an updated list of items currently scheduled on the Executive Forward Plan.

83. Accommodation Project - Update

Members considered a report which provided an update on progress with the Council's corporate accommodation project and sought approval for a revised financial model for delivery of the project.

The report provided details of progress on Stage 1 of the project (April-August 2006) , for which the targets and achievements comprised:

- Purchase of the ambulance station site
- Approval to relocate the Peaseholme Centre
- Sale and leaseback of St Leonard's Place / 2-4 Museum Street
- Extension of leases at 10-12 George Hudson St and Swinegate Court
- Publication of the OJEU Notice for design and construction partners
- User brief for the new building at Hungate
- Review of Facilities Management Services

In respect of the financial model developed as part of the business case for the project, further work had revealed that the headline figures originally reported to the Executive had been oversimplified and omitted some costs. A revised and updated model had been developed which adopted a more efficient approach to the financing of the project and explicitly included all costs necessary for its completion. It was noted that, overall, the financial position had improved since last reported to the Executive. The report outlined the current position and key changes to the figures previously reported, further details of which were provided in Annex A. It was noted that the timetable for occupation of the new building at Hungate was currently June 2010. Key dates towards occupation were set out in paragraph 23 of the report and key targets for Stage 2 of the project in paragraph 25.

Members commented on the importance of the scheme as an investment in the City's future as well as providing improved working conditions for staff. It was noted that the outline brief now included enhanced sustainability targets.

RESOLVED: (i) That the progress of the accommodation project to date, as set out in paragraphs 4-25 of the report, be noted.

REASON: In accordance with the Executive's role in monitoring the project.

(ii) That the revised financial model for the project, set out in paragraphs 5-21, be approved.

REASON: To take account of further work carried out as part of the business case.

84. First Performance and Financial Monitor - 2006/07

Members considered a report which provided details of the key performance issues discussed at the performance monitor session held for Directors and Executive Members on 27 September 2006 and presented the latest projection of the Council's revenue income and expenditure for the current year.

Key performance issues identified for Directors and Executive Members to address before the next monitor in December were listed in paragraph 4 of the report. Work to agree scopes and scorecards for the 13 priorities within the Corporate Strategy agreed by the Executive in June would not be in place until December. Meanwhile, the focus would remain on the two top priorities – York Pride and Safer City. Progress on York Pride had included significant improvements in response times for investigating reports of abandoned cars and removing graffiti. On Safer City, performance against all of the public perception measures had been consolidated or improved upon and Safer York Partnership was on track to achieve most of its Home Office targets. Progress in other areas included reduced levels of staff sickness and staff turnover and improved performance against some Customer First targets, notably timely responses to letters and Stage 2 complaints.

With regard to financial performance, an overspend of £604k was projected on the General Fund revenue budget, representing 0.6% of the total net budget of £100,295k. On the Dedicated Schools Grant (DSG) functions, a £486k underspend was projected, but this was not available to be used for other General Fund purposes. A summary of the budgets and variations in each service area was provided in Table 1 at paragraph 44 of the report. Table 4 at paragraph 64 outlined virements for asset rental charges sought under CIPFA's new Code of Practice for 2006/07. However, it was reported at the meeting that guidance on the Code was still awaited and it was requested that a consideration of these virements be deferred.

Recommendations made by the Corporate Management Team in respect of potential areas for further budgetary savings during the year included transferring interest earned on retained Section 106 funds into the General Fund Reserve as a commuted sum. Approval was sought to vire £3k between Treasury Management and Leisure and Culture to achieve this. Approval was also sought for non-recurring virements to re-align the 2006/07 budgets; details were set out in Table 5 at paragraph 67. The transfers would be reversed in future years, leaving a gap of £167k which, it was proposed, initially be set against the remaining contingency sum.

Members commented on the particular financial pressures faced by Adult Social Services in this year and the next, due to growth in the number of complex care cases. It was noted that these had been addressed in the proposals and that the Council was on track to out-turn within or under budget by the end of the year.

RESOLVED: (i) That the performance issues identified in the report be noted.

REASON: So that corrective action on the performance issues can be addressed by Directorates and EMAPs prior to the next monitor session in December.

(ii) That the applications for supplementary estimates of £179k, to be funded from the contingency fund, as set out in paragraph 62 of the report, be approved.

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

(iii) That consideration of the virements identified in paragraph 64, Table 4, be deferred until further information on the implications of such action is available.

REASON: To enable the Executive to make a properly informed decision.

(iv) That the virement of £3k between Treasury Management and Leisure and Culture, as identified in paragraph 65, be approved.

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

(v) That the virements (on a non-recurring basis) that reduce the budgets for indicated departments / portfolio areas and reallocate them to achieve a balanced budget, as set out in paragraph 67, Table 5, be approved.

REASON: In accordance with the requirement in the Council's financial regulations that virements of more than £250k be approved by the Executive.

(vi) That departments be instructed to continue to look for savings from within their own budgets, rather than request supplementary estimates for additional expenditure pressures.

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

(vii) That the action currently being taken by departments to manage the overspends identified be endorsed, and that the Director of Housing and Adult Social Services be requested to report to the Executive at the earliest opportunity on the implications, for this and future years' Council budgets, of the increased demand for social care, including those arising out of complexity issues, plus the impact of changes to the Government's grant regulations for the Supporting People programmes.

REASON: To enable the Executive to continue to monitor the budget and in view of the particular pressures faced by Housing and Adult Social Services.

85. Capital Programme - Monitor One

Members considered a report which informed them of the likely out-turn position of the Council's 2006/07 Capital Programme and sought approval for financial slippage amounting to £3.861m.

Key issues highlighted the report included:

- Completion of phase 1 of Clifton Green Integrated Children's Centre
- Additional grant funding of £1.476m over 2 years for Sure Start
- James St Link Road due for completion by November 2006
- Commencement of the £5.3m scheme to extend Huntington School
- Re-phasing of £1.1m work on the School Modernisation programme
- Re-phasing of £1.1m work on the Skills Centre at Danesgate
- Re-phasing of £2m on the York Pools scheme
- Purchase of Dundas St Ambulance station (£1.2m) as part of the new Town Hall Scheme
- Capital investment of £0.5m in IT equipment via prudential borrowing.

An out-turn of £53.408m was predicted against the current approved budget of £55.868m. Capital spend to date amounted to £22.627m, or 42% of the approved budget, the same level as this time last year. Changes to the programme resulting from the recent Council restructure and the new Constitution were summarised in paragraphs 6 and 7 of the report and Table 2, which re-stated the programme within the new portfolio structure. Budget variations in each portfolio area were set out in Table 3 at paragraph 10. The revised 3-year programme was summarised in Table 11 (paragraph 33) and a breakdown of funding for the programme was provided in Table 12 (paragraph 39). Two options were available to fund the overspend of £230k projected on the Replacement Depot and Holgate Windmill, namely the capital receipts surplus (Option 1) or prudential borrowing (Option 2). Option 1 was recommended, as Option 2 would incur a revenue charge of £20k per annum for the life of the loan.

Members commented that report did not highlight progress and achievements sufficiently in some areas, such as Education. Officers undertook to do this in future monitoring reports.

RESOLVED: (i) That the £80k of adjustments made under delegated authority to the 2006/07 approved capital programme, as set out in Table 1 at paragraph 5 of the report, be noted.

REASON: in accordance with the Executive's role in monitoring the Capital Programme.

(ii) That the inclusion of £1.126m additional funding in the 2006/07 budget and £1.044m in the 2007/08 budget, as indicated in Table 11 at paragraph 33, be approved.

REASON: In accordance with the changes reported to individual Executive Member and Advisory Panel (EMAP) meetings.

(iii) That the use of surplus receipts to fund the projected overspends at the Replacement Depot (£150k) and Holgate Windmill (£80k) be approved, in accordance with Option 1 in paragraph 39.

REASON: To fund the overspends without incurring an ongoing charge to the revenue account.

(iv) That approval be given to re-profile £3.816m from 2006/07 to future years, as set out in Table 11.

REASON: In accordance with the changes reported to individual Executive Member and Advisory Panel (EMAP) meetings.

(v) That the re-stated capital programme, as summarised in Table 3 at paragraph 10 and detailed in Annex A, be approved.

REASON: In accordance with the changes reported to individual Executive Member and Advisory Panel (EMAP) meetings.

(vi) That the revisions to the capital receipts programme for 2006/07 to 2008/09, as summarised in Annex B, be noted.

86. York Neighbourhoods Pride

Members considered a report which summarised work undertaken as part of the Council's 'York Pride' initiative, detailed the proposed development of 'York Neighbourhoods Pride' (YNP) as the next stage of this initiative and sought approval to implement the proposals.

The report highlighted York Pride's key achievements in improving the quality of the City of York's environment in neighbourhood and city areas. It was considered vital to continue the process of finding sustainable solutions to local environment issues, whilst reducing crime and promoting everything that was good about the City. YNP would focus on those issues that caused significant concern to residents and visitors and would include:

- The launch of new street cleaning integrated operations
- Targeted campaigns on issues such as graffiti, dog fouling and litter
- Development of Neighbourhood Policing and relevant initiatives to tackle crime and disorder
- Development of Ward Action Plans for each ward in the City.

Paragraph 16 of the report outlined a suggested timetable for a series of high profile campaigns to be held as part of YNP, initially between

November 2006 and October 2007. At the meeting, an amended timetable was presented, which would avoid the need for proactive publicity during the statutory election period in 2007. This had been produced in response to a request from members of the Shadow Executive, who had called the item in subject to this issue being satisfactorily resolved.

RESOLVED: (i) That the launch of the York Neighbourhoods Pride initiative be endorsed.

REASON: This initiative will have significant environmental and Safer City implications which will benefit the City and its residents.

(ii) That the revised programme timetable, as presented at the meeting and set out below, be agreed:

Overarching campaign throughout the 12 months	Street Champions – Caring for Your Environment Awards will be given to members of the public, organisations, groups and schools that help to make a difference in their neighbourhood. This will create ownership within the community of the cleaner safer greener issues.
November 2006	Back Lane Campaign – targeting streets in the city where problems have been experienced with refuse sacks being presented early.
December 2006	Clean for Christmas Campaign – asking residents to identify ‘grot spots’ so that action can be taken to tackle these before Christmas.
January 2007	Get rid of Graffiti Campaign – with SEO’s undertaking inspections and enforcement under the Clean Neighbourhoods and Environment Act 2005.
February to Mid March 2007	Spring Clean Campaign – including a high visible clean of the city centre and residential areas.
May 2007	Red Card for Dog Fouling – using posters featuring red cards to raise awareness and targeted enforcement action.
June 2007 to mid July 2007	Litters out campaign – working with primary and secondary schools to talk about the importance of not committing ‘enviro’ crime.
June to July 2007	Blooming City Campaign – encouraging individuals, groups, residents and organisations to help make our city beautiful by producing or purchasing floral displays.
Mid July to August 2007	Cleaner City Campaign – focussing on the cleanliness of the city centre as we enter the peak

	tourist season.
July, August and September 2007	Feeling and being Safe in York Campaign – focussing on a range of key issues that will promote personal safety in the city.
October 2007	It's in your Hands, Don't Drop it Campaign – focussing on communicating the message of how much the council spends on Street Cleaning whilst encouraging residents not to drop litter

REASON: To enable YNP to be progressed in conjunction with other work ongoing in the department and to avoid the need for proactive publicity during the statutory election period.

(ii) That, subject to any existing commitments being honoured, approval be given to transfer up to £30,000 from the York Pride budget to support the York Neighbourhoods Pride campaign.

REASON: To fund YNP, which will build on the work carried out under York Pride.

87. 2 High Petergate, York

Members considered a report which sought approval to sell the Council's freehold interest in property at 2 High Petergate.

The property had been put on the market due to its inclusion in the 2006/09 Capital Receipts Programme approved by Council in March and the need to make progress on the sales. However, the closing date for offers had not yet been reached so the Council was not committed to the sale. Ward Member consultation had taken place on 9 August, and no objections received.

Sale of the property (Option 1) was recommended as it would raise a receipt to support the capital programme. Option 2 was to retain the property and the rental income of £19,400 per annum.

RESOLVED: That the freehold sale of the property, by informal tender on the open market, be approved, provided the best offer received is at or above the reserve figure.

REASON: To secure a capital receipt and support the capital programme.

88. 3 - 4 Patrick Pool, York

Members considered a report which sought approval to sell the Council's freehold interest in property at 3-4 Patrick Pool.

The property, previously let as offices, had been vacant for two years. There were currently no potential tenants and no operational need had been identified. Although the property had already been put on the market, the Council was not yet committed to the sale. Ward Members had expressed support for the sale, provided full market value was obtained.

Sale of the property (Option 1) was recommended as this would raise a receipt to support the capital programme and enable the property to be refurbished and put to use. Retaining the property (Option 2) would involve substantial investment, for which no funding was available at present. Because the property had not been surplus in March, it was not included on the approved schedule of capital receipts. Approval was therefore sought to amend the schedule. Details were set out in Annex 2 to the report.

RESOLVED: (i) That the freehold sale of the property by informal tender on the open market be approved, provided the best offer received is at or above the reserve figure.

REASON: To secure a capital receipt to support the capital programme, and to bring the property back into a beneficial use.

(ii) That the amendments to the Capital Receipts Schedule, as detailed in Annex 2, be approved.

REASON: To retain the approved level of capital receipts needed to support the capital programme in the light of changed circumstances, and in particular to retain revenue income at existing levels.

89. Foss Islands Road - Closure of Entrance to Majestic Wine Premises

Members considered a report which advised them of a serious potential delay to the redevelopment of the Foss Islands area and sought approval to make an Order under Section 124 of the Highways Act, to close one of the two entrances to premises occupied by Majestic Wine, off Foss Islands Road. Letters objecting to the proposals had been received from Majestic Wine and representatives of the owner of the premises. These had been circulated to Members via e-mail and copies were available at the meeting.

The closure was needed to construct a Traffic Signal controlled junction to facilitate safe access to redevelopment of land opposite the premises and Foss Islands Road. Negotiation between the developers and the owners of Majestic Wine had failed to reach agreement. Any further delay would result in the developers being in breach of contractual obligations and the matter had therefore been added to the Executive Forward Plan under the Urgency procedures.

It was recommended that the Order be made (Option B), as this would enable implementation of the planning consent already granted for the development and would not prevent Majestic Wine from continuing to trade via their other access onto Foss Islands Road. Allowing the access to

remain open (Option A) would make it unsafe to proceed with the provision of the proposed new junction and would therefore put the development in jeopardy. In response to suggestions made in the letters of objection, Officers confirmed that it would not be possible to provide a junction that would cater safely for both vehicles and pedestrians without closing the access.

RESOLVED: (i) That an Order be made, under Section 124 of the Highways Act 1980, closing the northernmost access to the Majestic Wine premises where this adjoins Foss Islands Road and as indicated on Plan HE/0409413/100/01 attached to the report.

(ii) That, if there are no objections or if any objections made are subsequently withdrawn, the Order be referred to the Secretary of State for confirmation.

REASON: To ensure that a new Traffic Signal controlled junction between Foss Islands Road and the access road to land to be developed adjacent to Foss Islands Road can operate in safety.

S F Galloway, Chair

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

EXECUTIVE FORWARD PLAN

Table 1: Other items scheduled on the Forward Plan which should have been submitted to this week's meeting

Report	Author	Current Position	Likely Revised Date
Monk Bar Garage – Future Use of Site	John Urwin	Deferred to consider alternative development options	16/1/07
Parking Review	Peter Evely	Deferred to obtain further information on implications	7/11/06
Reducing Carbon Emissions from York's Public and Private Sector Housing Scrutiny Report	Ruth Sherratt	Deferred for further work	7/11/06
Response to the Recommendations of the Sustainable Street Lighting Scrutiny Sub-Committee	Paul Thackray	Deferred to obtain more detailed financial implications, as highlighted by QCG	7/11/06
Leisure Facilities Strategy	Neil Hindhaugh	Deferred due to continued negotiations on the Barbican Centre	21/11/06
Corporate Asset Management Plan	John Reid	Deferred for revisions requested by CMT	5/12/06
Pothole Report	Damon Copperthwaite	Deferred for further work	7/11/06

Table 2: Items scheduled on the Forward Plan for the Executive Meeting on 7 November 2006

Report	Author	Current Position	Likely Revised Date
Reducing Carbon Emissions from York's Public and Private Sector Housing Scrutiny Report	Ruth Sherratt	Deferred from 24/10/06	N/a
Parking Review	Peter Evely	Deferred from 24/10/06	N/a
Response to the Recommendations of the Sustainable Street Lighting Scrutiny Sub-Committee	Paul Thackray	Deferred from 24/10/06	N/a
Planning Guidance and Sustainable Development	Ruth Sherratt	On schedule	N/a

<i>Table 3: Items scheduled on the Forward Plan for the Executive Meeting on 21 November 2006</i>			
Report	Author	Current Position	Likely Revised Date
Leisure Facilities Strategy	Neil Hindhaugh	Deferred from 24/10/06	N/a



Executive

24th October 2006

Information Technology & Telecoms (ITT) Development Plan 2007/08

Summary

1. The annual Information Technology & Telecoms (ITT) Development Plan sets out areas for investment in IT that have been identified and proposed by Directors. Members are asked to review these proposals and decide which ones they wish to fund.

Background

2. All of the proposals have been through an investment appraisal process, which assesses the bids against corporate and directorate strategy and assesses risk using a risk assessment matrix developed with collaboration from colleagues in Audit and Risk Management. This provides a comparative assessment of the proposals. The Corporate IT Strategy Group evaluated the proposals and they are presented in priority order in Annex A for Members consideration.
3. A summary of each proposal providing a breakdown of costs has been identified in Annex B.

IT Strategy

4. The current IT Strategy covers the period 2002-2007. This is being reviewed in a report to Members on this agenda. This report also looks at key themes that need to be developed for the forthcoming IT Strategy 2007-2012 which is due in the Spring.
5. The period covered by this IT Development Plan obviously spans the two IT strategies but will be decided before the new IT strategy is completed. Though it is possible to continue allocating resources to deliver the existing strategy it would be helpful to identify the key themes of the new Strategy so that resources continue to be allocated to our priorities.
6. The future IT Strategy needs to support delivery of the :-
 - Corporate Strategy – made-up of the Council 13 corporate priorities

- Organisational Effectiveness Programme – which will be key to delivering the 4 “enabling” priorities with the Corporate Strategy which are:
 - Improve leadership at all levels to provide clear, consistent direction to the organisation
 - Improve the way the Council and its partners work together to deliver better services for the people who live in York
 - Improve efficiency and reduce waste to free-up more resources
 - Improve our focus on the needs of customers and residents in designing and providing services.
 - Community Strategy, incorporating Local Area Agreement
7. The development of a programme of work to deliver all of these priorities should lead to detailed project plans some of which will include IT development projects and some of which will need IT input. The agreement of these projects in terms of the allocation of funding and resource still needs to be managed through the IT Development Plan mechanism. These priorities will strongly influence future IT development but there will remain a need to allocate resource to the replacement and support of IT systems that are not covered by these priority areas.
8. The new IT strategy therefore needs to strike a balance between delivering corporate priorities whilst providing adequate investment and ongoing support to the base operation of the Council.

Themes of this IT Development Plan

9. Broadly speaking the bids received for consideration cover the following themes
- **Efficiency** – Integrated Pupil Support Module, Adult Transport, Mobile Working, Youth Service MIS
 - **Customer Service Improvements** – e.g. Mobile working, Mobile library, Crematorium Booking,
 - **System replacement** – e.g. Payroll & HR
 - **Admin Accom programme requirements** – Corporate EDMS, Mobile Working
 - **Partnership working** – e.g. SAP
 - **Stable and secure ITT Infrastructure** – e.g. Data Storage Upgrade, Warden Call, Members PC's, Secure e-mail, Replacement Education Server

10. These themes are all consistent with existing elements of the current strategy and with the corporate themes set out above.

Financial Implications

11. It is now Council practice to finance ITDP expenditure by borrowing over a five-year period. Budget sums allocated to the plan are revenue and not capital as is often assumed. The columns in **Annex A** show: -

- **Guide Capital** – This is the gross expenditure for each bid, what the project would cost if it were funded from capital. This is not the budget allocated to the project.
- **Total Cost over 5 years** – What the project will finally cost over the five-year lease period, including lease repayments and maintenance costs.
- **Annual Ongoing Cost** – the revenue sum paid each year in lease payments and maintenance. This is the actual budget that will be allocated to the project and included in recharges in future years.
- **First Year Costs** – a proportion of the Annual revenue costs which will be incurred in the first year, based on an estimate of when the project will be implemented within the year. This is often difficult to predict. The column P/Y indicates the proportion of the year expected to be covered by the part year effect.

Budget provision in 2007/8 for IT Development plan investment

12. Not all IT development costs fall on the General Fund. Where applicable expenditure has been allocated to the General Fund, or other ring-fenced funds, such as Commercial Services (CS) or Housing Revenue Account (HRA). Education spend was previously identified as a separate budget, passported to Education from the General Fund but due to changes in Local Government finance, all education spend is now part of the General Fund and is bid for alongside other General Fund bids. Where a corporate project affects all funds, costs have generally been split on the basis of the number of PC's in each area. This has been applied to all the corporate projects in this round of bids.

General Fund - Within the 2007/08 projected revenue budgets, provision has been made for up to £500,000 to fund the IT Development Plan. The full-year effect of the 2006/7 IT Development Plan and a top slice to fund easy@york have already been committed. The table below shows the overall position.

Neighbourhood Services – Commercial Services portfolio are allocating funds to meet their share of corporate projects. Their departmental bids are either self funding or time only.

Housing Revenue Account (HRA) - Housing Revenue Account have allocated funds to meet their share of corporate projects.

2007/8	General Fund	HRA	Commercial Services	Total
Allocation for 2007/8	500,000	27,991	7,632	535,623
Committed 2006/7 Full year	92,481	0	0	92,481
Top Sliced for Easy@york	150,000	0	0	150,000
Remaining Balance for 07/8 Part Year	257,519	27,991	7,632	293,142

13. The table below shows the allocated budgets and the commitments already made for 2007/8.

14. As the Council faces significant budget pressures this year, the Corporate IT Strategy Group (CITSG) have therefore applied strict prioritisation so that only essential bids are recommended for funding.

Options

15. Members have three options :-

Option 1 - To fund all proposals recommended by the CITSG, in Annex A all proposals above the dotted line. This would mean spending £21,409 less than has been allocated for 2007/8, with a total commitment of :-

2007/8	General Fund	HRA	Commercial Services	Total	General Fund remaining Balance
Budget for 07/8 Part Year	257,519	27,991	7,632	293,142	
Recommended Part year spend in 2007/8	236,110	25,384	5,025	266,518	21,409
Recommended Full year spend in 2008/9	303,221	27,991	7,632	338,843	

Option 2 – To fund more proposals than recommended by the CITSG, selecting additional proposals from below the dotted line. All of the bids could be funded from the General Fund allocation, however more HRA funding would need to be provided to cover 07HASS02 SX3 Mobile working proposal. Proposals coming just below the line are :-

07LCCS03 - Mobile Library Connection

This was not recommended because it was not thought to be a significant factor in improving the Councils CPA performance in this area. It would however bring

benefits to customers using the mobile library and is part of the Council Plan. It would cost £1,806 in year 1 and £2,606 ongoing.

Option 3 - To fund fewer proposals than recommended by the CITSG, selecting which proposals above the dotted line they do not wish to fund. Proposals coming just above the line are :-

07HASS02 - Extension of the SX3 Mobile working pilot in Housing.

This project will deliver efficiencies and service improvements by enabling staff to undertake work out in the field. However, the initial pilot has not yet been put in place and this is a relatively expensive solution (the pilot will cost the equivalent of £127.5k one off or £38.8 ongoing and the additional cost of this extension will be the equivalent of £74,375 one off or £28.2 ongoing). The solution has an estimated shelf life of only 2 years as the core SX3 system will eventually be upgraded to make it web enabled, therefore making the proposed mobile solution redundant. The solution cannot be applied to any other back office system which was a proviso of the initial pilot bid. A corporate solution will be developed as part of 07COR03 Corporate Mobile Working project but at this stage we cannot confirm whether this will be able to deliver the Housing requirement. It is therefore proposed that Housing Services specify their exact requirement and identify the efficiency gains to be made. We can then assess whether the corporate solution is capable of delivering the housing functionality. If it is, then this funding will be allocated to the corporate project and housing will be delivered as a priority project, if it is not, then the SX3 solution will be purchased.

07NS01 - Crematorium Booking System – this will be funded from savings and is in line with our e-government objectives

07CR04 – Junction Design Programme – If we do not purchase the software to do this ourselves we will have to continue to pay private sector suppliers to do this for us at huge cost. Cost of proposal £1,342 year 1 and £2,684 ongoing.

07CEX02 – Replacement IT Equipment for Members - Existing equipment is starting to fail and we are having some difficulty procuring replacement parts. After the election, any new councillors will need new broadband connections establishing etc so some budget would need to be set aside to cover this as a minimum. Over the next 4 years the existing kit will become increasingly prone to failure and will need replacing. It would be better to do this after the election. Cost of proposal £13.7k year 1 and £10.7k ongoing. This proposal would be funded by borrowing over 4 years so that the ongoing budget can fund a technology refresh after each election without any need for a further growth bid.

Consultation

16. The proposals have been put forward by Directorates and have subsequently been reviewed by the Corporate IT Strategy Group.

Implications

17.

- **Financial** *identified in report*

- **Human Resources (HR)** *none*
- **Equalities** *none*
- **Legal** *none*
- **Crime and Disorder** *none*
- **Information Technology (IT)** IT implications are set out in the report
- **Other** *none*

Recommendations

18. That Members decide which of the Options outlined in Para 15 they wish to fund.

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Report Approved **Date** 29th Sept 06

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Report Approved **Date** 11th Oct 06

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

All

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Background Papers:

- Annex A - List of proposals in priority order with guidance notes
- Annex B - Summary of Proposals in alphabetical order

CORPORATE IT DEVELOPMENT PLAN 2007/2008**Annex A****Part 1 - Guidance Notes**

These notes are designed to help you understand the information about the IT Development Plan bids that is presented in Annex A which lists bids for IT time and/or funding in 2007/08.

- The bids are listed in descending priority order by their Risk Score
- A dashed line has been drawn below the lowest priority bid that has been recommended for funding by the Corporate IT Strategy Group.

The following column headings are used:

Heading	Description
Ref	<p>This is the ITT reference number of the bid. In order for bids to have a unique reference number the following convention has been adopted. The first 2 numbers represent the financial year in which time/funding is sought: 07 = 2007/08. The following abbreviations have been used to represent the owner of the bid:</p> <p>CEX Chief Executives HASS Housing and Adult Services COR Corporate NS Neighbourhood Services CSTR City Strategy LCCS Learning, Culture and Children's Services RE Resources</p>
Description	This is the title of the bid
Scheme Type	<p>The bids are split into types:</p> <ul style="list-style-type: none"> • Business Appraisal (BA) - where a detailed cost benefit analysis is undertaken on schemes that have been identified as having potential for investment before the scheme is proposed for development. Though these bids do not require funding they have been left in with the other items so that they can be prioritised against bids where the BA and implementation occur in the same year. • Technical Appraisal – Where the business case is proven but further research is required to evaluate the technical feasibility of a scheme. • Extension - where a scheme builds on proven IT systems and investment to deliver further benefits. • Implementation - where a scheme has been the subject of a business appraisal, or where exceptionally appraisal and implementation are undertaken in one year; for example as a result of either legislation or re-organisation. • Replacement – where a system needs replacing due to

	<p>obsolescence or changing business requirements.</p> <ul style="list-style-type: none"> • Time Only – where development work needs only the input of the IT Department (usually because external or directorate funding has been identified) • Upgrade – where an existing system needs updating to a new hardware and/or software platform in order to continue operating
Risk Score	This is the score which results from the risk and impact assessment shown in Annex A. It is used to put bids into priority order.
IT weeks	The number of IT person weeks required to deliver the project
PY	The % of the project which is expected to be completed in the plan year. Used to apportion required budget.
Guide Capital	This is the gross expenditure for each bid, what the project would cost if it were funded from capital. This is not the budget allocated to the project
Annual Ongoing Cost	<p>the revenue sum paid each year in loan repayments and maintenance. This is the actual budget that will be allocated to the project and included in recharges in future years.</p> <p>Costs are apportioned between General Fund (GF), Housing Revenue Account (HRA) and Neighbourhood Services (NS) .</p>
First year Cost	a proportion of the Annual revenue costs which will be incurred in the first year, based on an estimate of when the project will be implemented within the year. This is often difficult to predict. The column P/Y indicates the proportion of the year expected to be covered by the part year effect.
Cumulative Costs	These columns track the cumulative totals of the costs shown for each bid in the earlier columns.

**IT DEVELOPMENT PLAN 2007/2008
Annex A Part 2**

Bids In Priority Order																				
Ref.	Description	Scheme Type	Risk Score	IT Wks	P/Y	Guide Capital	Total 5yr Cost	Annual Ongoing Cost (£)				First Year Costs (£)				Cumulative Costs (£)				
								Total	GF	HRA	NS	Total	GF	HRA	NS	Cum IT Weeks	All Funds Annual Ongoing	General Fund Ongoing	All Funds First Year	Fst Yr G Fund
Recommended Projects																				
07COR01	Data Storage Upgrade	Extension	85	20.0	50%	117,000	88,466	20,548	18,904	822	822	6,274	5,772	251	251	20.0	20,548	18,904	6,274	5,772
07CSTR01	Mapping Positional Accuracy Imp. 2	Implementation	80	8.0	100%	13,000	17,860	3,672	3,672	0	0	3,172	3,172	0	0	28.0	24,220	22,576	9,446	8,944
07HASS03	Secure Email	BA & Extension	80	7.0	100%	19,000	30,380	4,636	4,636	0	0	11,836	11,836	0	0	35.0	28,856	27,212	21,282	20,780
07COR02	Corporate EDM & Workflow	Extension	79	36.0	50%	352,000	653,996	139,388	128,237	5,576	5,576	96,444	88,728	3,858	3,858	71.0	168,244	155,449	117,726	109,509
07HASS04a	Warden Call Option 1 (Preferred)	Implementation	74	8.0	100%	47,000	119,340	26,968	26,968	0	0	11,468	11,468	0	0	79.0	195,212	182,417	129,194	120,977
07LCCS01	Integrated Pupil Support Module	Extension	72	11.5	100%	51,700	95,574	19,115	19,115	0	0	19,115	19,115	0	0	90.5	214,327	201,532	148,309	140,091
07COR03	Corporate Mobile Working	Implementation	71	17.5	75%	65,000	146,335	30,860	28,391	1,234	1,234	22,895	21,063	916	916	108.0	245,187	229,923	171,204	161,155
07HASS01	SAP	Implementation	68	22.0	100%	208,600	254,492	50,898	50,898	0	0	50,898	50,898	0	0	130.0	296,085	280,822	222,102	212,053
07RE01	Payroll & HR Replacement	BA	63	3.5	0%	0	0	0	0	0	0	0	0	0	0	133.5	296,085	280,822	222,102	212,053
07LCCS04	Replacement Education Server	Upgrade	58	2.0	100%	4,500	5,490	1,098	1,098	0	0	1,098	1,098	0	0	135.5	297,183	281,920	223,200	213,151
07NS02	Street Environment Enforcement	BA	52	3.5	0%	0	0	0	0	0	0	0	0	0	0	139.0	297,183	281,920	223,200	213,151
07LCCS02	Youth Service MIS	Time only	45	4.0	0%	0	0	0	0	0	0	0	0	0	0	143.0	297,183	281,920	223,200	213,151
07CEX02	Replacement Kit For Members	Implementation	42	6.0	100%	37,750	56,500	10,700	10,700	0	0	13,700	13,700	0	0	149.0	307,883	292,620	236,900	226,851
07CSTR04	TRL Junction Design Programmes	Implementation	35	4.0	50%	11,000	12,078	2,684	2,684	0	0	1,342	1,342	0	0	153.0	310,567	295,304	238,242	228,193
07NS01	Crematorium Booking	Implementation	34	2.0	0%	0	0	0	0	0	0	0	0	0	0	155.0	310,567	295,304	238,242	228,193
07HASS02	SX3 Mobile Working	Extension	33	5.5	100%	74,375	141,378	28,276	7,917	20,359	0	28,276	7,917	20,359	0	160.5	338,843	303,221	266,518	236,110
	Total Recommended Spend			160.5		1,000,925	1,621,889	338,843	303,221	27,991	7,632	266,518	236,110	25,384	5,025					
Not Recommended																				
07LCCS03	Mobile Library Connection (Option 2)	Extension	32	6.5	100%	7,400	12,228	2,606	2,606	0	0	1,806	1,806	0	0	167.0	341,449	305,826	268,324	237,916
07CSTR02	PARSOL Planning Expert System	Implementation	30	7.0	100%	5,500	6,710	1,342	1,342	0	0	1,342	1,342	0	0	174.0	342,791	307,168	269,666	239,258
07HASS04b	Warden Call Option 2	Implementation	30	0.0	100%	21,775	45,466	10,038	10,038	0	0	5,313	5,313	0	0	174.0	352,829	317,206	274,979	244,571
07CSTR03	Bridge Register	Extension	28	5.0	100%	13,500	16,470	3,294	3,294	0	0	3,294	3,294	0	0	179.0	356,123	320,500	278,273	247,865
07CEX01	York Card Plus	BA	14	5.0	0%	0	0	0	0	0	0	0	0	0	0	184.0	356,123	320,500	278,273	247,865
07HASS05	Adult Transport	Extension	13	3.0	100%	10,100	12,322	2,464	2,464	0	0	2,464	2,464	0	0	187.0	358,587	322,965	280,737	250,329
	Totals All Bids			187		1,059,200	1,715,084	358,587	322,965	27,991	7,632	280,737	250,329	25,384	5,025	187.0	358,587	322,965	280,737	250,329

Variance of total for recommended bids from amount available in the General Fund: +£21,409

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**CORPORATE ITT DEVELOPMENT PLAN
2007/2008**

ANNEX B - SUMMARY OF BIDS

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07CEX01 - York Card Plus –Technical Appraisal			
Directorate	Chief Executives	Directorate priority	3 of 3
Scope:			
<i>Tick just one</i>		<i>Tick all that apply</i>	
Directorate only		Externals and Partners	x
More than 1 directorate	x	Public	x
Corporate			
Bid Details			
Description of the bid			
<p>Bid is for time resources to investigate and evaluate technical solutions for a York Card Plus which will 1. Act as a passport for people on low incomes to take discounts at council/private/voluntary services/facilities thereby increasing take-up of services by disadvantaged groups in line with corporate priorities (and in line with draft citywide anti-poverty strategy).</p> <p>2. Maintain universal aspects of the existing YorkCard.</p> <p>3. Enable council (and other services) to better target services/activities to individuals and to monitor take-up of services in line with our performance improvement priorities and in order to deliver better public services.</p>			
Benefits of undertaking the scheme			
<p>The idea of developing a means to improve targeting and take-up of services and being able to monitor and evaluate this, has been around for a number of years (the original York smart card proposal from Lifelong Learning & Leisure was considered in 2003).</p> <p>The York card plus would provide good management information which the current focus on improving the life chances of the most disadvantaged people in the city through better delivery of our own and other public services will rely on. Service improvement benefits from use of this management information would be measured by the take up of specified services by target groups and customer satisfaction. It will also bring benefits to individuals through offer of discounts at a range of outlets including private businesses.</p> <p>Please note that as this bid is for a business appraisal, these benefits are dependant upon the outcome of the business appraisal and implementation of recommendations.</p>			
Impact of not undertaking the scheme			
Without an evaluation of the technical aspects of the proposal it will not be possible to fully understand the potential costs and benefits of a 'York card plus' type solution and progress will not be possible.			
Scheme budget			
Guide Capital	2007/08	Continuing	
£0 (time only)			
Recommendations of the Evaluation Panel			
<p>Not recommended.</p> <p>There needs to be further definition of the objectives of the project and how they might be delivered before a technical appraisal and business case can be worked up. The team could use the existing work appraisal of a Leisure card to inform this.</p>			

07CEX02 - Replacement IT Kit for Members			
Directorate	Chief Executives	Directorate priority	2
Scope:			
<i>Tick just one</i>		<i>Tick all that apply</i>	
Directorate only	✓	Externals and Partners	
More than 1 directorate		Public	
Corporate			
Bid Details			

Description of the bid		
Replacement PC's with flat screen monitors and printers for Members. The existing kit is coming to the end of its natural life and IT are unable to source spares in order to maintain the kit.		
Benefits of undertaking the scheme		
<p>Will ensure that we continue to meet e-government targets and maintain current level of service internally, externally and with constituents. Undertaking the scheme would contribute to corporate priorities by improving overall organisational effectiveness. The benefits can be measured against the following e-gov. priorities:</p> <ul style="list-style-type: none"> • R5- Public access to on-line reports, minutes and agendas from past council meetings, including future meetings diary updated daily. • R6 – Providing every Councillor with the option to have an easy-to manage set of public web pages (for community leadership purposes) that is either maintained for them or that they can maintain themselves • R20 – Email and Internet access provided for all Members and staff that establish a need for it 		
Impact of not undertaking the scheme		
Not undertaking the scheme would have serious implications on the Council's working practice in particular the way in which it communicates with Members, who would be left with poor quality kit and in the extreme no working kit at all resulting in a failure to meet our e-government targets and certain corporate priorities.		
Scheme budget		
Guide Capital	2007/08	Continuing
£37,750	£13,700	£10,700
Recommendations of the Evaluation Panel		
Recommended for Members' approval. Proposal to be funded over 4 years from borrowing so that technology refresh can be undertaken after each election without any further growth bids.		

07COR01 - Data Storage Upgrade			
Directorate	Chief Executive's	Directorate priority	3 of 3
Scope:			
	<i>Tick just one</i>		<i>Tick all that apply</i>
Directorate only		Externals and Partners	
More than 1 directorate		Public	
Corporate	✓		
Bid Details			
Description of the bid			
<p>To enable City of York Council to continue to provide high quality services to the people of York the data storage backbone that underpins most of the critical IT systems requires upgrading and expansion.</p> <p>The storage system currently used is out of date, inflexible and at capacity. A modern solution has already been purchased for the Email upgrade and the Easy programme. Further funding is required to enable us to move existing business data to this platform.</p> <p>The current storage system has been installed for approx five years. The new system will provide the</p>			

Council with a robust solution for the next five years. The modular design enables it to be scaled up if storage requirements exceed expectations.

The new technology will reduce our annual maintenance charges for data storage by £17,000.

The work will also include restructuring the business data areas to improve usability and security.

Benefits of undertaking the scheme

The new storage solution provide the following benefits not achievable currently:

- Faster restores of data – Less business downtime waiting for restores.
 - Target for data restores to take less than 10 min (currently over 6 hours)
 - Equates to annual business time without access to data: 156 hours (currently 6240 hours)
- Offsite mirroring of critical data – Faster recovery in the event of a disaster
- Higher resilience and fault tolerance – Less downtime, which affects all CYC Staff and Customers
 - Target to increase uptime from 98% to 99%
 - Target to increase backup success from 96% to 98%
- More flexible storage management – Additional storage can be easily added for faster responses to business requests.
 - Target for storage provisioning to take less than 1 Day (currently over 1 week)
- Reduced IT staff time spent running backups and restores. Currently one file restore can involve three different teams and take over a day to complete due to the manual nature. With the new solution restores can be achieve in a matter of minutes.
- Our ability to support extended service delivery times will be improved as less down-time will be required for maintenance.
- £17,000 cashable saving per year from not renewing HP SAN maintenance contract

Impact of not undertaking the scheme

- As the existing data storage hardware becomes older the costs of maintaining it will increase every year as engineering support and spare parts become ever more difficult to find and the risks of serious business impacts will steadily increase.
- The drive to improve efficiency and to respond to changing customer requirements will be hampered because we will be unable to improve the responsiveness, the security or the capacity of this part of the computing infrastructure.
- The business areas will be unable to expand their use of secure electronic data storage, as the current system is at capacity, forcing them to rely on paper or less secure data storage media.

Scheme budget

Guide Capital	2007/08	Continuing
£117,000	£6,274	£20,548

Recommendations of the Evaluation Panel

Recommended for Members' approval.

Necessary for continuing business operation. Resources will also be required from each directorate to support the restructuring.

07COR02 - Deployment of EDM and Workflow Across CYC

Directorate	Chief Executive's	Directorate priority	2 of 3
Scope:			
<i>Tick just one</i>		<i>Tick all that apply</i>	

Directorate only		Externals and Partners	✓
More than 1 directorate		Public	✓
Corporate	✓		
Bid Details			
Description of the bid			
<p>In the context of this proposal, Electronic Document Management means the handling of any document or set as an electronic file, e.g. letter, invoice, child care record, engineering drawing, building plan etc.. Workflow refers to the use of software to integrate all the information for a business process, whatever its source, and to automate processes.</p> <p>This is a large and complex project which is expected to take at least 3 years to complete. There are four elements to the work:</p> <ol style="list-style-type: none"> 1. Review (a) all our currently identified requirements for electronic document storage and management and for workflow and (b) the current provision of these facilities and from this: <ul style="list-style-type: none"> • Propose an implementation model which will make the most cost-effective use of the technology we have available • Build a prioritised plan for implementation in service areas based upon clear business cases. 2. Procure an Electronic Document Management (EDM) and Workflow solution to be deployed across the entire organisation. 3. Propose a business structure to support the roll-out of the solution and to upgrade our current support structures to a corporate level. 4. Develop a costing model to encompass the full costs of scanning existing stores of documents ("back scanning"). Use the model to critically assess all requirements for back scanning and produce a prioritised plan for doing any that are agreed to be essential for achieving either useful cost-savings or improvements to customer service delivery. <p>Over the last 4 or 5 years more than 16 proposals have been put forward for EDM or workflow tools. Most have been rejected because the initial cost of setting up the infrastructure is so high that they were not seen as cost-effective when viewed individually. This proposal will, after an appropriate review, aggregate all the requirements identified over the last few years and investigate options for a solution which will be cost-effective for the whole.</p> <p>Previous work has shown that a single solution is unlikely to be cost-effective for a diverse organisation like CYC. This proposal, therefore, is taking the approach of identifying and implementing a default solution which will meet the most common requirements and also of developing a model for the application of EDM/Workflow software which will allow for the use of different solutions in particular areas, social care for example, while ensuring we do not lose the ability to benefit from being able to link processes across different departments.</p> <p>Costs</p> <p>The first part of the work will be to flesh-out the requirements and refine the cost estimates. It is also expected that new requirements will appear as the work progresses, which will incur additional costs. Supplemental bids will be put forward in following years for funding to meet any additional costs.</p> <p>These estimates are based upon the findings of the reviews carried out during the last two years. They exclude the requirements for Electronic Social Care and Asset Management, as these are being met by current projects and of Archives, the future of which is under review.</p> <p><u>Hardware</u> To provide sufficient, robust data storage and processing capacity for the next 5 years - £55,000</p> <p><u>Software</u> For 1850 users of Anite@Work (our most used EDM/Workflow system) £267,000 once-off £53,500 annual</p> <p><u>Scanning of currently stored documents</u> A review carried out in 2005 estimated that, across the organisation, we currently store approximately 12 million sheets of paper. Some records, in Education and in Planning for example, we are bound by</p>			

regulation to keep for a decade or more or even in perpetuity. For the present bid an amount has been put in to provide for a pilot use, which would enable roughly 250,000 sheets to be scanned.
£15,000

Consultancy and Training

£15,000

Benefits of undertaking the scheme

The scheme will support the corporate objectives to:

- *Improve our focus on the needs of customers and residents in designing and providing services.*
- *Improve the way the Council and its partners work together to deliver better services for the people who live in York.*
- *Improve efficiency and reduce waste to free-up more resources.*

This proposal will contribute to these three objectives in a number of ways:

Overall

Implementation of a corporate EDM/Workflow solution will maximising buying power by contracting with a supplier for a default system. It will also provide standards and cost models to guide areas of the business who wish to investigate the benefits of implementing EDM and/or Workflow.

EDM

- Reduce the amount of paper storage prior to the move to the new Town Hall in 2009
- Enable linking and sharing of documents between different business processes/.services
- By reducing paper handling and introducing appropriate levels of automation, business processes will be speeded up leading to improved efficiencies internally and aiding faster service delivery to customers
- Fast search and retrieval of stored documents
- Reduction of staff time in managing paper documents
- Better document retrieval for Freedom of Information and Data Protection requests
- Enabling better archiving procedures
- Capability to back scan documents stored off site – more efficient
- Enable more flexible working practices, such as mobile working, hot-desking and home working where current reliance upon paper documents prevents this.
- Ability to process white mail (i.e. paper) on one Customer Contact Centre
- Enable tracking of white mail
- Improve information sharing with partners
- Secure storage of archived material
- Provide a single, indexed location for storage of all images – digital photos etc to prevent duplication

Workflow:

- Provide automation facilities to improve the management and accuracy of internal and customer facing business processes
- e-Enable processes which will then take less time – potential saving
- Better tracking of transactions and processes
- Better delivery of transactions to defined service level agreements
- Business processes will be more defined which will reduce the overhead of induction and training for new staff
- We will be able to standardise common processes which are carried out in different business areas leading to more efficient use of time and resources
- Corporate approach, rather than departmental, will be easier and cheaper to support and maintain

It will also support the objective to:

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

By providing the EDM facilities and promoting a move towards wholly electronic ways of working it will help the organisation to reduce the amount of paper generated and so make its contribution to this city-wide objective.

Impact of not undertaking the scheme		
<ul style="list-style-type: none"> • The Council will need additional office space in Hungate – significant cost. • Continue to have manual paper processes: <ul style="list-style-type: none"> ○ severely restricting the opportunities for improving business efficiencies ○ preventing the sharing of data within business areas, with partners and with the public ○ preventing the adoption of new working practices ○ severely limiting the capability of taking the service to the customer through the use of internet and mobile technologies • Continued development of different EDM and workflow solutions in service silos: <ul style="list-style-type: none"> ○ greater support overhead on council staff in ITT and the business areas ○ more difficult to integrate business process and share information ○ higher training costs and reduced flexibility in staff deployment ○ duplication of hardware ○ additional maintenance costs for hardware and software ○ loss of the benefit of corporate buying-power • Ever increasing cost of off site storage as the volume of physical documents we have to store increases. • Deterioration of paper documents held in long-term storage • Difficulty in applying any archive/information management policy • Continuing with paper-based records will prevent us reducing the effort involved in servicing Freedom of Information or Data Protection Act requests and also of reducing the risk of being in default from being late in responding. • Duplication of information <ul style="list-style-type: none"> ○ inaccurate information ○ inefficient processes 		
Scheme budget		
Guide Capital	2007/08	Continuing
£352,000	£96,444	£139,388
Recommendations of the Evaluation Panel		
<p>Recommended for Members' approval. Necessary to support integrated delivery of services to a customer and as a pre-requisite for moving to Hungate. Requirements for back scanning must be explored further.</p>		

07COR03 - Corporate Mobile Working Framework			
Directorate	Chief Executive's	Directorate priority	3 of 3
Scope:			
	<i>Tick just one</i>		<i>Tick all that apply</i>
Directorate only		Externals and Partners	
More than 1 directorate		Public	✓
Corporate	✓		
Bid Details			
Description of the bid			
<p>Mobile technology is a complex area, both technically and commercially. It is a relatively new area for the council and for local government generally, so we have limited experience of it and there are not many examples of actual use within the public sector that we can learn from. It is also a rapidly developing area without the clear set of technical standards that there is for the "normal" computing arena.</p> <p>To illustrate just some of the complexities:</p>			

- “Mobile working” ranges from plugging a laptop into the network, through text messages sent to a mobile phone from email, right up to, say, a tablet PC with handwriting recognition running a full business application that synchronises with the database back at base over a mobile phone network in real-time.
- There are different options for a mobile “workstation”: mobile phone, smart phone or PDA with a web browser or installed business application, advanced PDA (i.e. a full PC in a small format), laptops of various sizes and capabilities, tablet PCs. Each device has its own issues around usability, purchase cost, running costs, lifespan, robustness, supportability.
- There are different ways that mobile devices can be connected to the network: a “WiFi” connection point, public or private; mobile phone network. Each of these has different wireless protocols or services that can be used, each with its own issues of cost and capability and geographical coverage.
- There are different mobile network tariffs offered, some will include discounted mobile devices, but these may be tied to particular software platforms.
- Because it is a new area, software prices are high and few suppliers have a good depth of experience in it, so the solutions they offer can be problematic.
- The trend is for all our back-office applications to move to being deliverable over a web browser which will make them easier, and hence cheaper, to access remotely. Business areas need to take the development of their current applications into account when making decisions about mobile working.

There are also many issues around working practices and designing business processes to make best use of mobile options.

This proposal is to use requirements already identified to investigate mobile working options and issues to identify

- support issues & costs
- infrastructure issues & costs
- network capabilities & costs
- working issues for mobile staff.

From this, develop a cost model and guidance to help business units investigating the benefits of mobile working.

The work will include testing and piloting devices and network services for a (limited) range of mobile working scenarios:

Benefits of undertaking the scheme

This proposal will support the objectives to:

Improve efficiency and reduce waste to free-up more resources.

- By preventing the proliferation of technologies - minimise support, infrastructure and maintenance costs (i.e. avoid previous mistakes of letting people do their own thing)
- Maximise our buying power for network capacity and mobile devices by agreeing corporate contracts for these areas.
- Promote beneficial use of mobile working - better support will available from IT Development for business areas investigating the benefits of mobile technologies.
- Avoid duplicating work on investigations of mobile working options by introducing approved assessment models which IT consultants will be educated in applying.
- Increase awareness of the full range of technical, cost, process and HR issues involved in “going mobile”.

Reduce the actual and perceived impact of violent aggressive and nuisance behaviours on people in York.

- Through ensuring “mobile” introductions are sound, enable council staff to spend more time in the field and hence be more visible and reactive.

Improve our focus on the needs of customers and residents in designing and providing services.

Improve the way the Council and its partners work together to deliver better services for the people who live in York.

- Improve our ability to take our services out to the customers where they are: at home and at gathering places (e.g. job fairs, shopping areas, school events.)

- Greater flexibility of where and when we work - with customers & partners.
- Quicker deliver of services from ability to answer questions & conclude jobs whilst in the field.

Impact of not undertaking the scheme

- Proliferation of technologies & fragmenting buying power. - higher cost for solutions, higher support costs, greater technical complexity.
- Incoherent working practices in the field leading to confusion and reduced ability to join up services.
- Increased potential for white elephants.
- Lost opportunities to benefit from mobile technologies.
- Duplication of effort.

Scheme budget

Guide Capital	2007/08	Continuing
£65,000	£28,860	£30,860

Recommendations of the Evaluation Panel

Recommended for Members' approval.

Must have a corporate board and active input from all directorates to ensure that all requirements are captured adequately and prioritised. Gaining the benefits will require a significant level of change to business processes.

07CSTR01 - Mapping Positional Accuracy Improvement 2

Directorate	CITY STRATEGY	Directorate priority	1 OF 4
Scope:			
<i>Tick just one</i>		<i>Tick all that apply</i>	
Directorate only		Externals and Partners	X
More than 1 directorate		Public	X
Corporate	X		
Bid Details			
Description of the bid			
<p>The problem is that Ordnance Survey have made significant changes to all their 1:2500 map tiles. This is because the original maps incorrectly modelled the real world. Any data layers that CYC have created based upon the map details will now be incorrect when mapped over the changed base maps. There already is an ITDP project for Positional Accuracy Improvement of CYC GIS data. When the original project was conceived PAI was a very new issue and there was only limited software available. The market has matured quickly and there are now more sophisticated products that can offer us far more functionality and save us time and therefore money.</p> <p>One important functionality now available is the ability to work within Oracle databases. This is particularly relevant to the Highways data held within the EXOR system. Another important functionality is the ability to set parameters, for instance with the Listed Buildings layer we can set a parameter that says if the polygon follows the building extent on the old map it should do so on the new one.</p>			
Benefits of undertaking the scheme			
<ul style="list-style-type: none"> • GIS data layers will be re-aligned onto the updated maps, providing accurate information. • This particular software can correct data layers held in Oracle Spatial tables as well as proprietary GIS tables such as ArcView .shp or MapInfo .tab files • This software has functionality that allows the user to set conversion rules and parameters which means that the software will flag areas where straight conversion seems to have introduced anomalies. This means that manual checking is greatly reduced – other councils have achieved over 50% time reductions. While this is very beneficial in staffing cost terms, given the tight timescale imposed by the EASY project just the speed of turn around is important. 			

Impact of not undertaking the scheme		
<ul style="list-style-type: none"> Data published using GIS will not be accurate at the EASY go live date. Some layers (such as those held in EXOR) will pose a serious problem to convert at all, resulting in permanent inaccuracy or extensive manual correction. 		
Scheme budget		
Guide Capital	2007/08	Continuing
£13,000	£3,172	£3,672
Recommendations of the Evaluation Panel		
Recommended for Members' approval.		

07CSTR02 - Planning Expert System			
Directorate	NEIGHBOURHOOD SERVICES	Directorate priority	2 OF 4
Scope:			
<i>Tick just one</i>		<i>Tick all that apply</i>	
Directorate only		Externals and Partners	
More than 1 directorate		Public	✓
Corporate	✓		
Bid Details			
Description of the bid			
<p>To purchase and implement a Planning Expert System to provide online functionality to answer the question "Do I need planning permission?". This is a script-based system which asks the user a series of questions to determine whether their potential development will require planning permission, listed buildings consent etc.</p> <p>Part of the e-Gov 2005 National Projects work was to develop an online expert system using the PARSOL (Planning & Regulatory Services Online) Toolkit. Subsequent to that project the use of an electronic tool to determine site specific enquiries on the need for planning permission has been incorporated into the Success Measures for the Planning part of the CPA. This has also become relevant to determining how much Planning Delivery Grant (PDG) councils are entitled to. The Success Measure 2.2 was not known at the time of the business process work shops undertaken with Planning for the EASY project.</p>			
Benefits of undertaking the scheme			
<ul style="list-style-type: none"> We will fulfil success measure 2.2 of the CPA Satisfies required PARSOL standards set by the DCLG We will provide information and advice on planning matters to our residents 24/7 thus forestalling some unnecessary applications and improving the quality of those submitted This information will relieve pressure on both the back office and the York Customer/Contact Centre 			
Impact of not undertaking the scheme			
<ul style="list-style-type: none"> Success measure 2.2 of CPA not met so CYC's CPA rating could be threatened Customer service is not improved, officer time is taken up answering queries in the back office Online functionality is not used to full potential 			
Scheme budget			
Guide Capital	2007/08	Continuing	
£5,500	£1,342	£1,342	

Recommendations of the Evaluation Panel
Not recommended. The business case does not adequately justify approval.

07CSTR03 - Bridge Register			
Directorate	NEIGHBOURHOOD SERVICES	Directorate priority	3 OF 4
Scope:			
<i>Tick just one</i>		<i>Tick all that apply</i>	
Directorate only	✓	Externals and Partners	✓
More than 1 directorate		Public	
Corporate			
Bid Details			
Description of the bid			
<p>The Structures Team within Engineering Consultancy has a statutory duty to inspect and maintain bridges on the highway network. A register exists of all these bridges and includes engineering drawings, records of visits and inspections, schedules of works done etc. This register exists partly in MS Access database format, partly in MS Excel and partly on paper records.</p> <p>Within the existing EXOR Highways Management System we already have a Structures Module that does contain some information about the 79 structures we are responsible for. However, both the Structures team and the EXOR system administrator feel that it is overly complicated and would be easy to use and easy to load data into if the structure was simplified.</p> <p>The proposal is to</p> <ul style="list-style-type: none"> • reorganise the Structures module within EXOR • migrate the electronic records kept either within Access or Excel onto the EXOR Highways Management System. • Paper documents would then be scanned and attached to the relevant EXOR record. <p>This will require:</p> <ul style="list-style-type: none"> • IT Development Team time to support this project, including drawing up detailed specification and contract negotiations with EXOR. • IT Database Services Team time to support changes to the database structure within the Structures Module of EXOR. • Consultancy days from EXOR to make the changes to the database structure. • Migration of data by EXOR with help from CYC staff • Purchase of 3 additional EXOR licences 			
Benefits of undertaking the scheme			
<ul style="list-style-type: none"> • All the records would be in one place • The register would be available to a much wider audience • Some of the paper records, particularly the original engineering drawings, date back to the 1800s and need to be electronically saved before they deteriorate • Would improve the relevance of the EXOR HMS • Would be a contribution to the corporate GIS • With the formation of the Asset Register and Asset Management System, electronic access to these documents would provide a complete, efficient and easy accessible record. • The provision of Highways Engineering is to be restructured. We don't know yet whether it will be through a PFI agreement or through external procurement, but either way an integrated, computerised system needs to be in place before this service is handed on. 			

Impact of not undertaking the scheme		
<ul style="list-style-type: none"> Continuing with a number of different systems and paper records has a potential for misfiling or destroying data and a lack of consistency in providing information Potential loss of unique record as no back up exists for the paper records A public safety issue and a statutory duty. Excess staff time would be required to retrieve information in a usable form from the existing system. Delay in providing information when required. Loss of reputation with outside funding agencies if we can not provide adequate information within bids for funds. 		
Scheme budget		
Guide Capital	2007/08	Continuing
£13,500	£3,294	£3,294
Recommendations of the Evaluation Panel		
<p>Not recommended. The business case does not adequately justify approval.</p>		

07CSTR04 - TRL Junction Design Programmes			
Directorate	CITY STRATEGY	Directorate priority	4 OF 4
Scope:			
<i>Tick just one</i>		<i>Tick all that apply</i>	
Directorate only	X	Externals and Partners	X
More than 1 directorate		Public	
Corporate			
Bid Details			
Description of the bid			
<p>This scheme is designed to give staff in the Transport Planning Unit and the Network Management Unit access to the standard professional software for analysing proposed new highway junctions, or proposed changes to existing junctions.</p> <p>We have no in-house facility for doing this work. For schemes generated by us we are putting this work out to Halcrow, a private sector consultancy. For junction schemes proposed by developers we cannot challenge their proposals independently - we have to ask them to change parameters in their model and submit the changed solution.</p> <p>This is both costly and time-consuming. To provide a robust and professional highway and transport service we need to do this ourselves in a timely manner.</p> <p>The required software programs are PICADY, ARCADY, OSCADY, TRANSYT and S-PARAMICS. All these programs rely on inputs about junction layout, highway widths and traffic flow.</p> <p>ARCADY has been developed over the last 20 years by TRL and is used for predicting capacities, queue lengths, delays and accident risk at roundabouts. It aids the traffic engineer in both designing new roundabouts and assessing the effects of modifying existing designs.</p> <p>Mini roundabouts can be modelled as well as normal ones. Single island roundabouts with up to 7 arms can be modelled. A pedestrian crossing model allows both signalised-crossings (UK Pelican) and un-signalised crossings (UK Zebra) to be modelled. The safety of a design can be tested using ARCADY's accident predictions. A report designer allows clear concise professional-looking reports to be created. A graph designer allows user-defined graphs to be plotted.</p>			

PICADY incorporates TRL's research into junction design issues and predicts capacities, queue lengths and delays at non-signalised major/minor priority junctions. It can also predict accident frequencies.

OSCADY 5 is a software package for predicting capacities, queue lengths and delays (both queuing and geometric) at isolated signal controlled junctions. It can optimise signal timings to minimise delay or maximise capacity.

TRANSYT is a computer program for determining and studying optimum fixed-time co-ordinated traffic signal timings in any network of roads for which the average traffic flows are known. The program can be used to produce timings which give priority to buses or emergency vehicles.

PARAMICS a micro simulation traffic-modelling program.

Benefits of undertaking the scheme

- The scheme is needed because we cannot provide a professional service in this area that robustly challenges and assesses junction designs. If a private sector property developer has won planning permission to build a 500 home estate and they come to us with a proposed junction design to link our Highway network to the estate access road, we cannot test it under different parameters.
- Junctions would be designed to optimum network efficiency for known traffic flows and highway layouts
- Officer time would be saved
- Costs paid to private sector contractors e.g. Halcrow would be reduced – it is anticipated that all analysis and design work for junctions could be carried out in house.

Impact of not undertaking the scheme

- Junction designs may not produce the most efficient traffic flows through junctions. This will lead to congestion on the network, which in turn will lead to delays to residents, commuters and visitors. Increased congestion means increased air pollution.
- We continue to spend money with private sector contractors to buy in this service; this is also wasteful of officers' time.
- Our national reputation for excellence in transport planning may be damaged.

Scheme budget

Guide Capital	2007/08	Continuing
£11,000	£1,342	£2,684

Recommendations of the Evaluation Panel

Recommended for Members' approval.

Due to funding from long term plan it cannot be paid for from savings but it will release resources to allow more local transport schemes to be undertaken.

ITT Reference	Title of bid		
07HASS01 - Single Assessment Process (SAP)			
Directorate	Housing & Adults Social Services	Directorate priority	1
Scope:			
	<i>Tick just one</i>		<i>Tick all that apply</i>
Directorate only	✓	Externals and Partners	✓
More than 1 directorate		Public	✓
Corporate			
Bid Details			
Description of the bid			
The SAP Project is part of the larger Social Care Programme and is required to ensure that the authority			

meets the requirements of the National Health Service Framework for a Single Assessment Process for Older People. Local authorities and their NHS partners are required to work together to establish joint processes and procedures, which enable them to gather and share information using a common tool. This will allow for professional workers to undertake a single assessment of a customer's needs and be able to share this information within and across their respective agencies. The tool agreed for use in this region is Easycare, provided in the electronic version, by Liquid Logic.

Benefits of undertaking the scheme

Effective use of IT is key, and SAP has a high level of similarities to other key e-Government Priority Service Outcomes and Electronic Social Care Record (ESCR). The use of a standard assessment tool across health and social care with core data shared electronically underpins the basis of ESCR, and delivers real benefits to customers.

The aim is to make sure older people's needs are assessed thoroughly and accurately, by health and social care agencies. Ultimately the aim is to remove the need for people to provide the same information several times to different agencies who consequently duplicate each other's assessments.

The Single Assessment Process should reduce complexity across systems, use one set of tools, one referral approach, unify paperwork, improve standards and information sharing, making service delivery more lean and efficient. It is anticipated that this methodology will soon be rolled out to all working age adults.

Impact of not undertaking the scheme

The Department of Health requires local authorities and health agencies to implement common needs assessment approaches, tools and scales. Current Housing and Social Services processes do not fully meet these requirements.

Adult Social Services has to be ready for the redeployment of SAP as part of the CfH programme. Failure to meet the requirement would increase the chance of our losing our star rating under the performance system for Adults Social Services.

Customer service delivery would be delayed by the lack of information sharing under SAP. This could result in wrongly targeted services to the customer.

Partnership working requires effective information sharing and using an electronic record for this purpose would be negated without a shared repository for core data. A paper based system of information sharing would be inefficient, resulting in duplication, paper wastage, increased storage and administration costs and auditing would be difficult.

Not undertaking this scheme would impact on the delivery of the Social Care Programme as a whole. The results of not implementing an integrated system would be higher costs and less efficiencies. For the customer, the lack of access to up to date records could result in inappropriate solutions to meeting their needs.

Scheme budget

Guide Capital	2007/08	Continuing
£208,600	£50,898	£50,898

Recommendations of the Evaluation Panel

Recommended for Members' approval.

ITT Reference	Title of bid		
07HASS02 - SX3 Mobile Working (Housing)			
Directorate	HASS	Directorate priority	2
Scope:			
	<i>Tick just one</i>		<i>Tick all that apply</i>
Directorate only	<input checked="" type="checkbox"/>	Externals and Partners	<input type="checkbox"/>
More than 1 directorate	<input type="checkbox"/>	Public	<input checked="" type="checkbox"/>
Corporate	<input type="checkbox"/>		<input type="checkbox"/>
Bid Details			
Description of the bid			
The scheme is intended to complete the roll out of mobile working to all field officers in the Housing			

Services division following the initial work that has been introduced in 2006/07.

The purpose of this scheme overall is to make more effective use of investment in existing systems by providing field officers with mobile devices. These devices will be linked remotely to SX3, giving staff immediate access to the information they need to carry out their duties.

The bid would support all officers in carrying out their current duties and working practices, where they already work out in the field or in customers' homes. An example of this would be the work of an Estate Manager, who would have immediate access to customer details and information. This facility would reduce the administrative burden they currently experience in having to print data in the office to take out, reduce administrative support time spent inputting on field officers behalf eg logging repairs, and would also enable them to deal with customer queries immediately instead of taking notes back to the office to follow up later. This would improve customer service significantly, both in terms of quality of service through access to up-to-date information and in speed of response. It will also support new initiatives and ways of working, one of these being to take the 'office' to the customer.

Benefits of undertaking the scheme

- The authority would achieve one of its Priority Service Outcomes for IEG5.
- Customer service would be improved as customer would advised of appointment at the time of inspection. Currently requires call-back 1-3 days later.
- Instant access to systems out in the field that will result in efficiencies due to faster processing, reduced administration prior to visiting customers in their homes (target to double number of visits achieved as a result). Will also reduce hand written reports being re-keyed later.
- Up to date record keeping and sharing of information.
- Speed of access giving customer a comprehensive service on their doorstep.
- Free up valuable and expensive office accommodation.
- Make the best use of the integrated housing management system.
- Increase staff productivity. There would be saving in non-productive time and travelling costs. Staff will be able to leave the customer' home with the job completed.
- Consistent service to all customers
- It would be completing the rollout of mobile working pilot on which to build future rollout

Impact of not undertaking the scheme

- **Failure to achieve a Council corporate objective**
 - Failure to meet IEG5 commitment
 - Could have a negative impact on any housing inspection by the Audit Commission
- **Failure to achieve a corporate/directorate IT strategy objective**
 - The council would fail to realise the full benefits of the pilot scheme.
 - HASS would not meet its commitments
- **Failure to provide key services**
 - There will be inconsistent practice with the teams
 - Customer service will be inconsistent

Scheme budget

Guide Capital	2007/08	Continuing
£74,375	£28,276	£28,276

Recommendations of the Evaluation Panel

Recommended as this would deliver real improvements to customers. However the solution proposed is expensive, will only cover for the SX3 system and will be redundant within 2 or 3 years as the next upgrade to the iWorld system will include a web-based interface. Housing need to specify their requirement more accurately and then we will assess whether a corporate mobile-solution can delivering the required functionality. Only of this is not possible will we procure an SX3 specific solution.

ITT Reference	Title of bid		
07HASS03 - Secure eMail			
Directorate	HASS and LCCS	Directorate priority	3 HASS
Scope:			
<i>Tick just one</i>		<i>Tick all that apply</i>	
Directorate only		Externals and Partners	✓
More than 1 directorate		Public	✓
Corporate	✓		
Bid Details			
Description of the bid			
<p>CYC sends (and receives) confidential material by email on a daily basis. Under the requirements of the Data Protection Act, and in the case of Adults and Children's Social Services, additionally the Caldicott requirements, CYC is expected to take reasonable precautions to ensure that confidential personal data is securely held and transmitted. In addition commercially sensitive data, such as contracts, should be managed in a secure fashion.</p> <p>This bid is designed to implement secure email facilities across the Council, in a seamless manner, in order to comply with legislative requirements and manage our information in a responsible fashion. The solution will need to be accessible to many partners, both in national institutions such as Health, the police, probation services etc, and smaller organisations such as Youth Offending Team, Social Housing landlords, Housing Associations and smaller voluntary sector bodies contracted to provide customer services on the behalf of CYC.</p>			
Benefits of undertaking the scheme			
<p>Information sharing is currently happening outside a secure environment. The introduction of Electronic Social Care Recording, the growth of shared data repositories egg for Single Assessment Process, and of mobile working, and the increasing use of Integrated teams, means that Social Care staff will be sending more and more sensitive data electronically to partner organisations. Some NHS Trusts are already starting to insist that secure email systems are in place before they will commit to partnership arrangements, in order to meet Information Governance requirements. Equally in Housing staff need to share data with a number of agencies in order to deliver services. Finally, contract negotiations and agreements are also increasingly based on the electronic exchange of data, some of which is commercially sensitive and in any case may include contract data with legal implications.</p> <p>At the same time risks in such data exchange have increased with more sophisticated and massive attacks by hackers and criminal elements. These need not be directed specifically at CYC; they may simply be automated systems that seek out weaknesses and exploit them when found.</p> <p>Because some partners are small local agencies with basic IT systems, it would not be possible to implement a system which would only work in the large-scale environment, hence the two-tier approach.</p> <p>Data not shared electronically will need inputting into systems manually, reducing staff productivity. Without a secure data exchange environment, it will not be possible to deliver services efficiently or effectively, building in delays for customers and increasing risks where staff use out-of-date information.</p>			
Impact of not undertaking the scheme			
<ul style="list-style-type: none"> Failure to achieve statutory obligation/comply with legislative requirement The Data Protection Act 1998, Access to Health Records, Crime and Disorder Act 1998, Human Rights Act 1998, Public Interest Disclosure Act 1998, Common Law – "Duty of Confidence" and Caldicott all require care is taken in transmitting personal data in secure form. There is a reasonable expectation that such a system would be in place and failure to provide one would be derelict. The penalties for such breaches are significant and the public loss of confidence potentially highly damaging. <p>The implementation of SAP and requirements for joined up working are driving the need for secure sources. PCT's are starting to specify the need for all information to originate from 'trusted'/ secure sources otherwise the information will not be acknowledged. In this instance the council will fail in it's commitment to joined up working.</p>			

Alternative solutions are discussed in previous sections. The proposed solution is demonstrably the most cost-effective.

- **Failure achieve Council corporate objectives**

Service provision is put at risk through the use of an insecure system. Personal and commercially sensitive data can be intercepted and misused either deliberately or through random malicious attacks. This puts vulnerable customers at risk and with the introduction of the new Information Governance Toolkit may be a barrier to partnership working as the requirement for secure email transmission is put into effect within the NHS.

- **Failure to achieve a corporate/directorate IT strategy objective**

Corporate IT has a commitment to information security in its strategy which it cannot deliver the lack of secure email.

HASS IT Strategy is committed to meeting requirements for electronic social care recording and partnership working which cannot be implemented fully without a secure transmission medium.

- **Failure of information security**

The email system is currently not encrypting personal and confidential information sent outside CYC.

- **Failure to provide key services**

The new Information Governance Toolkit places emphasis on the security of information. Failure to comply with the Information Governance Toolkit requirement 308 will impact partnership working and therefore the delivery of customer services. Where data cannot be exchanged electronically it is at risk from the need to manually re-key it with impacts on productivity, quality and responsiveness to the customer. In the case of our most vulnerable customers this could represent a significant risk.

Scheme budget

Guide Capital	2007/08	Continuing
£19,000	£11,836	£4,636

Recommendations of the Evaluation Panel

Recommended for Members' approval.

ITT Reference	Title of bid		
07HASS04	- Warden Call System Replacement		
Directorate	HASS	Directorate priority	4
Scope:			
	<i>Tick just one</i>		<i>Tick all that apply</i>
Directorate only	✓	Externals and Partners	✓
More than 1 directorate		Public	✓
Corporate			
Bid Details			
Description of the bid			
A business appraisal has been conducted which has identified shortfalls in the current system: <ul style="list-style-type: none"> • Lack of disaster recovery solution • Lack of integration with internal systems • Lack of remote access for flexible working • Lack of CLI (caller line identification) for scheme fault management • Lack of future support –the product is no longer developed and will cease to be supported in five years time. 			
Option 1			
A new solution involves the move away from fat client onto smart client technology, allowing flexibility of			

access and disaster recovery. It is technologically flexible –allowing multi-channel communication and full integration with our Corporate PABX.

The users and management would benefit from a wealth of new features and functionality in the areas of call handling as well as record, history and reporting management resulting in a more efficient and better managed operation. Finally, this would be a future-proof solution –the product would be developed and maintained for an adequate period, allowing investment in hardware, services and interface development to be realised effectively.

The appraisal identifies Jontek Answerlink 3G and Tunstall PNC4 as suitable solutions, the system would be selected as part of the standard tender process.

Option 2

The appraisal did explore an alternative option of putting a disaster recovery solution on top of the existing system. This is the minimum solution which could fulfil the critical requirement of providing a disaster recovery solution. However, it would have a lifespan of only 2 or 3 years, would carry a higher level of risk of failure than the proposed solution, and would not allow the service to be improved or made more efficient and would prevent technical links with partners. For these reasons the appraisal did not recommend this as a good solution.

The costs for this option are:

Guide capital	£21,775
2007/8	£5,313
Continuing	£10,038

Benefits of undertaking the scheme

- **Preventive Technology** HASS will be able to take full advantage of the Preventive Technology Grant and ensure it is being used effectively to benefit York citizens. People with high levels of dependency in traditional care environments will be enabled to regain independence within new community settings. It will be possible to use Assistive Technologies to promote independent living as part of the new models of care. These new models, supported by multi-disciplinary teams, should offer opportunities for skills development and new career paths not available in more traditional operational models.
- **Patient-centred models of care** can deliver more effective services and also reduce costs.
- **Support of IT developments** A new system will support future technical developments not only for Warden Call services but also for Specialist Home Support Services in general e.g. implementation of mobile technology
- **Partnership working and integrated service delivery.** It will be easier for HASS to partner local health trusts, housing organisations and other organisations in meeting the demands created by an increasing number of older people requiring support in their own homes. It is expected that new models of care built around the patient or client as the focus of service provision will offer a successful response to changing demographic profiles and pressure on professional disciplines. Joint facilities can be created that use the different disciplines and regulatory bases of different organisations in flexible ways. Shared information provides a significant resource for planning purposes as well as underpinning more effective service delivery.
- **Health, housing and social care policy.** It will contribute to the delivery of a wider health, housing and social care policy agenda including the National Service Frameworks, NHS system reform agenda and the new 'Vision for Adult Social Care'.
- **Disaster recovery** The approval of this bid will facilitate more robust disaster recovery and will therefore better protect the vulnerable clients from the risk of misadventure, injury or even death that could arise from an unexpected disruption in service.
- **Adherence to standards.** Implementation of a new system should enable that any new system will be able to integrate with other corporate systems and should not present barriers to any incorporation in the easy@york programme. This will lead to greater efficiency of service delivery.

Impact of not undertaking the scheme

- There will be an increasing risk that the current system will not cope with the demands placed upon it as these inevitably grow over time. In view of the critical nature of the service this would have major implications for HASS and CYC.
- The service will remain static and CYC will not be able to meet central government targets in a number of areas relating to social care provision.
- It will not be possible to make efficiencies gains derived through partnership working without more robust IT&T systems in place.

<ul style="list-style-type: none"> ▪ CYC will be less able to take advantage of the Preventative Technology Grant funding available 2006-2008. ▪ It may be more difficult to integrate the system with both the Social Care Replacement Programme and with the corporate e-government programme (easy@york). 		
Scheme budget for Option 1 (the recommended option)		
Guide Capital	2007/08	Continuing
£47,000	£11,468	£26,968
Recommendations of the Evaluation Panel		
<p>Option 1: Recommended for Members' approval.</p> <p>Option 2 Not recommended. Only provides a short-term solution, would limit the ability to introduce monitoring technology and so result in higher staff costs for supporting people in their homes.</p>		

ITT Reference	Title of bid		
07HASS05 - Adult Transport			
Directorate	HASS	Directorate priority	5
Scope:			
<i>Tick just one</i>		<i>Tick all that apply</i>	
Directorate only		Externals and Partners	
More than 1 directorate	✓	Public	✓
Corporate			
Bid Details			
Description of the bid			
<p>The proposal is to secure additional funds required to complete the implementation of the Integrated Transport project into Adult services. The original bid 01ED02 was approved to implement a transport management system in DEDES, Education and Community Services which included an element for both Adults and Children's Social services. The proposed solution – the Trapeze Transport Management suite was procured in 2003.</p> <p>Due to business changes within the directorates, implementation was deferred until 2005 at which point it was agreed that implementation would be phased and Adults would implement the system following implementation in Education. The phased approach, together with cost increases from the supplier have resulted in an additional cost so that additional funding is now required to allow the database implementation to be completed in HASS.</p> <p>To maintain flexibility and support the phased implementation, the contract has been re-negotiated with the supplier and a change control was introduced to separate the user licence and services cost for the two phases. Phase two has been agreed as optional, with fixed service requirements and applicable annual cost increases.</p> <p>Implementation in Education is proceeding successfully. Funding has also been secured for a further Finance module through development bid 06EDLE06.</p> <p>The additional funding will allow implementation to proceed in Adult services.</p>			
Benefits of undertaking the scheme			
<p>The proposal is needed to address the risk of failure of the unsupported and undocumented Access database currently in use. A full description of the background, benefits and alternative solutions can be found in section B2.</p> <p>The primary benefits for the transport team, detailed in section D2 are as follows:</p>			

<ul style="list-style-type: none"> • Risk mitigation –to reduce the risk of data loss and systems down-time in the event that the current unsupported and undocumented Access database was to fail. • To improve the management information, in particular Performance Management reporting and therefore control of service costs and delivery. This MI can then be used to measure & monitor performance against agreed KPIs. <p>Additional benefits:</p> <ul style="list-style-type: none"> • Potential better control of costs • Improved audit trail • Move to integrated system in line with IT Strategy • Provision of a supported system for additional security 						
Impact of not undertaking the scheme						
<p>Failure to implement will result in:</p> <ul style="list-style-type: none"> • Continued reliance on an unsupported, undocumented Access database. • Risk of loss/corruption/degradation of data in case of database failure. • Risk of service disruption in case of database failure. This would adversely affect the achievement of corporate objectives 7 and 8. • Cost of disaster recovery should the current database fail. The reversal to fully manual procedures would reduce productivity and incur the cost of employing an admin temp for the time of loss until a replacement database was developed. • Continued lack of management information • Lack of audit trail in the eventuality of customer complaints • Inability to monitor the total costs of the transport services across the council • Cost increase if implementation deferred in line with suppliers annual cost increases 						
Scheme budget						
<table border="1"> <tr> <td>Guide Capital</td> <td>2007/08</td> <td>Continuing</td> </tr> <tr> <td>£10,100</td> <td>£2,465</td> <td>£2,465</td> </tr> </table>	Guide Capital	2007/08	Continuing	£10,100	£2,465	£2,465
Guide Capital	2007/08	Continuing				
£10,100	£2,465	£2,465				
Recommendations of the Evaluation Panel						
<p>Not recommended. Though this is important to the business they do not have the resources to deliver this next year and hence the deployment of the transport system within Adult Services will be re-considered by the directorate at a later time.</p>						

ITT Reference	Title of bid		
07LCCS01 - Integrated Pupil Support Services Modules			
Directorate	Learning, Culture and Children's Services	Directorate priority	1
Scope:			
<i>Tick just one</i>		<i>Tick all that apply</i>	
Directorate only		Externals and Partners	X
More than 1 directorate		Public	X
Corporate	X		
Bid Details			
Description of the bid			
<p>The Learning, Culture and Children's Services department is seeking to improve the information systems, functionality and integration required to support the Government's 'Every Child Matters' (ECM) framework and a range of other local and corporate objectives.</p>			

Under the ECM framework, organisations involved with providing services to children – from hospitals and schools, to police and voluntary groups – are now expected to find new ways of sharing information and working together to protect children and young people and to ensure they can achieve to the best of their abilities.

The procurement of the Pupil Support Services (PSS) core module along with additional modules around **exclusions, education other than at school (EOTAS)**, and **education social work referrals** will integrate into the current IDEAR integrated pupil database and allow the department to achieve these goals and realise the benefits outlined below.

Benefits of undertaking the scheme

- Improved tracking of pupils, particularly for those most vulnerable – target to have 100% of pupils identified on the system by 2008, currently less than 50%.
- A greater range of practitioners able to use and share key data leading to improved outcomes for children and young people (target is to double the number after 2 years).
- Improved access to a greater range of data
- Improved systems for collecting and analysing data - information on Exclusions, Education provision and ESW referrals currently held in 13 systems. This is to be reduced to a single system.
- Improved integration of data
- Improved data quality and data integrity
- Improved data security
- Increased efficiency through a reduction in manual data entry/transfer tasks by combining systems – target to free up 30 hours in 2007/08 increasing to 60 by 2011.

Impact of not undertaking the scheme

- Potential negative impact on JAR and CPA ratings through poor information sharing
- The LA does not meet ECM aims around information sharing
- Fail to meet some key corporate and departmental objectives
- Poor outcomes for the children and young people, particular those more disadvantaged pupils in vulnerable groups
- Inefficient use of resources around inputting of data and accessing data
- Poor quality data
- More difficult to produce statutory DfES returns.
- Data not joined up with access to limited data by practitioners
- Poor tracking of pupils
- Greater duplication of data
- Greater levels of bureaucracy generally

Scheme budget

Guide Capital	2007/08	Continuing
£51,700	£19,115	£19,115

Recommendations of the Evaluation Panel

Recommended for Members' approval.

ITT Reference	Title of bid		
07LCCS02 - Youth Service M.I.S.			
Directorate	LCCS	Directorate priority	2
Scope:			
	<i>Tick just one</i>		<i>Tick all that apply</i>
Directorate only	YES	Externals and Partners	YES
More than 1 directorate		Public	YES
Corporate			

Bid Details		
Description of the bid		
<p>Provide a fit for purpose data analysis solution in order to enable the service to provide data required by the DfES (No.'s of young people reached, participating, achieving a recorded / accredited outcome) and NYA audit (% of young people reached by publicly funded youth service, ratio of FTE youth workers to young people, net cost of each young person reached) which will be used to inform the Joint Area Review (JAR) assessment. We also need to be able to monitor the age, gender, ethnicity and disability of young people accessing our service. Our current system is not able to provide this information.</p>		
Benefits of undertaking the scheme		
<p>a) Will enable the Youth Service to meet its statutory reporting responsibilities to the DfES and NYA with a robust data collection and management system. Other options have been explored. The scheme proposed is the most cost effective and efficient means of meeting the statutory reporting requirements. It provides an easy to use facility for staff requiring minimum training and reducing the overall time spent recording and inputting data. Currently only 30% of audit data & key KPIs are provided/met. Target to increase to 75% in 2007/08 and reach 100% by 2008/09.</p> <p>b) The proposal ensures the provision and development of a key service. the new system will enable the service to collect statistical information about youth work programmes that will support the provision of information against key performance indicators and targets. It will improve planning, monitoring and evaluation of the whole service as this can be based on accurate data about current service use. It will enable the service to monitor young people's involvement, progress and accreditation. It will also ensure that data management maintains confidentiality and is in line with data protection. As a result, the JAR performance is expected to improve (it is currently assessed as 'below average') to Average in late 2007 and to above average by the following review in 2011.</p> <p>c) Reduction in time invested in manual data gathering resulting in increased productivity in administration and business support. Currently 28 hrs/month is spent on manual data provision and this scheme would reduce this to 4 hrs/month after the first year, with a further reduction to 2 hrs/month in the longer term.</p>		
Impact of not undertaking the scheme		
<ul style="list-style-type: none"> The current paper based system which is inputted on to a basic database does not provide the data required to meet statutory reporting requirements as it does not allow us to monitor individual young people and cannot provide information about individual participation and recorded/ accredited outcome or robust demographical information. The youth service Ofsted inspection in 2004 criticised our lack of robust MIS. Since then we have worked with the Council's IT dept. to install a system (YouthBase) which subsequently failed and in any event does not have a sustainable lifespan. For the next JAR, expected in Autumn 2007, we must be able to demonstrate that we are working towards having an appropriate MIS in place and working across the whole service. <p>Given the increased focus on data provision and having robust systems to ensure this, without this proposal being approved we run the risk of failing the Inspection which would contribute to a lower score for the JAR.</p>		
Scheme budget		
Guide Capital	2007/08	Continuing
N/A funded by dept.	N/A funded by dept.	N/A funded by dept.
Recommendations of the Evaluation Panel		
Recommended for Members' approval.		

ITT Reference	Title of bid		
07LCCS03 - Mobile Library Network Connection			
Directorate	Learning, Culture & Children's Services	Directorate priority	3

Scope:									
<i>Tick just one</i>		<i>Tick all that apply</i>							
Directorate only	<input checked="" type="checkbox"/>	Externals and Partners	<input type="checkbox"/>						
More than 1 directorate	<input type="checkbox"/>	Public	<input checked="" type="checkbox"/>						
Corporate	<input type="checkbox"/>		<input type="checkbox"/>						
Bid Details									
Description of the bid									
<p>This proposal is to integrate the Mobile Library into the library system operating across all other libraries in the city by providing internet access to the Mobile Library and enabling access to the main library system via a remote connection.</p> <p>The mobile library serves 57 locations over a two week timetable. For many people in the outlying areas of York, the mobile library is the only frontline contact they have with the council. The average monthly visitor count for 2005-06 was 1,350.</p> <p>Whilst the rest of the library service is fully automated, with its stock, loans, requests and charges managed by the Library Management System, the mobile library still operates on a manual system of user cards and book tickets. In consequence:</p> <ul style="list-style-type: none"> • users of the mobile library must have a separate membership if they wish to use other libraries • tracking stock and managing over-dues is very difficult • that mobile library users experience a lower level of service than other library users. <p>The proposal is to implement satellite technology, as used by other councils, to connect the mobile library to the internet with a reliable and consistent connection at every one of its stops.</p> <p>The use of 3G connection over the mobile phone network was investigated. Tests already carried out indicate that connectivity can be "patchy" and can suffer from low-bandwidth. This is confirmed by the Children's Information service which uses this type of connection for their outreach programme. However they are not achieving 3G connection at all their outreach locations and are finding the alternative (GPRS) connection is very slow. Therefore, this is not recommended as a suitable solution for the Mobile Library. Estimated costs for a 3G solution are:</p> <table border="0"> <tr> <td>Hardware</td> <td>£3,300</td> </tr> <tr> <td>First year cost</td> <td>£805</td> </tr> <tr> <td>Annual cost</td> <td>£1,105</td> </tr> </table>				Hardware	£3,300	First year cost	£805	Annual cost	£1,105
Hardware	£3,300								
First year cost	£805								
Annual cost	£1,105								
Benefits of undertaking the scheme									
<p>1) Increased efficiency by using existing IT system, leading to Improved performance management</p> <ul style="list-style-type: none"> • Processes will be streamlined - the manual process will be eliminated, an efficiency saving through a reduction in time needed for administration: new and re-allocations of stock currently takes 3 hrs/wk but the scheme would reduce this to 0.25 hrs/wk. • Managing the stock through the online library management system will also give us more reliable performance data about loans from the mobile, which would feed into a more robust performance management framework. • Better control and more efficient rotation of stock will result in reduced stock management time and the ability to make more use of existing stock. • Improved performance towards Public Library Standards and improved Council CPA score <p>2) Improved access to services for library customers</p> <ul style="list-style-type: none"> • Borrowing items: Mobile library customers will receive a standard Library/York card and gain access to the online library resources such as the use of the 'user services' area of the online public access catalogue and the automated renewals line, currently unavailable to them. It will also ensure equality of access to the service to all library users, particularly the ability to find out live information about items available at other service points which they may also borrow, and to place reservations in 'real time'. Target to increase the 'active borrowers' who use the mobile library to 1000+ (currently approx. 900) • Access to information: Mobile library staff will have access to the Internet, and will therefore be 									

<p>able to provide a more comprehensive information service, including providing customers with up to date information from the CYC website about council services, and the Yortime website about community groups and events. Target to increase measure for BVPI 118b for the Mobile Library from 63.6% (2003/04 figure, 4% below library service as a whole) to 75%.</p> <ul style="list-style-type: none"> Extension of services: it would be possible to use the mobile library at outside council events or festivals and would make it possible to use the mobile library for more outreach events in the city. 						
<p>Impact of not undertaking the scheme</p> <p>(comments from Management Information Service)</p> <p>The Mobile Library Network Connection Bid is an integral part of the library service developing into an intelligent and effective service (setting up stronger performance management arrangements as stated in the council plan 2006/07 pg 56, 3.3.7). The system the mobile library currently use is inadequate and outdated, it is essential the service is able to input and extract accurate valid data to enable the library service to report on various PI's, at least 7 are part of in the Culture service assessment 2006 – PI sub-block.</p> <p>The library service will face even tougher demands during 2006 with the culture block being included within CPA, to enable the service to collect and provide up to date accurate data and continue to improve the service. We cannot expect to gather reliable and credible data from a 'Browne issue' outdated manual system. The mobile library contributes towards the overall performance of the library service, therefore could have a direct effect on the overall CPA score of the authority.</p> <p>Management Information Service are currently working with libraries to develop an intelligence based service, one element being the integrity of its data used and stored for the production of performance indicators -like the age old saying 'rubbish in rubbish out' the success of this bid is integral to the quality of the data it holds.</p> <p>Other implications of not undertaking the scheme:</p> <ul style="list-style-type: none"> Mobile library customers will continue to receive a second class service Costly stock when allocated to the mobile library will remain inaccessible to the majority of library users Failure to provide key services, in as much as we would be failing to improve existing levels of performance. We are currently automating more of the stock circulation processes using the Library Management System. If we do not bring the Mobile library in step with the other service points this will not only cause administrative problems for staff managing the mobile, but staff at other service points will have additional work when stock is allocated to the mobile library. 						
<p>Scheme budget</p> <table border="1"> <thead> <tr> <th>Guide Capital</th> <th>2007/08</th> <th>Continuing</th> </tr> </thead> <tbody> <tr> <td>7,400</td> <td>1,805</td> <td>2,605</td> </tr> </tbody> </table>	Guide Capital	2007/08	Continuing	7,400	1,805	2,605
Guide Capital	2007/08	Continuing				
7,400	1,805	2,605				
<p>Recommendations of the Evaluation Panel</p> <p>Recommended for Member approval. The 3G Option (Option 1) was rejected as it will not deliver a consistent service. Delivery of Mobile Library is included in the Council Plan and will have some impact upon our CPA score. Will improve the delivery of the library service to customers and achieve some business efficiency improvements.</p>						

ITT Reference	Title of bid		
07LCCS04 - Replacement Education Server			
Directorate	LCCS	Directorate priority	4
Scope:			
	<i>Tick just one</i>		<i>Tick all that apply</i>
Directorate only	✓	Externals and Partners	✓

More than 1 directorate		Public	✓
Corporate			
Bid Details			
Description of the bid			
<p>The bid is for the replacement of the server which runs all the Education software. The current server is now obsolete and the suppliers have stated that they will not renew the support agreement when it runs out next year.</p> <p>The server is a key resource for the Council, housing almost all of the IT systems of the LCCS Directorate. The functions carried out by those applications cannot be duplicated through paper-based processes, and the statutory processing, monitoring and reporting of data is a key element of the Directorate's function in protecting children.</p> <p>Other systems on the server such as the School Admissions, CPD and the Early Years systems provide services to the public. Failure of these systems would impact on our delivery of these services and affect performance indicators linked to the Councils' overall performance in a CPA..</p> <p>All the systems on the server are business critical and the likelihood of the risk of the server failing has increased in proportion to the age and decreasing level of support arrangements for the server. Crucially, LCCS is in a vulnerable position because all its key systems are on this server, so the server represents a single point of failure, which would have widespread repercussions on service delivery across our Directorate. We can not afford to run these critical applications on an unsupported machine.</p>			
Benefits of undertaking the scheme			
<ul style="list-style-type: none"> • An appropriately maintained and supported server covered by an industry-standard SLA will safeguard the LCCS core systems. • Key public-facing applications will not be disrupted by increasing risk of server failure. • A new server, will have the additional power and capacity to allow the service to benefit from the use of new technologies and support greater integration of children's systems. • There is a cost benefit to replacement of the server. The annual maintenance for a new server will be cheaper. Prompt replacement will save £660 pa. 			
Impact of not undertaking the scheme			
<ul style="list-style-type: none"> • Lower level of Service Level Agreement applied to the fix time of the Education server leading to extended periods of down-time and service disruption and finally leading to no service when the machine becomes unsupported in 2008. • The server's working life is nearly at an end and it will have to be replaced within the next 2 years. We would only be delaying the inevitable while increasing the risk of server failure. • Increasing likelihood that downtime will effect the Directorate's requirement for timely and accurate statutory reporting to DfES. • Widespread disruption to LCCS services as opposed to a single application due to the number of key systems housed on the bullet server. • Negative impact on the PI's linked to service delivery. • Increasing levels of user frustration as disruptions to the system become more frequent. • Impact on the contracts in place with external suppliers of the key systems. 			
Scheme budget			
Guide Capital	2007/08	Continuing	
£4,500	£1,098	£1,098	
Recommendations of the Evaluation Panel			
<p>Recommended to Members for approval. Necessary to ensure business continuity and allow the implementation of new technologies to support service developments.</p>			

ITT Reference	Title of bid		
07NS01 - Crematorium Booking			
Directorate	NEIGHBOURHOOD SERVICES	Directorate priority	1 OF 2

Scope:			
<i>Tick just one</i>		<i>Tick all that apply</i>	
Directorate only	X	Externals and Partners	X
More than 1 directorate		Public	
Corporate			
Bid Details			
Description of the bid			
<p>The bid is designed to provide a system that allows Funeral Directors to book a service time 24/7 and to be confident that the booking has been successful.</p> <p>At the moment the Crematorium has no out of hours method of confirming bookings. They do operate an answering machine and at the weekends employ staff on overtime rates. The problem with an answering machine is that funeral directors have no idea whether they have got their preferred booking or if that slot was already full or taken by someone else further up the telephone queue.</p> <p>This was a service issue raised and flagged as a priority in a Best Value Review some years ago. It was pointed out at the time that York Crematorium is the second highest charging crematorium in the country but it doesn't provide a value for money service to its stakeholders.</p> <p>The system proposed, CAS IVS from IAM Consulting Services, is in use at a number of crematoria around the country, it solves the problem. It is also extremely good value for money as the purchase cost of the software is less than the annual cost of employing staff to cover the weekends.</p>			
Benefits of undertaking the scheme			
<ul style="list-style-type: none"> ❖ To satisfy priority finding of best value review ❖ To improve the service ❖ To make quantifiable cash savings – the software purchase cost is £5250, the annual spend on weekend cover is £5408 			
Impact of not undertaking the scheme			
<ul style="list-style-type: none"> ❖ Stakeholder dissatisfaction will continue to grow ❖ We will lose more revenue to East Riding Crematorium 			
Scheme budget			
Guide Capital	2007/08	Continuing	
£0	£0	£0	
Recommendations of the Evaluation Panel			
<p>Recommended for Members' approval.</p> <p>Returns real, continuing cost savings which the risk & impact assessment model does not adequately highlight, so recommended even though has a low score.</p> <p>NB Directorate to fund project. Costs originally budgeted as guide capital of £11,000 with £2,684 in 07/08 and £3,474 continuing.</p>			

ITT Reference	Title of bid		
07NS02 - Street Environment Enforcement			
Directorate	NEIGHBOURHOOD SERVICES	Directorate priority	2 OF 2
Scope:			
<i>Tick just one</i>		<i>Tick all that apply</i>	
Directorate only	X	Externals and Partners	X
More than 1 directorate		Public	
Corporate			
Bid Details			

Description of the bid		
<p>To provide a database for the enforcement work of the street environment officers to record enforcement work undertaken and subsequent reports. Including notices issued, prosecutions undertaken, formal warning letters, cautions and notices. An initial Business Appraisal followed by development of an existing system if appropriate.</p> <p>The problem is that Street Environment Service don't have a coherent or easily usable method of recording enforcement actions. A simple question such as how many enforcements ended up as defended court cases is very difficult to answer.</p> <p>This means that among other things it can be difficult to easily identify repeat offenders or trends of offending.</p> <p>At present the enforcement work of the street environment officers is recorded but in a number of ways, including paper records and individual excel spreadsheets. Whilst EXOR and the CRM are used in relation to service requests they cannot provide the avenue for recording of enforcement/legal action as approximately 70% of enforcement work does not come via CRM but is either found on the street by SEOs or in secondary action following on from a complaint.</p>		
Benefits of undertaking the scheme		
<ul style="list-style-type: none"> • Need for better retrieval, sorting, analysing and reporting of enforcement data to make the service more effective and efficient. • Reporting of enforcement activity is a priority performance indicator for central government. In particular the implementation of the Clean Neighbourhoods and Environment Act by local authorities is to be judged with regard to enforcement activities e.g. BVPI 199d – in relation to fly tipping - requires accurate recording and retrieval of investigations and enforcement activities and outcomes. The information required to assess performance against KPIs is currently insufficient. • There is a report to September's Exec. meeting recommending that Fixed Penalty Notices (FPNs) are issued for a wider range of environmental nuisances. Under the Environmental Protection Act we can keep revenue raised from FPNs so it is important that we have a robust and auditable management information system to keep track of this enforcement activity. 		
Impact of not undertaking the scheme		
<ul style="list-style-type: none"> • We will not achieve optimum efficiency and effectiveness • Information retrieval will continue to be laborious and imprecise • We are likely to fail on performance indicators • Income collection from FPNs will not be adequately auditable. 		
Scheme budget		
Guide Capital	2007/08	Continuing
£0 (time only)		
Recommendations of the Evaluation Panel		
Recommended for Members' approval.		

ITT Reference	Title of bid		
07RE01 - Payroll And HR System Replacement			
Directorate	Chief Executive's	Directorate priority	3 of 3
Scope:			
<i>Tick just one</i>		<i>Tick all that apply</i>	
Directorate only		Externals and Partners	
More than 1 directorate		Public	
Corporate	✓		
Bid Details			
Description of the bid			

The existing HR/Payroll system was purchased in 1998 and is now lacking in essential, basic functionality, for example due to the need to comply with updated BVPI reports, Equalities, Absence monitoring, Recruitment and Job Evaluation the Authority is having to constantly invest in CYC specific enhancements to facilitate our requirements. Having this sort of customisation to the system is very expensive (£9,918.00 In 2005/6). In addition, the supplier no longer actively markets the current system and therefore the longevity of the application is under question.

This proposal is to establish:

- the longevity of the current application
- identify our future requirements for HR and Payroll
- explore possible upgrade and replacement options
- assess integration options linking into other major applications
- associated costs of the various options
- make recommendations on any replacement and scope of any replacement system which will also include:
 - Data cleansing requirements
 - Management information requirements
 - Possible business efficiency gains and service improvements.

Benefits of undertaking the scheme

The work will identify our future requirements in this area and inform the decision on how we meet those requirements once the existing system becomes unsupported. It will ensure a replacement system can be specified to support the business effectively whilst also allowing future requirements to be explored and factored in to any system specification.

Impact of not undertaking the scheme

There will be an increasing risk that the current system will not cope with the demands placed upon it as the data is inevitably increasing over time. In view of the critical nature of a HR/Payroll service this would have major implications.

The service will remain static and it may not be possible to make efficiency gains delivered by obtaining payroll contracts.

Scheme budget

Guide Capital	2007/08	Continuing
£0	£0	£0

Recommendations of the Evaluation Panel

Recommended for Members' approval.

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Agenda Item

Executive

24th October 2006

Report of the Strategic Head of Information Technology and Telecommunications

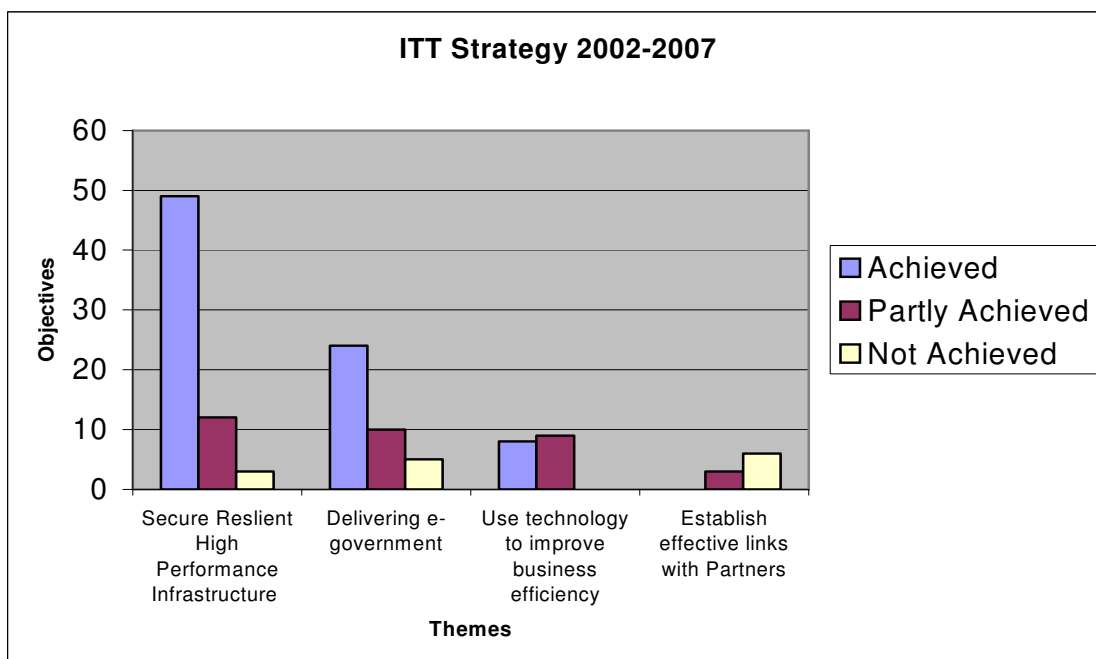
Review of the CYC ITT Strategy 2002-2007

Summary

- To review the Council's progress in delivering its ITT Strategy for 2002-2007 and to identify the broad direction for the development of a future 5 year ITT Strategy.

Background

- The ITT Strategy 2002-2005 has been reviewed to assess what has been successfully delivered, what is either in progress or has been partly achieved and what has not been delivered. This review is attached as Annex A.
- The Strategy has 4 key themes.
 - Provide a secure, resilient, high performance ICT Infrastructure**
 - Create the environment to deliver E-government**
 - Use technology to improve business efficiency**
 - Establish effective links with Partners**
- Each theme or vision statement is supported by a number of objectives which would deliver the vision. The objectives themselves are composed of a range of projects. In all there were 129 objectives set, and of these 63% have been fully achieved with further 26% partly achieved. This is shown in the diagram below.



5. There is a clear focus of effort on the first two themes, with 103 of these stabilising and improving our core ITT infrastructure and delivering e-government. Of these 71% have been fully achieved with further 21% partly achieved. This reflects excellent progress in these priority areas.
6. The strategy to use technology to deliver service efficiency has been more difficult to achieve with 47% of the 17 objectives achieved and the remaining 53% partly achieved. We have made scant progress with delivering the Partnership development objectives with 33% of the 9 objectives partly achieved and 67% not achieved.
7. This quantitative assessment of success does not provide any view of the relative merits of each theme, whether the vision we set out 5 years ago is still consistent with our developing corporate priorities, nor of the differing importance of one objective over another. A broader summary at the level of each theme is set out below.

Overview of the Themes

8. At the time the strategy was written we were
 - Suffering from a previous strategic approach which had resulted in uncontrolled development using any technology on any platform
 - Key elements of the aging infrastructure were struggling to cope with increased numbers of systems and users
 - In the aftermath of serious problems following the implementation of Citrix
 - Recovering from a huge backlog of user faults
 - In partnership with NYICTP to deliver e-government yet with no clear plans as to what this would deliver or how it would be done
 - Mindful of pressure to comply with e-government mandates but not yet clear how this might transform the organisation (or whether we wanted it to)
 - Attempting to focus the IT Development Plan where it would deliver the most value rather than delivering to locally defined priorities (often not even linked to Directorate priorities)
 - Struggling to see IT as a strategic tool rather than a support service.
9. The strategy therefore developed to address the most urgent of these problems which were improving service delivery and delivering e-government. The vision of using IT to improve business efficiency was established but is only just gaining common currency with the new Corporate Strategy and a model for benefits realisation still needs to be developed to ensure that we make proposed the changes and capture the effects. The development of IT based partnerships was hampered by the collapse of the North Yorkshire ICT partnership (NYICTP). Future development in this area needs to be driven by our corporate priority to develop partnership working.

Theme 1 - Provide a secure, resilient, high performance ICT Infrastructure

10. We have successfully completed majority of our objectives. We now have

- Standards of system availability are best of breed (between 99.8 and 100% depending on which element)
- High Speed Integrated Voice and data network
- New phone system with no additional funds required (Approx £1m capital investment funded from base revenue budget)
- Citrix works exceptionally well and has saved millions of pounds in unnecessary desktop refresh and software roll out costs.
- User faults are handled within SLA, speedily and efficiently
- Migrated off the mainframe saving £190k per annum
- High levels of user satisfaction

11. This provides the organisation with a stable platform on which to undertake its business. We lose very little productive time due to IT failure or poor performance which is a significant enabler for the delivery of high quality services to our customers.

12. Areas where we still need to do further work to achieve this Vision are in the development of a Electronic Document management Systems and workflow tools (EDMS), where we have yet to exploit the full potential of existing solutions or extend their reach across the whole organisation. Geographical Information Systems (GIS) is another area where the continuing strategic development of the new Corporate GIS will be necessary to make the most of the investments we are now making.

13. Having invested heavily in this area in the last 5 years and having achieved an acceptable standard of service it may be that this is not a priority for the future of strategy. However it is not an area where we can become complacent or de-invest entirely without putting ourselves at serious risk of future IT failure.

14. As we become more reliant upon developing technologies, things that we initially established as pilots such as mobile technology and GIS, these things need to be migrated into our "core" infrastructure and given the same level of security, resilience and support as ubiquitous things like telephones. As such there will still be a need to invest in making these things more robust and improving performance levels.

Theme 2 - Create the environment to deliver E-government

15. With hindsight, the indirectness of this vision exemplified our uncertainty in 2002 about how e-government would be delivered by CYC and the prescriptive but indistinct vision emanating from central government. Since the inception of easy@york our approach to this has become much clearer and we developed the programme as a transformational, customer service and efficiency programme. We met our mandatory targets (BVPI 157 – 100% of services to be e-enabled) in 2005 and are on the verge of realising our full e-government ambitions through the implementation of easy@york , using technology to transform business processes,

improve customer services and make services more efficient. The inclusion of face-to-face contact when we move to the new Town Hall and the development of future phases of the easy@york programme will be key to mainstreaming this transforming vision throughout the organisation.

16. Our strategy for easy@york established our future direction of using e-government to transform service delivery and now the national agenda is moving in the same direction, away from e-government which concentrated on electronic service delivery, towards t-government, the use of technology to transform the prospects of citizens and communities, unlock potential within the organisation, maximise the use of resources, inform planning and release efficiencies.
17. This agenda has synergy with many of the key themes coming out of the Council Strategy and we need to consider how to bring these two things together in a cogent way.

Theme 3 - Use technology to improve business efficiency

18. This theme identified the growing importance of performance management and foreshadowed the need to focus on efficiency that has later become enshrined within Gershon targets and our new Corporate Efficiency programme. It also identified the need to look at business processes alongside the implementation of technology. This has been taken further following the adoption of Total Systems Thinking and requires a full review of all aspects of the "system" including the principles at work within the business, the drivers, performance, policies and objectives of the service.
19. This is starting to happen now as part of the easy@york programme, the Social Care system replacement and the FMS replacement, where we are using total systems approach and re-engineering processes when we replace systems. This needs to be made more routine and we need to consider how this is resourced and delivered.
20. We are now focussing our development activity and resource on Council priorities and we are starting to using enabling technologies such as Document Management, workflow and Geographical Information Systems (GIS). We are also beginning to model the benefits we want to achieve from IT implementations and plan their realisation, though there is a long way to go on this issue.

Theme 4 - Establish effective links with Partners

21. Due to the collapse of the NYICTP and the subsequent need to focus our attention internally on achieving our own electronic service delivery, we have not engaged sufficiently with partners to develop joint strategies or access channels. The Government agenda is now pushing towards shared service delivery and we need to consider whether as part of our competition strategy we have serious ambitions in this area. We have however started to engage with Health in the social care arena and further joint working is planned.

Summary of Progress on current Strategy

22. We have made significant progress in delivering our strategy and have and we now have

- A strong and flexible platform on which to base future improvement
- Our core business relies upon stable, secure systems
- Good Project and Programme management
- Less ad hoc development
- Increased use of IT systems to deliver front line services
- Moving to web based services
- Better use of performance data and IT to make us more efficient
- Innovative approach to e-government
- We have the potential to use technology to improve customer services
- Good basis to deliver efficiencies from the use of technology

Consultation

23. Work has started on a new IT Strategy for the next 5 years but at the moment staff are concentrating on the implementation of the easy@york. Further work will recommence in the new year.

24. The development of a future 5-year strategy needs to be informed by the views of Management Team and the Executive, to ensure that it delivers aspects of the future vision for the city. It also needs to be informed by Directorate strategies and plans so that it supports the ongoing business of the Council.

IT Development Plan 2007/8

25. The period covered by next year's IT Development Plan obviously spans the current and the future IT strategies but will be decided before the new IT strategy is completed. Though it is possible to just continue allocating resources to deliver the existing strategy it would be helpful to identify the key themes of the new Strategy so that resources continue to be allocated to our priorities.

26. The future IT Strategy needs to support delivery of the :-

- Corporate Strategy – made-up of the Council 13 corporate priorities
- Organisational Effectiveness Programme – which will be key to delivering the 4 “enabling” priorities with the Corporate Strategy which are:
 - Improve leadership at all levels to provide clear, consistent direction to the organisation
 - Improve the way the Council and its partners work together to deliver better services for the people who live in York
 - Improve efficiency and reduce waste to free-up more resources
 - Improve our focus on the needs of customers and residents in designing and providing services

- Community Strategy, incorporating Local Area Agreement

27. The development of a programme of work to deliver all of these priorities should lead to detailed project plans some of which will include IT development projects and some of which will need IT input. The agreement of these projects in terms of the allocation of funding and resource still needs to be managed through the IT Development Plan mechanism. These priorities will strongly influence future IT development but there will remain a need to allocate resource to the replacement and support of IT systems that are not covered by these priority areas.

28. Broadly speaking the bids received for consideration cover the following themes which are all consistent with existing elements of the current strategy and with the corporate themes set out above.

- Efficiency – Integrated Pupil Support Module, Adult Transport, mobile working
- Customer Service Improvements – e.g. Mobile working, Mobile library, crematorium booking,
- System replacement – e.g. Payroll & HR system replacement appraisal
- Admin Accom programme requirements – Corporate EDMS, mobile working
- Partnership working – e.g. Single Assessment Process system
- Stable Infrastructure & Security – e.g. Data Storage Upgrade, Warden Call, members PC's, Secure e-mail.

Future Strategy

29. in order to develop the new IT strategy we need to understand the developing t-government agenda set out in the recently published Cabinet Office e-Government Unit strategy document. It describes “

“a shift from e-government, characterized by a focus on investing in IT infrastructure, to transformational “t-government” where the benefits of these investments are realised in terms of real service improvements and efficiency savings. This concept is at the heart of the government’s new vision and strategy for technology in government, and as the e-government agenda as we’ve known it since 2000 approaches a major milestone, what does this new focus mean for local authorities?”

* Councils will come under increasing pressure to deliver real world, measurable efficiencies and benefits from their investments over the last few years. This will place big demands on IT infrastructure, requiring a level of integration beyond that needed to simply e-enable individual services.

* Processes will need to be reviewed, to ensure that “old world” inefficiencies are not simply reproduced in a digital form, and that customer centric services are delivered across departmental boundaries

* The management of business change will also be crucial, to ensure that service practitioners understand what technology can do for them and can articulate their requirements back to the ICT department”

30. The new IT strategy also needs to strike a balance between delivering corporate priorities whilst providing adequate investment and ongoing support to the base operation of the Council. It also needs to review the potential use of developing technologies.

31. To shape the strategy it is important that we are able to consider the following questions:-

- I. Do we want to continue investing in IT and if so at what level?
- II. How do we build the IT Strategy around the Corporate Effectiveness programme, particularly the efficiency agenda?
- III. Do we want to mandate the review of business processes around technology implementations to ensure that efficiency gains are made? If so how do we resource this?
- IV. Benefits Realisation – How can we clearly identify the benefits that technology implementations bring, how can we make sure that these are realised and captured, whether they be service improvements, released capacity or savings.
- V. How do we change our organisational business model/culture to incentivise improvement?
- VI. What does the Admin Accom programme necessitate? Wireless networks, Home working, mobile working, fully centralised IT teams?
- VII. How ambitious are we to use developing technologies? E.g. mobile working
- VIII. How do we see easy@york developing and how will this and IT generally help shape the customer strategy in future?
- IX. What links do we want to make between our IT strategy and the IT strategies of our partners?
- X. We need to identify and address our current problems – e.g. finding and keeping staff to manage projects
- XI. We need to consider how we respond to the t-government strategy. What are we already doing in this area and what can we learn from elsewhere?
- XII. Do we want to consider technology implications as part of all strategic decisions and if so how do we do that?
- XIII. Do we want to develop IT understanding as a core competency for managers as well as general staff?

Implications

32.

- **Financial** *none*
- **Human Resources (HR)** *none*
- **Equalities** *none*

- **Legal** *none*
- **Crime and Disorder** *none*
- **Information Technology (IT)** IT implications are set out in the report
- **Other** *none*

Risk Management

33. The improvement in IT service delivery has already led to the downgrading of a major corporate risk. An analysis of major corporate risks and how technology could be used to mitigate these needs to be considered as part of the future development of the IT strategy.

Recommendations

34. That Executive consider progress made in delivering the IT Strategy for 2002-2007, set out in paras 2-22.

35. That Executive consider the issues raised in paras 27-29.

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Report Approved **Date** *Insert Date*

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

All

For further information please contact the author of the report

Background Papers:

Annex A - Review of ITT strategy 2002-2007 - On Councilnet



Executive

24 October 2006

Report of the Head of Human Resources

HEALTH AND SAFETY RESOURCES

Purpose

1. The purpose of this report is to ask the Executive to support the request to release contingency funding for additional Health and Safety resources in order to improve performance and meet statutory requirements.

Background

2. The Council has limited resources available to provide Health and Safety advice both corporately and within Directorates. The professional staffing resource available to the Council excluding Neighbourhood Services involves a Health and Safety Manager and three Health and Safety Advisers together with a 0.5 full time equivalent Schools Visits Adviser. Within the Neighbourhood Services directorate there is a Health and Safety Adviser and an assistant.
3. The resource within the Neighbourhood Services directorate is considered to be adequate, given the level of risk associated with many of the activities. The resources available to the rest of the Council are, at best, stretched in terms of a corporate resource.
4. The Council has benchmarked its Health and Safety resources against those of other comparable local authorities as shown in the table below. The figures include both directorate and corporate professional level staff.

AUTHORITY	TOTAL NO. OF EMPLOYEES	NO. OF H&S PROFESSIONAL STAFF
Southampton	10000	11
Durham	11000	17
Darlington	6000	5
Newcastle	15000	9
Northumberland	12500	7
City of York	7500	5

The number of employees is not the only issue that needs to be taken into account when benchmarking. All the above organisations, apart from City of York Council, have strong corporate policies implemented across the organisations. York has only just started to develop and implement a corporate policy framework. The nature of the risks found in a particular location are also relevant. The historic nature of York's environment and current accommodation add specific issues relevant to resourcing levels.

5. During 2004 the Health and Safety Manager post was occupied for the first time. The Health and Safety Manager however, also needed to provide Adviser cover for the Resources and the Chief Executive's directorates as well as provide corporate management for the function. The other adviser resources were allocated to LCCS, Adults & Housing and City Strategy. This has meant that progressing the development of a corporate framework and a corporate Health and Safety management system has been extremely slow. The absence of a corporate framework is a significant impediment in terms of the Council's ability to meet statutory and best practice requirements.

Consultation

6. Consultation has taken place with the council's Health and Safety Steering Group and also with the Health and Safety Executive.

Health and Safety Improvement Notices

7. Following an inspection within the former Commercial Services directorate in February 2005, the Health and Safety Executive issued the Council with three improvement notices relating to specific areas of concern arising from that visit. Whilst the visit was within Commercial Services, the issues raised were corporate in nature since the Inspectors were not convinced that the Council had adequate corporate processes in place in these areas.
8. The Health and Safety Executive Improvement Notices in three specific areas were also followed by a letter from the Health and Safety Executive indicating concerns in a significant number of other areas. Potentially if the Health and Safety Executive investigated these areas, the Council would be faced with further Improvement Notices. Since then, a fatality in Commercial Services, has resulted in a fourth improvement notice. The Council has also recently received a letter from the Health and Safety Executive, detailing their findings following an investigation into an incident on the Bar Walls, although this has not led to a further improvement notice.

Temporary arrangements

9. The Health and Safety Manager resigned from the Council at the end of 2004, expressing the view that resource limitations prevented him from adequately performing his role. In order to fast track the development of a corporate Health and Safety Management System, one of the Health and Safety Advisors has taken on acting responsibility to cover the Health & Safety Manager's duties. The team has been supplemented by an additional Assistant H&S Advisor post on a temporary basis, funded from the vacant H&S Manager post. Whilst it is felt that this approach is making the best use of current resources, it exposes the Council to some risk, as it would take four years to develop a comprehensive health and safety manual and robust corporate structures to protect the council from potential litigation, both civil and criminal. It has also led to tension with some directorates who are concerned about the team's capacity to support their individual (directorate level) requirements.

Legal Framework

10. An organisation has a legal duty to set up an effective health and safety management system to implement their Health & Safety policy which is proportionate to the hazards and risks. An employer must plan, organise, control, monitor, audit and review the health and safety management systems. Failure to carry out any of these duties would mean that the Council was in breach of its statutory duties. This does not just impact on the council as a corporate body, but also on individual directors, officers and members.
11. The Health and Safety at Work Act 1974 s 37 states that:

Where an offence under any of the relevant statutory provisions committed by a body corporate is proved to have been committed with the consent of or connivance of, or to have been attributable to any neglect on the part of, any director, manager, secretary or other similar officer of the body corporate or a person who was purporting to act in any such capacity, he as well as the body corporate shall be guilty of that offence and shall be liable to be proceeded against and punished accordingly.

Proposal – Option 1

12. In effect, this option includes the addition of one Health and Safety Adviser at PO3-6 grade and an Assistant Health & Safety Adviser at scale 6, in order to minimise the risk to the council posed by the council's existing Health and Safety standards.
13. The Health and Safety Manager would no longer carry out day to day adviser responsibilities, but would oversee the development of the corporate arrangement, allocate responsibility across the team, develop the corporate health and safety management system and

standards and have intervention powers, akin to those of the HSE where inadequate controls or levels of risk beyond certain tolerances are found.

14. The Health and Safety Advisor post would focus on the provision of auditing. Within the Council there is currently no ongoing formal inspection regime which would normally be expected by the Health and Safety Executive in an organisation as large and varied as the Council. Until 2004 the Council used the external ROSPA accreditation scheme, but carried out by the then Health & Safety Advisors, all of whom were ROSPA accredited. This was carried out on a directorate basis, but did not contribute to the development and implementation of corporate policies. Should the creation of this post be agreed, an internal audit system based on the ROSPA Audit framework, but tailored to the Council, could be developed as the corporate policies develop. There would also be no additional accreditation costs as the Health and Safety team have the necessary competence to carry out audits.
15. The Assistant Health & Safety Advisor would free up the Health & Safety Manager's time to develop the corporate policies and lead on the further development of management information and corporate systems to enable managers to make informed decisions. The creation of this post on a permanent basis would also enable the transfer of the maintenance of the Staff Warning Register from the Data Protection Manager to the Health and Safety team. This was agreed at Corporate Management Team in August 2003, subject to sufficient resources within the Health and Safety team being available. The lack of adequate resources has meant this transfer has not occurred to date..

Analysis

16. Option 1 would
 - enable the development of corporate policies to meet existing legislative requirements within two years.
 - enable the creation and implementation of sufficient monitoring systems. As a result of the improvement notices already received by the council over the last twelve months, the council is at increased risk of further action, unless the Health and Safety Executive see clear monitoring and review systems in place for all policies.
 - provide clear trend analysis of incidents to inform management decision making. Failure to make this resource permanent would mean that the council would have minimal management information in this critical area.
 - Develop additional corporate systems such as the approved Contractor list as a result of one of the improvement notices

received by the council, as well as maintain the staff warning register, which is of crucial importance to the safety of staff delivering front line services.

- Deliver relevant training on Health and Safety issues for significantly more managers, thus minimising the risk of existing bad practices causing the Health and Safety Executive to issue the council with another improvement notice.
17. The HSE are working with all councils much more closely as part of their 3 year Strategic Intervention Programme, meaning that the health and safety of the council will be under much closer scrutiny for the next 3 years. Approval of this option would send a clear signal to the Health and Safety Executive that the Council is committed to a proactive health and safety approach.

Option 2

18. The second option would be to release funding from contingency for both posts for a period of two years. This would enable the development of corporate policies to meet existing legislative frameworks.

Analysis

19. This option would not address the team's inability to develop corporate management systems and it would also remove the resource required to carry out proactive monitoring and auditing of the policy implementation after the policies had been developed. Monitoring and evaluation is seen by the Health and Safety Executive as one of the fundamental components of any good health and safety management system, and a failure to have one in place, may be to the council's detriment should any future incident lead to an HSE investigation.

Option 3

20. The third option would be to retain the existing Health and Safety resources.

Analysis

21. In this case it would take approximately four years to develop and implement all the required corporate health and safety policies, during which time no ongoing proactive monitoring would take place across any of the c. 150 council sites. The Health and Safety Team would not be able to manage the council's Staff Warning Register.

Corporate Objectives

22. Approval of the request to release monies contributes to the following corporate priority:

➤ Improving our organisational effectiveness

Implications

Financial

- 23 The General Contingency for 2006/07 was set at £800K. Potential areas that might require funding during the year were identified as part of the budget process and totalled almost £1.8 million. To date £179K has been released leaving £621K available. It is too early to know yet how many of the identified areas of financial pressure will come to fruition, but at the first monitor report potential requests were identified in the sum of £609K, which would leave a balance of £12K. The key pressures where there may still be a need for additional funding, which were included within the £1.8 million, are the costs of meeting the demand and complexity of social care needs and possible early retirement costs. This request was included in the £609K identified in the monitoring report. Any release from the contingency will obviously reduce sums available for distribution during the remainder of the year. The balance available, if this application and the ones referred to the Executive from EMAPs are approved, will be £594K.

It should be noted that this request is for a part year in 2006/07 only. There will be consequential costs in 2007/08 and future years of £58.6K, which will need to be funded.

Human Resources

24. There are no HR implications .

Equalities

25. There are no equalities implications.

Legal

26. There are no legal implications.

Crime and Disorder

27. There are no crime and disorder implications.

Information Technology

28. There are no information technology implications.

Other - Insurance

29. The council is under close scrutiny from the Health & Safety Executive following the issue of improvement notices last year. The much awaited Corporate Manslaughter bill now looks as if it will become law early in the new year. This bill will make it much easier for the HSE to prosecute organisations with punitive unlimited fines at the core of the Act. These fines are uninsurable and will need to be met by the Council should they arise. A robust and well resourced Health and Safety team should go some way to mitigating this risk. Any reduction in the number of accidents as a result of improved Health & Safety support would result in lower spend on overtime and temporary agency cover (currently approximately £3 million per annum). The addition of these two posts may also help to reduce the number of incidents giving rise to successful insurance claims. Employers Liability Insurance premium has risen from £112K to £290K over the past four years, although there are other factors which have contributed to this.

Risk Management

30. There are clearly risks for the council if it does not agree to additional resource for the Health and Safety team. The Health & Safety Executive has stated its concern that the council does not have enough resources. The council is also under extreme scrutiny as a result of the four improvement notices received since 2005 and recent incidents regarding the Bar Walls and the council's management of asbestos. The Health & Safety Executive look at an organisation's willingness to change when determining the level of any fine imposed.

Recommendations

31. It is recommended that Executive approve the release of monies from Contingency and agree to the additional Health & Safety resource outlined in option 1.

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Report Approved

Date *4 October 2006*

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Executive

24 October 2006

Final Report of the Recycling and Reuse Scrutiny Sub Committee – Recycling and Reuse – Removing Bulky Items from the Waste Stream

Summary

1. The purpose of this paper is to present the final report of the Recycling and Reuse Scrutiny Sub Committee regarding the removal of bulky items from the waste stream.
2. The recommendations in the report (Annex A) take forward previous proposals arising from earlier Scrutiny work and make further proposals based on the research and findings of more recent research work.
3. The main findings arising from the work carried out by the Scrutiny Sub Committee are as follows:
 - The Government has set targets for local councils to reduce the amount of waste going to landfill. In doing so the Government recommend practical application of the 'Waste Hierarchy' (Recommendation 1)
 - Over time there will be financial penalties applied to the Council if reductions are not made.
 - Kerbside recycling should be further extended to include terraced streets.(Recommendation 2)
 - Communications of changes to collection arrangements should be available for all residents of the community in a manner which enshrines equalities and inclusion (Recommendation 2)
 - There are good examples of reuse schemes in operation that take surplus material out of the waste stream by utilising, amongst other things, Re-Use Credits (Recommendation 3)
 - Community groups, social inclusion and inward investment and enterprise can be assisted through Re-Use Credits (Recommendation 4)
 - Cross directorate working can be improved to benefit from funding opportunities (Recommendation 5).

4. Members of the Executive are requested to endorse the recommendations and agree that they be used to inform the review of the Director of Neighbourhood Services

Background

5. The background to this piece of work is detailed in paragraph 2 of the review final report. In essence it has taken forward recommendations made by the former Commercial Services Scrutiny Board, and amalgamated two topics registered by Members to research and report on recycling, reuse and waste minimisation. The feasibility studies and registration forms are available as background papers.

Consultation

6. During the detailed work undertaken by the Scrutiny Sub Committee full consultation has been carried out and recognition of those consulted has been made at the end of the attached final report.

Options

7. During the course of review the Sub Committee have taken views on information provided as best practice and much of this is provided in the Annexes to the report. The recommendations reflect those considerations and alternative options are not therefore presented.

Analysis

8. All analysis is presented in the body of the final report.

Corporate Priorities

9. The wider topic of waste minimisation has been a Council Corporate Aim for many years. The recently approved Corporate Strategy includes a priority to 'Decrease the tonnage of biodegradable waste and recyclable products going to landfill'.

Implications

10. Having been consulted as part of this review, the Director of Neighbourhood Services has committed to accurately and reasonably reflecting the resource impact of Members' proposals and address any other organisational implications, at the start of his review of the service area.
11. The corporate implications arising from each of the recommendations detailed in the final report may well prove significant. They will therefore be considered in full when the recommendations are analysed by the Director of Neighbourhood Services for incorporation where practical into his planned service review over the next 2 years.

12. The Director will be submitting a report to the Executive in due course on the implementation of and implications relating to the recommendations arising from the review. He has also undertaken to keep the Scrutiny Members informed of progress relating to his service review in so far as any of their recommendations are incorporated into working arrangements and practices.

Risk Management

13. The review highlights the issues and implications for York of reducing recyclable waste going to landfill. The risks to the Council are contained in the final report; one of the major implications being financial penalties.

Way Forward

14. Since the commencement of this Scrutiny Review the Council has undergone a complete restructure and a new Directorate of Neighbourhood Services created. Recently a new Director has been appointed and he is currently engaged in undertaking a complete review of his service areas. This includes the services and topics covered by this Review.
15. As the service review is just being scoped by the Director, both the Scrutiny Sub-Committee and Scrutiny Management Committee considered it appropriate to request that the findings and recommendations arising from the review were fully incorporated in to the wider review, to influence thinking on future provision.

Recommendations

16. The Executive are asked to :
 - consider the content of the report, the work of the Sub Committee and endorse their recommendations
 - recommend that the research and findings of this review be incorporated into the Service Review being carried out by the Director of Neighbourhood Services, with a view to implementing appropriate scrutiny recommendations from the review.

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Report Approved **Date** 12.10.06

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Specialist Implications Officer(s)
Not applicable at this stage.

Wards Affected: List wards or tick box to indicate all

All

For further information please contact the author of the report

Background Papers:
As detailed in the Report at Annex A

Annexes

Annex A: Recycling and Reuse – Removing Bulky Items from the Waste Stream

Annex Aa: Scrutiny Topic Feasibility Study and Registration Form(s)

Annex Ab: Terms of Local Authorities presently running a Re-Use Credits Scheme

Annex Ac: CRN/FRN Set Of Average Weights For Furniture Appliances And Other Items



ANNEX A

Recycling and Reuse - Removing Bulky Items from the Waste Stream



Agreed at Recycling and Reuse Scrutiny Sub-Committee 18th September 2006

Considered by Scrutiny Management Committee 25th September 2006

Agreed at Executive Date XXXXX

Chair's Foreword

The work which the Recycling and Re-use Scrutiny Sub-committee, which we inherited from the Commercial Services Scrutiny Committee has been cheerily down-to-earth, and I hope fruitful.

The timing of the work could not have been more appropriate; Hazel Court has recently taken over the role of Waste Depot from Foss Islands Road, is still developing its facilities. Suggestions for further recycling and re-use points which could be built into the complex as part of our recommended 'spatial features' were verbally well received by officers of the Neighbourhood Services Department who attended our meetings and made invaluable contributions throughout.

The difficult problems of designing appropriate facilities for use in the city's narrower streets which would not create problems for disabled residents was also addressed. A means of tackling these problems forms part of our recommendations. The support of members of DPAG and its chair, who has also been an active member of the sub-committee, was invaluable in fashioning our response to these tortuous issues.

We have also made recommendations on the promotion of recycling so that people come to regard it as normal and participate willingly. Our observations include enthusiastic support from members of the sub-committee for the vital and expanding work now being done by the York Bike Rescue Project and continuing support for York Community Furniture Store.

The great thing to remember about recycling and re-use is that if its 'sexy' you are likely to have got it wrong and if its messy and earth bound you at least have a hope of having got it right. 'Saving the planet' in a dramatic way it most certainly is not. But if we can all remember that the earth is less damaged every time we recycle and re-use - and it is given hope for the future every time we teach young people the value of recycling and re-use - at least we will be entitled to feel that we are 'doing our bit' for the world we live in. The environment that sustains us must sustain others in years to come and can only have a hope of doing so if we all live sustainably now.

This is a rapidly developing field. Undoubtedly our work will be superseded as time goes by. But if we face that fact openly and do our best to promote adaptability as a part of any approach to this type of problem, we may have produced a report which will not lose all relevance even when contemporary waste technology is superseded.

Cllr. David Livesley
Chair Recycling and Re-use Scrutiny Sub-Committee

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Summary of Recommendations

1. That further consideration be given to the Hazel Court site and surroundings with a view to applying additional spatial – i.e. site linked site facilities - features in partnership with others as per the Site Model based on Waste Hierarchy Principals in the report.
2. That the City of York Council should consider the roll out recycling in Terraced Streets adopting the following good practice :
 - i. Use slimmer recycling boxes with a smaller footprint for such areas to reduce impeding pedestrian use of pavements
 - ii. Ensure that changes to such services are communicated better to disabled people well in advance of the change and that this could be facilitated by using relevant advisory groups
3. That the City of York Council be recommended to consider paying Re-use Credits. That prior to the introduction of a scheme, Waste Strategy Officers at the City of York Council prepare a report for Member approval detailing;
 - Best practice schemes already running at other Local Authorities including information about the effectiveness of the North Yorkshire County Council scheme
 - The terms of an appropriate scheme
 - The likely cost impact of credits upon the authority
4. That the City of York Council be recommended to consider paying Re-use Credits for the Bike Rescue Project.
5. That further cross corporate work be done with the project managers and officers in Education, Youth Offending, Equalities and Sustainability and to ensure benefit from potential funding opportunities

Summary of Implications of Recommendations for City of York Council

Note: This review concludes that the most practical and effective way of addressing the issues raised would be to invite the Executive to authorise the Director of Neighbourhood Services to incorporate them into his planned service review over the next 2 years.

Having been consulted as part of this review, the Director considers he could more accurately and reasonably reflect the true resource impact of Members' proposals and address any other organisational implications, at the start of his review.

The Director has undertaken to report back to Scrutiny Members at that time with details on timeframe and resource and other implications, giving scrutiny Members the opportunity to reassess their recommendations should the Director's comments on resource or other implications present a material effect on any of the original recommendations.

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Final Report: Recycling and Reuse – Removing Bulky Items from the Waste Stream

Summary

1. Members of the Executive are presented with the final report of the Recycling and Reuse Scrutiny Sub-Committee (formerly Commercial Services Scrutiny Board) delivering their research and findings regarding the approach the City of York Council should take to delivering more sustainable waste management in partnership with others.

Background

2. Selection of this topic by the former Commercial Services Scrutiny Board was based on the combined needs to progress;
 - a. Recommendation 4. of the Board's previous Scrutiny 'The Cleaning of Gullies, Gutters, Footpaths and Back Lanes on Terraced Streets'. Which stated that:

The Board consider that the specific issue of improving recycling facilities for terraces should be better addressed and propose the following short term and long term solutions:

- i. Terraced Streets where the properties have forecourts should be issued with green boxes; subject to service availability.
 - ii. The broader issue of recycling and terraced streets should be considered as part of the Boards next scrutiny topic and the Disabled Persons Advisory Group should be key consultees.
 - b. Elements of two similar topics registered and then combined at the agreement of the submitting Members regarding recycling and reuse and waste minimisation¹.

Narrowing the Scope

3. After consideration of the feasibility report at their meeting May 2005 members of the Commercial Services Scrutiny Board sought further detail regarding the Local Authority's strengths, weaknesses and recent proposals to improve its waste management service.
4. They were subsequently advised at their next meeting of the Councils position as outlined in the following paragraphs. On the 17th May 2005 Member approval² was sought for the detailed Garden Waste and Household Waste Recycling

¹ See Annex A Feasibility Study and Topic Registration forms for topics 112 'Rethinking Recycling and Reuse in York' and 103 'Voluntary Sector Recycling and Re-use Projects'

² Executive Member and Advisory Panel for Environment and Sustainability

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Centres Action Plans which progress earlier strategic proposals for waste minimisation in York.

5. In November 2004 the Executive approved the amended Waste Strategy together with an overall budget. The strategy and accompanying action plans sought to minimise overall volumes of waste as a priority. In order to achieve this the following key objectives were highlighted.
 - a. The removal of recyclates from the main waste stream.
 - b. Improved public engagement and support.
 - c. Improved local business engagement and support.
6. Members approved advanced funding for a Consultation Action Plan³ and at the Environmental and later the Minimisation Action Plan⁴ shown as a schematic model in May 2005 Reports.
7. National Government also released targets for each council under the Landfill Directive in 2005. At this point York disposed of around 66,000 tonnes of bio-degradable municipal waste to landfill. Under international environmental agreements and European legislation, every local authority must reduce the amount of biodegradable waste going to landfill or face heavy fines. York's faced an initial one third reduction target with an escalating scale thereafter of 66,000 tonnes down to 44,000 tonnes in 2010 and 20,000 tonnes in 2020. Failure to comply will result in fines of £150 for every tonne of bio-degradable municipal waste landfilled over the allowance.
8. To ensure amounts of waste land-filled decreased from 2005/6 onwards, proposals were implemented to collect green garden waste from around three-quarters of York's domestic properties – c. 60,000 domestic properties - in separate containers for large scale composting. Recycling domestic garden (or green) waste in this way changing the service concept from 'refuse collection' to the internationally required 'waste management'. In order to promote the necessary community engagement to make this effective, the changes were preceded by a major campaign encouraging residents to minimise their waste and then recycle and compost more.
9. The moves at this time regarding the development of a municipally organised Green Waste and Composting scheme were welcomed by Members of the Board. The Board recognised this as an extension of the Scrutiny 'Kerbside Collection of Green Garden Waste' which had promoted the limited piloting of such a service some years previously.

³ At the Executive meeting of December 2004

⁴ At the Sustainability Executive and Advisory Panel Meeting of February 2005

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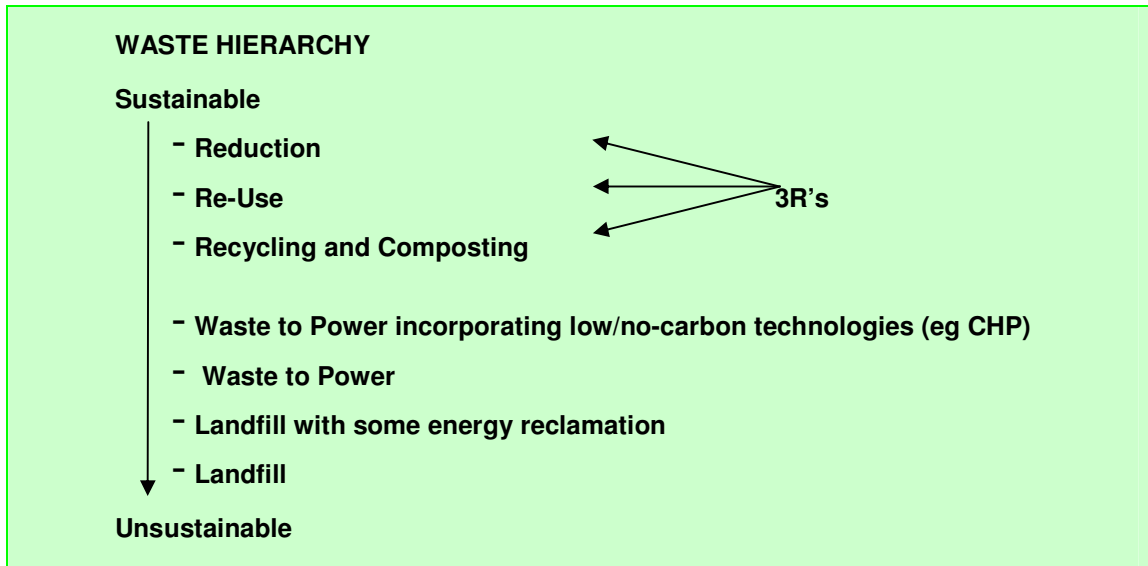
10. Members were also advised that all York households, currently receiving a fortnightly kerbside recycling service, for glass, tins and paper would continue to do so. In addition the service for the recycling of plastics and cardboard would be reviewed as part of the action plan. As a result of the developmental needs of the extended green waste and recycle services and the ongoing reviews of such schemes, Members of the Board decided not to scrutinise these aspect of recycling per-se.

Valuing Waste; the Recycling and Re-Use Context

11. The European Union 'Waste Framework Directive' (1975) first introduced the waste hierarchy concept into European waste policy. This was later revised to create a hierarchy of management options in the European Commission's Community Strategy for Waste Management (1989), and the review of the strategy in 1996.
12. The simple waste hierarchy prioritised waste reduction, then reuse and recycling and lastly the optimisation of its final disposal; this concept being described as the "3Rs" – Reduce, Reuse, Recover. UK government has incorporated the concept into UK waste management policy since the early 1990s.
13. In its report 'Waste Not Want Not' (2000) the national government's Strategy Unit produced a more detailed version of the waste hierarchy, see box below. Whilst the 3 R's are still enshrined as first or preferred principals of sustainable waste management the new formulation also covers in more detail the optimisation of final disposal. In both models landfill is the least preferred option.
14. The waste hierarchy is fundamental to national policy structure and plans that move the UK away from its dependence on landfill. National Government initiatives prompted by the waste hierarchy and links to European Union Directives include⁵:
 - the introduction of a landfill tax and a landfill diversion trading scheme
 - setting national and locally devolved recycling and recovery targets
 - encouraging energy recovery through market-based trading schemes

⁵ These linkages are gradually entering policy development, for example through the forthcoming thematic strategy on waste prevention and recycling and Integrated Product Policy (IPP) initiatives at European Union level. Policy instruments shaped by the primacy of prevention and reduction in the waste hierarchy include raw material taxes, the "Factor 4" principle of product design, and the Waste Electrical and Electronic Equipment (WEEE) and End of Life Vehicle (ELV) Directives.

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15. Local Authority strategic and spatial plans and services have been forced to evolve from refuse collection and disposal models to waste management models explicitly incorporating recycling, re-use and recovery options. National government support to Local Authorities in the form of Private Finance Initiative (PFI) funding requires service providers to meet and indeed exceed Best Value recycling targets imposed by Government.
16. Most strategic planners, environmental consultants and commentators regard the hierarchy as representing a strict order of preference in which recycling is always preferable to options such as waste to power. There are two key obstacles to be overcome regarding the acceptability of waste to power as part of a good 'sustainable' waste management option for UK local authorities. Both of these obstacles have public perceptions of this option at their core, they are;
- i. Whether waste to power acts as a disincentive to the three R's (reduction recycling and re-use) by apparently eliminating the need for these preferred waste management options.
 - ii. Whether modern waste to power units offer a truly safe process, or whether constituent emissions pose a risk to public health.
17. European evidence regarding the first issue indicates that high recycling rate, including the production of 'peat replacement grade' compost, can be achieved alongside high waste to power outputs. Denmark and Switzerland are among the highest generators of power from waste but maintain high recycling rates. The UK is one of the poorest Western EU contributions to the total waste management infrastructure. York in line with the rest of the Yorkshire and Humber region can be seen historically as a poor waste management performer.

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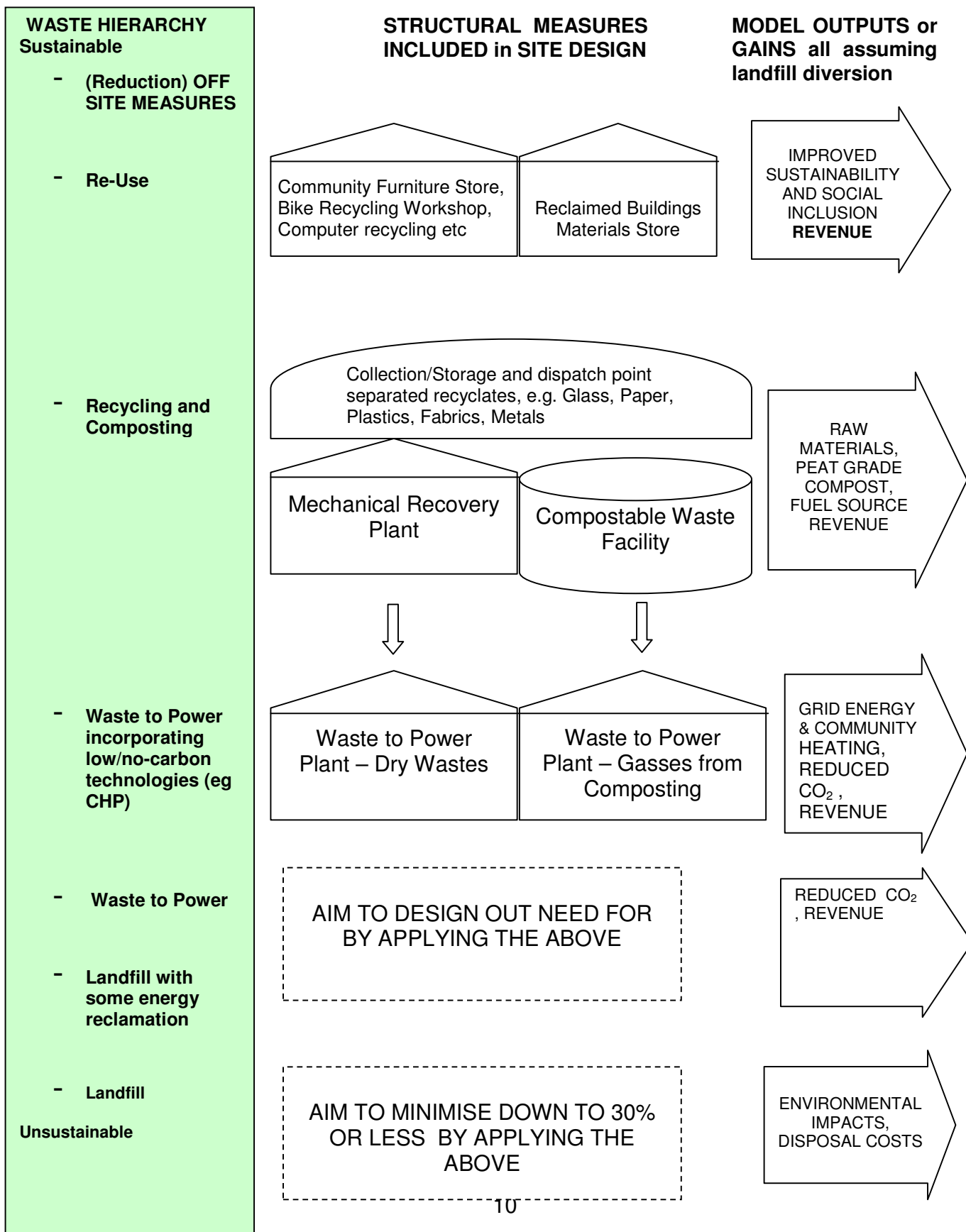
Country	% Recycled	% Waste To Power	% Total diverted	% Landfilled
Austria	44	18	62	38
Denmark	30	58	88	12
France	14	27	41	57
Germany	21	36	57	43
Netherlands	37	41	78	22
Sweden	32	35	67	33
Switzerland	39	47	86	14
UK	15	9	24	76
York	12	0	12	88

Figures 2002-03⁶

19. The Board were interested in authorities already applying the fullest model of the Waste Hierarchy to waste management. Board Members visited SITA UK Kirklees to look at mechanical separation and 'Waste to Power' and also looked at European and UK Waste Management site models. On the basis of this research it became clear that spatial design at Waste Management depots and collection centres is a critical factor in high level landfill diversion.
20. The Board felt the new 'EcoDepot' and associated site offers the authority an opportunity to consider the application of further spatial features to reduce landfill. Application of as many of these features either on site or within the immediate locality could provide the authority with an even greater opportunity to promote the EcoDepot as a UK centre for excellence in sustainable practice.

⁶ Figures derived from sources DEFRA, National Statistics, EU Statistics, SITA UK and Yorkshire and Humber Assembly; reproduced as an average

MODEL 1. SITE MODEL BASED ON WASTE HEIRARCHY PRINCIPALS



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Recommendation

- 1. That further consideration be given to the Hazel Court site and surroundings with a view to applying additional spatial – i.e. site linked site facilities - features in partnership with others as per the Site Model based on Waste Hierarchy Principals in the report.**

Addressing the Recommendations of the Scrutiny ‘The Cleaning of Gullies, Gutters, Footpaths and Back Lanes on Terraced Streets’.

20. Members were pleased with proposals to extend the possible range of recyclates collected from existing targeted domestic properties. They expressed concern however, that this did not address the issue of recylate collection drawn to their attention during their Scrutiny of terraced streets.
21. Although the issue of Green waste recycling was removed from the detailed scope of the scrutiny Members did visit York Rotters (based at St. Nicholas Fields Environmental Community Centre) to learn more about the benefits and processes involved in community composting and the experience of the Friends of St. Nicholas Fields.
22. Members also consulted the Friends of St. Nicholas Fields regarding the running of their kerbside recycling service in the Lawrence Street and Tang Hall areas of the city. The friends carry out a weekly collection of paper, cans, glass bottles and jars, plastic drinks bottles. Their collection area includes a number of on-street terraces, from some 1500 properties, where 55 litre kerbside boxes are used.
23. One of the foremost reasons suggested for not offering a recycling service in such neighbourhoods was the obstacle that multiple ‘bin types’/boxes etc could pose to people with disabilities when these were placed on pavements for collection.
24. In respect of this the former Scrutiny had recommended consultation with the ‘Disabled Person’s Advisory Group’ (DPAG) to discuss how well founded this belief might be and ideas for overcoming the issues. Members of DPAG were subsequently invited to attend meetings and evidence gathering sessions through field/site visits for the life of the topic as non-voting Co-Opted Members of the Board.
25. During the four years The Friends have run their scheme, they were made aware by the Waste Strategy Team of the concerns of DPAG about the potential hazard caused by recycling boxes to disabled persons, they have had no complaint or problem regarding these boxes as a hazard on the pavement.

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26. Some of the streets they are due to be expanding their services into are also terraces. They plan wherever possible to service these from the rear service lanes, where a specially designed slim-line electric vehicle and/or load-bearing tricycles will be used to carry out the collections. They are non the less aware that some properties, in on-street terraces with narrow pavements, cannot be accessed from rear service lanes.
27. The Friends had been considering alternative containers to use, including slim-line 33 litre baskets with a significantly smaller footprint than the 55 litre kerbside box (and comparable to the blue bags currently used by CYC for paper). The baskets are approximately 29cm wide by 49cm long as opposed to 40cm by 60cm for the 55 litre boxes. They planned to roll out to the next 1000 households during September 2006. Among these households are a number of on-street terraces in Bishophill, which cannot be accessed from the rear service lanes; their proposals are to supply 33 litre baskets to these properties as a trial to assess their suitability for wider use in our scheme.
28. In light of the experience of The Friends of St. Nicholas Fields and consultation with DPAG Board attendees, the following points for the consideration of the Council emerged.
 - a. Many disabled residents are committed to recycling, many of those living in terraced streets like many other terrace residents probably do not own a car and are presently unable to minimise landfill waste due to the lack of kerbside collection in such areas.
 - b. Whilst the examples of the Friends of St. Nicholas Fields regarding alternate collection unit sizes etc were seen as good practice for practical collection purposes, the principal issue to DPAG Members over service changes was one of 'disability friendly' communication. DPAG felt that better levels of communication with disabled people in the area would reduce the risks caused by collections from the front of properties.
29. Members were informed that a report on 'Making Connections' presented at the DPAG meeting which dealt with the issue of better communications with disabled people, this was felt to be a useful steer. Members agreed that this information would be useful in advertising a new system for collections⁷.

Recommendation

2. **That the City of York Council should consider the roll out recycling in Terraced Streets adopting the following good practice :**
 - iii. **Use slimmer recycling boxes with a smaller footprint for such areas to reduce impeding pedestrian use of pavements**
 - iv. **Ensure that changes to such services are communicated better to disabled people well in advance of the change and that this**

⁷ See Also Minutes of the Commercial Services Scrutiny Committee Meeting 5th November 2005

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could be facilitated by using relevant advisory groups

30. On 6th October 2005, several Members of the former Commercial Services Scrutiny Board visited the York Community Furniture Store, (the Raylor Centre, James Street). The visit was conducted to find out how the centre operates and promotes the refurbishment and re-use of household items that would otherwise be destined for landfill.
31. During the visit councillors noted that the biggest single issue for staff was that of annually securing premises and resourcing. The service costs approx £95,000 per annum to run. A total of £35,000 pa has been received in National Lottery funding for the past three years, this funding ended in March 2006. The store received grant funding of approximately £9,500 in 2004-05 and £7,500 from the Council (CYC) in 2005-06, for annual year 2006-07 the amount has been reduced further to £5,000.
32. The store has two full time paid members of staff plus two ad-hoc staff including an electrician who works on repairing electrical goods one day a week on a voluntary basis. There is a big demand for 'white' goods, but the store has a backlog of white goods waiting to be checked as it cannot afford to pay an electrician full or part time (50% normal hours) to check and repair the electrical goods.
33. The store provides low cost furniture and domestic appliances to families and individuals on low income or means tested benefit. Throughput is approx 120 tonnes per year. A voucher scheme has been in operation whereby CYC Community Services and other agencies may refer people in need to redeem items at the store. This month the store widened its client framework and now offers items for sale to the general public.
34. Yorwaste have discussed making landfill credits to the store, but have offered £18 compared to £32 per tonne which is the amount Yorwaste gets from the Government for diverting material from landfill. Yorwaste would also require detailed records of all the donors and recipients of furniture. The Board committed to further research regarding the use of Re-Use Credits

Re-Use Credits

35. At their February meeting Members of the former Commercial Services Scrutiny Board were advised by the Head of Waste Strategy that the costs of disposing of waste through landfill during annual year 2005-06 were around £32 per tonne. The largest percentage of this cost being revenues paid to national government as landfill tax; landfill tax is on an annual escalator currently increasing at £3 per annum.
36. When an organisation – for instance Scouts or Women's Institute groups – collects recycle, such as newspaper or aluminium foil, they can claim 'Recycling Credit(s)'; if they use weigh notes proving the actual type and weight of the material(s) diverted from landfill.

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37. The Recycling Credit is equal to the amount of money it would have cost the Local Authority to dispose of the material as household waste if it had not been collected for recycling.
38. Re-use credits differ from recycling credits as they cover items which will be sold on either as they are, or after nominal servicing or repair i.e; safely re-saleable white goods i.e. washing machines, fridges cookers etc, and furniture.
39. The City of York Council does not presently pay re-use credits, as it makes the distinction that the items are still in the system and will eventually need to be disposed of as waste.
40. A number of Local Authorities have however started to offer Re-use Credits in addition to Recycling Credits on the basis that Re-Use Credits;
 - a. Discourage unnecessary consumption of new goods encouraging more sustainable practice.
 - b. Provide a service whereby the poorer sections of the community can access good quality second hand goods.
 - c. Defers the entry of serviceable goods into landfill reducing overall annual tonnage.
41. North Yorkshire County Council initially trialed a Re-use credits scheme awarding £18 per tonne of diverted waste, recently – October 2005 –they chose to adopt a Re-use Credits Scheme awarding payments directly equivalent to that of their Recycling Credits i.e. £36.00 per tonne. The Selby Branch of the Community Furniture store has benefited from this policy change.
42. Their decision is in line with that of other authorities schemes, detailed at Annex C of this report. All the schemes at Annex B offering equivalent returns for the materials diverted from landfill to those of costs of disposal by tonnage; where tonnage, dependant on the terms of the scheme, may be estimated using a pre-negotiated calculator or actual weight per item.
43. A summary of best practice from these schemes is provided below;
 - a) The terms of the scheme should be clearly defined. They should be discussed in advance and developed with parties who may have an interest in its use, e.g. community furniture stores, computer recycling centres etc.
 - b) The Types of Furniture to be accounted under the Scheme should be listed as fully as possible as guidance for future participants; some authorities rule out white goods whilst others do not.
 - c) The Authority should decide whether it wishes to assess an average weight for the items described within the list (approach adopted by North Yorkshire County Council) or whether it wishes the participant to issue weigh slips on an item by item basis. The former approach has been found to encourage participation from smaller schemes who may not have the resources for a more detailed analysis (equipment, staff and administration time) To ease the process of establishing an 'averages weigh list', the Community Recycling

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Network have published a document 'Set of average weights for furniture, appliances and other items' which can be found at Annex C of this report; this is used by North Yorkshire County Council.

- d) The credentials of participants as Re-use facilities should be checked by the Local Authority; to rule out abuse by those who only facilitate re-use as a sideline to more lucrative business.
 - e) The re-use organisation should be registered with and approved by the Local Authority under the scheme.
 - f) The authority should request a good audit trail procedure to ensure that goods are being genuinely diverted from landfill and reused this may include;
 - Receipts including name and address etc from the point of collection as proof that the item is domestic and from the local authority area.
 - Itemisation under a numbered inventory of all items with a description of each, agreed weight with weigh slip number or actual weight dependent upon scheme operating terms.
 - Receipts including name and address etc recording the end users or buyers details as proof that the item has been diverted from landfill.
 - g) The authority may wish to determine in consultation with the organisations registered under the scheme whether submission of paperwork should be monthly or quarterly, the former will benefit and encourage smaller providers.
 - h) The authority should ensure that there are agreements in place for random spot checking of providers to discourage abuse.
44. At their February meeting Members of the Commercial Services Scrutiny Board were advised by the Head of Waste Strategy that there is currently no mechanism at the City of York Council to pay Re-use Credits. If the City of York Council were to introduce them further work would be required to;
- i. Draw up the terms of an appropriate scheme
 - ii. Evaluate the cost impact of credits upon the authority
 - v. Ensure that the proposals for introduction secured Member approval
 - vi. Promote availability as a means of diverting more goods from the waste stream.
45. In response to this, Members of the former Commercial Services Scrutiny Board agreed the following recommendation.

Recommendation

- 3. That the City of York Council be recommended to consider paying Re-use Credits. That prior to the introduction of a scheme, Waste Strategy Officers at the City of York Council prepare a report for Member approval detailing;**
- **Best practice schemes already running at other Local Authorities including information about the effectiveness of the North Yorkshire County Council scheme**
 - **The terms of an appropriate scheme**
 - **The likely cost impact of credits upon the authority**

Broader adaptations of the Re-Use Credits scheme.

46. Members of the Board attending a Regional Waste Partnerships conference on the 2nd November 2005 were interested in other schemes which used Re-Use Credits as part of the financing structure. Given York was awarded Centre of Excellence in Transport status by the government in 2001 in recognition of its work in promoting cycling Members were particularly interested in the many Bicycle recycling and re-use schemes established around the country. An outline of some of these schemes is given below.
47. Lancaster's 'Furniture Matters' (a registered charitable trust and a company limited by guarantee) develops principles applied at York Community Furniture Store. It has operated as a recycling, re-use and training organisation since 1999 with work undertaken by a team of paid staff and over 60 volunteers. In addition to recycling and re-using domestic and office furniture and white goods, and paint Furniture Matters have also set up the 'Pedal Power Project'.
48. Pedal Power collects and uses bicycles that aren't too damaged or rusty to repair and has saved over 1,000 bicycles from landfill by repairing, re-using and recycling. They have also taken over 100 trainees on New Deal placements and offered placements for over 100 people completing Community Punishment Orders. Their delivery of safe cycling and cycle maintenance training has been to 800+ young people.
49. In Leeds Meanwood Valley Urban Farm and the Council work in partnership so that bicycles that come into household waste sites are delivered to the farm. Two trained members of staff work with young people attending a course which includes;
- them getting the cycle they have built (may be a small financial contribution from the beneficiary to cover cost of new parts where necessary),
 - taking a cycling proficiency test and going for a trail or mountain biking session.

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50. The surplus bikes are sent to Romania where nurses use them to do their rounds. The training required is NVQ level and it is required for insurance purposes.
51. The Bike Station (Edinburgh) is a community project that accepts donated bikes from members of the public and council and recycles them for use by priority groups of people such as the long term unemployed, those who have been homeless and those with mental health problems. A proportion of renovated bikes are sold to raise funds.
52. Last years winner of the best community cycling initiative award (see London Cycling Campaign Awards 2003 : 30/10/03 - LCC Website www.lcc.org.uk) was a bike recycling scheme at Waltham Forest in East London. Operating from Low Hall Council Transport Depot the award-winning project refurbishes bikes and sells them to residents of Waltham Forest and people who work in the borough, it also has open-access sessions along the lines of a self-help maintenance workshop. The project provides bikes for people being trained to cycle and also has a mechanical workshop to provide services for the community.
53. CLEAR (Southampton) runs a bike workshop on Tuesday's bikes collected from around the city and council waste sites are refurbished by refugees, they then get to keep one themselves. The project also provides refugees with a friendly environment where English can be practiced. Similar schemes to those described above also operate in Manchester (Ride Manchester), Kirklees recently set up through the Council and Hackney which is partially self funding by offering bike hire.
54. Board Members were interested to see how the schemes outlined above might fit with the ethos of the 'Recyclist Project' in York. Recyclist was launched in March 2000 by the Council's Transport Planning Unit, in partnership with York training and employment agencies and trained young disaffected people in bicycle maintenance. The project aimed to provide sustainable transport and training opportunities for socially excluded people throughout the District. Recyclist ran to four key objectives:
 - to enable better access to employment, training and leisure facilities by improving sustainable mobility;
 - to provide a positive experience of education and training for young people;
 - to improve physical and mental health of socially excluded groups and;
 - to reduce the environmental impact caused by increasing dependence on the car.
55. The project initially utilized abandoned or unclaimed stolen cycles, donated by the Police, with courses run for five weeks, with trainees referred from employment, training and community agencies across the City. The project did produce employment success stories with one trainee going on to take up a contract with

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- royal mail to service their bicycles. The project is however no longer running as funding ceased.
56. Andy Scaife and Bernie Cullen launched a new initiative – ‘Bike Rescue’ -in August this year as a partner organisation with City of York Council, in our new premises on Terry Avenue. The capital costs of the scheme have been entirely funded out of their own pockets so far. The CYC contribution has been in the form of time input from officers in Waste Strategy, Properties, and the Grants & Partnerships accountants. Funding applications are now being made.
 57. It may be appropriate at this point in the projects development to widen the time input of CYC officers to include Education who are now required to feature further work on sustainability in their portfolio – see Sustainable Schools Consultation and ‘Securing the Future’ - possibly the Youth Offending Team and others to widen the partnership framework to incorporate some of the ideas covered in the Bicycle Recycle and Re-use schemes above.
 58. This would be a valuable opportunity for the authority to enhance partnership work delivering social inclusion, education and sustainability. The approach should also create further revenue streams, by maximising funding opportunities under a range of headings, for the project ensuring a greater life expectancy. The Board recommend trialling Re-Use Credits for this project.

Recommendation

- 4. That the City of York Council be recommended to consider paying Re-use Credits for the Bike Rescue Project.**
- 5. That further cross corporate work be done with the project managers and officers in Education, Youth Offending, Equalities and Sustainability and to ensure benefit from potential funding opportunities**

Final Comments from the Board

The Recycling and Reuse Ad-Hoc Scrutiny Panel would like to acknowledge the assistance of a number of people for their technical support and advice to the Board throughout various points of the Scrutiny. The Board extends its thanks to each of those listed below.

**Keith Hicks and
Steve Lord**

Manager and Assistant: York Community Furniture Store

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Andy Scaife and Bernie Cullen	Partners: York BikeRescue
Marilyn Boswell and staff	SITA UK: Kirklees
Kristina Peat	Sustainability Officer
Julian Horsler	Equalities Officer
John Goodyear	Assistant Director of Commercial Services
Colin Mockler	Head of Performance Improvement
Kirsty Walton	Head of Waste Strategy
Terry Collins	Director of Neighbourhood Services
Andy Vose	Transport Planner

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Members of Commercial Services Scrutiny Board/ Recycling and Reuse Scrutiny Sub-Committee 2005-September 2006

Chair	Cllr. David Livesley
Vice Chair	Cllr. Irene Waudby
	Cllr. Bill Fairclough
	Cllr. Alan Jones
	Cllr. Ken King
	Cllr. Martin Lancelott
	Cllr. Mark Waudby
Non-Voting Co-Optees	Cllr. Andrew D'Agorne
	Members of the Disabled Persons Advisory Group

Background Papers & Publications

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Title and Author(s)	Publisher and Date
CPA 2005 Key Lines of Enquiry for Corporate Assessment (KLOE).	Audit Commission Sept 2005
'Lets Take it from the Tip' Yorkshire and Humber Regional Waste Strategy Municipal Waste Management Survey Draft Environmental Policy And Update On Preliminary Review For The Environmental Management System (Ems).	Yorkshire and Humber Assembly July 2003 DEFRA 2002/03 CYC Environment & Sustainability EMAP 20 th April 2004 ODPM May 2005
Feedback on the Consultation Exercise for the Best Value Performance Indicators for 2005/2006	ODPM May 2005
Local Quality of Life Indicators – Supporting Local Communities to Become Sustainable	ODPM, LGA, DEFRA, AC August 2005
Planning for Renewable Energy A Companion Guide to PPS22	ODPM 2004
Planning Policy Statement 22: Renewable Energy	ODPM 2004
Planning Policy Statement 10: Sustainable Waste Management Releasing resources to the front line Independent Review of Public Sector Efficiency Sir Peter Gershon, CBE	ODPM 2004 Crown Copyright July 2004
DIRECTIVE 2002/96/EC OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL of 27 January 2003 on waste electrical and electronic equipment (WEEE)	Official Journal of the European Union 13 th February 2003
CPA 2005 Key Lines of Enquiry for Corporate Assessment (Draft)	Audit Commission
'Sustainable Consumption and Production Indicators Revised basket of 'decoupling' indicators'	Department for Environment, Food and Rural Affairs April 2005
Kerbside Collection of Green Garden Waste - Environment and Sustainability Scrutiny Board	City of York Council Dec 2003

GLOSSARY

CPA	The Audit Commissions 'CPA 2005 Key Lines of Enquiry for Corporate Assessment' ⁸ and 'Technical Guide to the Service Assessment Framework (CPA 2005)' were published September 2005. Audit's stated aim in respect of Sustainability, Environmental
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⁸ September 2005 and October 2005

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	<p>Management and Energy presents a more robust CPA framework; <i>.."to cover a more substantial area of the council's environmental service function andtake a broader view of the council's environmental performance"</i></p> <p>Under the Key Lines of Enquiry for assessing Local Authority performance against 5 themes, Local Authorities are obliged to provide evidence of the delivery against sub-themes or priorities agreed by the ODPM's Central and Local Government Partnership.</p> <p>Theme 5.1 Sustainable Communities and Transport has particular bearing upon the work related to sustainable energy and energy efficiency. Criteria for judgement at Level's 2 and 3 of 5.1.3 relating to an authorities internal policy and monitoring framework and the Planning Authority role. Sub Theme 5.1.3 and associated criteria for judgement is copied below.</p> <p>5.1.3 What has the council, with its partners, achieved in its ambitions for the local environment</p> <p>Evidence that</p> <ul style="list-style-type: none"> • the council, working in partnership with others, has established and is delivering on its clean and green liveability agenda • the council, working in partnership with others, has contributed to ensuring environmentally sustainable communities and lifestyles <p>Criteria for Judgement:</p> <p>Level 2:</p> <ul style="list-style-type: none"> • The council is addressing the quality of design in buildings and public spaces and is addressing these matters in its local development plans. There has been some increase in the proportion of new developments (for example, public buildings, housing, fixed infrastructure) which mitigate the effects of, or adapt to the impact of, climate change during planning, design and construction. • The council is setting a positive example to others through its environmental management practices <p>Level 3:</p> <ul style="list-style-type: none"> • The council has reduced its own resource consumption significantly and is able to quantify the cost of these and the environmental impact these policies have had. • The council is effectively addressing significant local and global environmental issues and actively communicating environmental issues to the wider community • Buildings and open spaces are designed to a high quality and this is addressed in the local development plans. There has been a sizeable increase in the proportion of new developments (for example, public buildings, housing, fixed
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	<p>infrastructure) which mitigate the effects of, or adapt to the impact of, climate change during planning, design and construction.</p>
<p>Gershon Efficiencies:</p>	<p>13. In June 2004 Sir Peter Gershon's "<i>Independent Review of Public Sector Efficiencies</i>" identified opportunities for savings and improved time and resource management within the sector's back office, procurement, transaction service and policy-making function. A series of cross-cutting recommendations embedding efficiency across the public sector were created to release £6.45 billion nationally from efficiencies over the next 3 years.</p> <p>14. Local Authorities are required to identify potential efficiencies annually they have been allowed to include efficiencies from 2004/05 within the 2005/06 target in recognition of the newness of the efficiencies concept to local government. Local authorities must produce an Annual Efficiency Statement (AES) for each financial year⁹.</p> <p>15. At least half of the efficiency gains must be <i>cashable or recyclable</i> i.e. direct financial saving or benefits creating funds for re-investment into services or activities increasing service output. <i>Non-cashable</i> gains may not necessarily lead to lower costs but will lead to improved performance for the resources used. All identified efficiencies must be on-going for the 3-year period; one-off gains are not allowable.</p> <p>16. In respect of efficiencies relating to energy sourcing and management, the report is clear that identified efficiency gains "<i>...should not only improve efficiency but support local authorities to meet challenging new environmental targets.</i>"</p> <p>17. In order to achieve these co-objectives the report also indicates that "<i>..effective strategy, evidence based policy and focused inspection and regulation are critical to driving up performance in public services</i>"</p> <p>18. The Environment and Sustainability Scrutiny Board's second sustainable energy report to the Executive – Generating the Future – recommended that "<i>the City of York Council appoint an Elected Member as the</i></p>

⁹ City of York Council needs to identify £1.5 million of efficiencies a year for 2006/07 and 2007/08 to meet its target, as long as the £4.7 million is achieved in 2005/06.

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	<p><i>Authority's representative for the Regional Cabinet Energy Champions project and that this appointment and their activities be recorded and reported at meetings of the Council'.</i></p>
<p>WEEE Directive</p>	<p>The Directive aims to:</p> <ul style="list-style-type: none"> • reduce the waste arising from electrical and electronic equipment; and • improve the environmental performance of all those involved in the life cycle of electrical and electronic products. <p>The Directive was due to become law in the UK in August but the DTI have now negotiated an integration date for October 2006. The Directive affects Waste electronic and electrical equipment used by both domestic consumers and for professionals. Under National Government proposals for managing WEEE</p> <ul style="list-style-type: none"> • Private householders will be able to return their WEEE to collection facilities free of charge; • Producers (manufacturers, sellers, distributors) will be responsible for taking back and recycling electrical and electronic equipment. • Producers will be required to achieve a series of demanding recycling and recovery targets for different categories of appliance <p>Best future practice for Management of such goods should ensure they are either recycled component by component, ensuring any toxic or hazardous elements are 'made safe' - such as heavy metals. Or alternatively they should be reconditioned and given a new lease of life.</p>

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ANNEX B

Terms of Local Authorities presently running a Re-Use Credits Scheme

Local Authority: Cheshire County Council

Principal method of disposal: landfill.

Officer: Recycling Officer Ruth Evans tel: 01244 603856

ruth.evans@cheshire.gov.uk

Scheme Summary: Organisations such as furniture stores must register with the Local Authority, the organisation must:

- give a stock number to each item
- complete delivery receipts for each item
- submit a monthly claim form for the diverted items

Amounts Paid: So far, three furniture stores have registered, smaller companies feel that the administration is not worth their while. The authority pays full average amount of the costs of disposal i.e. an agreed calculation has been made for the average fridge, freezer, cooker etc. Amount Paid 2004-05 = £37.29 per tonne increasing annually in line with the Landfill tax.

Local Authority: Lancashire County Council

Principal method of Disposal: Landfill

Officer: Waste Minimisation Team Leader Claire Atkinson tel:01772 533829

clare.atkinson@env.lancss.gov.uk

Scheme Summary: re-use organisations are checked to ensure bonafide credentials, they are also regularly visited to back up evidence submitted through audit trail paperwork. For each item diverted the organisation must submit a receipt for collection or adoption including address, an inventory number and weigh sheet plus a receipt or sales ticket for the final owner; submission of full documentation and payment is quarterly. Although this sounds complicated it ensures at a county level that people know where the diverted waste originates from.

Amounts Paid: 2005-06 £37.02 per tonne (average cost of landfill county wide). In annual year 2004-05, 638 tonnes were diverted from landfill.

Local Authority: Blackburn and Darwen Borough Council

Principal method of Disposal: Landfill

Officer: Stuart Hammond tel: 01254 585863

Scheme Summary: The Re-use organisation (only one has an arrangement to claim) must provide detailed addressed receipts of all items delivered to end customers for all items rather than items collected as some of the latter may of course not be reusable.

Amounts Paid: 2005-06 £34.66 per tonne

Local Authority: Devon Council

Principal method of Disposal: Landfill

Officer: Zac Sibthorpe tel: 01392 328675 zac.sibthorpe@devon.gov.uk

Scheme Summary: The Re-use organisation must register as a Member of the Devon Furniture Forum (DFF) who process the administration documents for joint submission to the Local waste authority.

Must provide detailed addressed receipts of all items delivered to end customers, the calculated amounts are based on actual weight of the goods per item not estimated tonnage.

Amounts Paid: 2005-06 £30.00 per tonne

Local Authority: Norfolk County Council

Principal method of Disposal: Landfill

Officer: Alistair Rushholme tel: 01603 223130

alistair.rushholme@norfolk.gov.uk

Scheme Summary: Only refurbished furniture and tested white goods. The Re-use organisation must register with Norfolk County Council and submit claim forms detailing addressed receipts of all items delivered to end customers, against an itemised print out of all goods handled per period. The amounts are based on actual weight of the goods per item not estimated tonnage. The Council spot checks the registered organisations to ensure proper practice.

Amounts Paid: 2005-06 £39.50 – £47.00 per tonne presently variable across the district dependant upon landfill savings.

Local Authority: Gloucestershire County Council

Principal method of Disposal: Landfill

Officer: John Jackson tel: 01452 426895 john.jackson@gloucestershire.gov.uk

Scheme Summary: Organisations must complete an application form to register with the authority and this is approved by the District and County councils; there are presently 5 furniture re-use stores registered under the scheme. The Re-use organisation needs to submit detailed records and submit copies with claim forms monthly. Fridges are disallowed and it must be proven that items come from households.

Amounts Paid: 2005-06 £41.91 per tonne equivalent to landfill savings + tax.

ANNEX A

Scrutiny Topic Feasibility Study and Registration Form(s)



Agenda Item

The Commercial Services Scrutiny Board

2005

Report of the Head of Civic, Democratic and Legal Services

Scrutiny Feasibility Study Report 112:

‘Rethinking Recycling and Re-use in York’

Purpose of Report.

1. This report asks Members to consider the feasibility study that has been carried out in respect of a newly registered topic and to decide whether or not to progress the topic, giving reasons for this action.

Background

2. This report presents Members of the Commercial Services Scrutiny Board with the findings of the feasibility study conducted in respect of the new topic ‘Rethinking Recycling and Re-use in York’. This was registered jointly by Cllr. Mark Waudby and Cllr. Andrew D’Agorne on 1st March 2005¹. See Annex A for details of the topic registration form.
3. From their work on their last topic on cleanliness in terraced streets, Members of the Board have already proposed follow up work regarding:
 - Improving city wide recycling of domestic and commercial green waste.
 - Analysis of improvements which might be made to the City of York Council’s recycling initiatives with particular reference to terraced areas, recognising the concerns of the Disabled Persons Advisory Group regarding the obstacles created by the green recycling boxes. This resulted in the Board’s recommendation that;

¹ this incorporates the topic registration form number 103 Voluntary Sector Recycling

‘ The Board consider that the specific issue of improving recycling facilities for terraces should be better addressed and propose the following short term and long term solutions:

- a) **Terraced Streets where the properties have forecourts should be issued with green boxes.**
- b) **The broader issue of recycling and terraced streets should be considered as part of the Boards next scrutiny topic and the Disabled Persons Advisory Group should be key consultees.** ²

3. Feedback from Feasibility Consultation

4. Policy Unit Response

5. Officers in the Policy Unit indicated that the topic as lodged
 - Does not negatively overlap with any corporate policy developments
 - Regarding external targets/ deadlines, increasing recycling/ reuse would help achieve landfill targets.
 - Appears to be a valid and useful scrutiny topic, building on but not duplicating work outlined in earlier reports to Members.
6. The Department for Environment, Food and Rural Affairs published new Sustainable Consumption and Production Indicators on the 11th April 2005 showing the progress the country is making towards achieving economic growth while reducing damage to the environment.
7. The aim of the indicators is to break - or decouple - the link between increasing economic growth and environmental damage. Indicator 8: ‘Waste’ with the objective of decoupling economic growth from the generation of solid waste, and Indicator 9: ‘Household water consumption and waste’ with the objective of decoupling household consumption from environmental impacts are copied in full at Annex B of this report.
8. Members may also wish to consider the implications to the topic of The Clean Neighbourhoods Act which recently became law. The Act contains a range of measures to improve the quality of the local environment by giving local authorities and the Environment Agency additional powers. The main changes with a bearing on the topic as lodged, are in respect of waste. The Act makes the following provisions:
 - amends provisions for dealing with fly-tipping by: - removing the defence of acting under employer's instructions; increasing the penalties; enabling local authorities and the Environment Agency to recover their investigation and clear-

² See Commercial Services Scrutiny Report “**The Cleaning of Gullies, Gutters, Footpaths and Back Lanes on Terraced Streets**’ May 2005

up costs and extending provisions on clear up to the landowner in the absence of the occupier.

- gives local authorities and the Environment Agency the power to issue fixed penalty notices (and, in the case of local authorities, to keep the receipts from such penalties) to businesses that fail to produce waste transfer notes and for waste left out on the streets (local authority only)
- introduces a more effective system for stop, search and seizure of vehicles used in illegal waste disposal; and enables courts to require forfeiture of such vehicles
- introduces a new provision covering the waste duty of care and the registration of waste carriers
- introduces a new requirement for site waste management plans for construction and demolition projects
- repeals the divestment provisions for waste disposal functions to provide greater flexibility for local authorities to deliver waste management services in the most sustainable way
- reforms the recycling credits scheme to provide increased local flexibility to provide incentives for more sustainable waste management.

9. **Performance Improvements Team Response**

Comprehensive Performance Assessment

10. The following information provided by Improvements Officers is based on the consultation documents for the proposed National Comprehensive Performance Assessment (CPA) model due to be published by the Audit Commission in May 2005³.
11. The topic as lodged is directly relevant to the annual CPA rating we expect in 2005 and 2006, through performance on a number of BVPI indicators:
- BV82: Recycling and composting performance
 - BV91: Provision of kerbside recycling
 - BV90: Public satisfaction with waste services
 - BV84: Volume of waste per head of population.
12. Meeting central targets in relation to BV82 is of particular importance as this is a key requirement in the CPA model.
13. The Audit Commission have proposed attaching a 'special rule' to this indicator whereby failure to reach satisfactory performance would contribute to holding back the entire Environment CPA assessment.

³ The Audit Commission are consulting on a revised model which will alter the way that the council's overall performance is judged. For more information visit the Audit Commissions website at www.audit-commission.gov.uk/cpa/

14. This topic is also relevant to the corporate CPA assessment / inspection the City of York Council expect to host in 2007 or 2008. That inspection will seek to form a view on the council's arrangements for delivering on the 'clean and green liveability agenda'.
15. The CPA inspection framework makes explicit reference to the need to work with communities and the community sector to raise awareness, and commitment to minimising and recycling waste. For more information please see Annex C: Extracts from the CPA2005: Key Lines of Enquiry for Corporate Assessment (Practitioners Version). Pg.25
16. **Marketing and Communications Response**
17. The Marketing and Communications team – market research - at the City of York Council were able to provide the following information regarding associated research activity for the topic proposed:

Project 1: "Rethink Rubbish" brand recognition project (with supplementary research into perceived meaning of "minimisation")

When conducted: April 2003.

Audience: York and North Yorkshire residents

Size: 650 interviews (City of York (146),
Richmondshire (51), Craven (55), Ryedale (49), Hambleton
(71), Scarborough (90), Harrogate (123), Selby (65))

Methodology: Onstreet interviewing in City of York and main centres in the
NY districts.

Key findings: (York only)

- 48% recognition of "Rethink Rubbish" logo.
- 90% perceive waste minimisation as meaning "recycling"
- 58% recognise that reducing waste output in first place more valuable than recycling

Project 2: Expanded repeat of above project with additional evaluation of "Recycle Now!" national logo and insight into minimisation behaviour

When conducted: April 2005 (ongoing)

Audience: York and North Yorkshire residents

Size: As for project 1, with City of York interviews expanded to
300.

Methodology: Onstreet interviewing in City of York and main centres in the
NY districts.

Key findings: Fieldwork ongoing.

Project 3: Future of waste strategy and technology survey

When conducted: July/August 2004.

Audience: York residents (talkabout panel)

Size: 200 interviews
Methodology: Posted information packs for background information followed by a telephone interview

Key findings:

- Maintenance & expansion of kerbside recycling scheme seen as main priority for future of waste management in York
- 77% believe the council should deliver as much recycling and composting as is possible regardless of govt. targets
- 56% say technology should not be limited to extraction/separation OR heat processes, but a combination of both.

Project 4: Minimisation activity

When conducted: December 2004.
Audience: York residents (**talkabout** panel)
Size: 1500 interviews
Methodology: Winter edition of periodical panel questionnaire
Key findings:

- 94% engaged in some sort of minimisation activity (74% re-use items and packaging)
- Responsibility for minimisation lies with "the public" (82%), "retailers" (77%), "manufacturing industry" (75%), "the council" (72%)
- 81% recycle or compost household waste. 78% are using kerbside recycling (89% consider this service 'excellent' or 'very good').

Project 5: Waste collection strategy research

When conducted: May 2005.
Audience: Invited selection of York residents
Size: 3 groups, 30 attenders.
Methodology: Focus groups

Key findings:

- Local recycling sites (carparks supermarkets) to be expanded and standardised in what they receive
- Alternate week collection (residual/kerbside) likely to meet opposition, but beneficial to minimisation education and engagement

Other related information still under analysis may be available to the Board at a later date.

18. **The Assistant Directors and Key Officers Supporting Scrutiny**

Assistant Director of Environment & Neighbourhoods response

19. Commercial Services have responsibility for developing and progressing the waste strategy. Members may wish to revisit the content of the the paper 'Revised Waste Strategy' which went to the Executive for decision on 9th November 2004 and the associated Action Plan No 2 'Waste Minimisation', received by the Environment & Sustainability Executive Member and Advisory Panel on the 9th February 2005..
20. Progression of the topic as lodged should help to inform that action plan and could potentially assist with the waste minimisation target.

Head of Parks & Open Spaces (Education and Leisure) response

21. In the parks we are trying to do more on site recycling of green waste so there would be a definite departmental interest in this topic. In respect of libraries at present the Head of Parks and Open Spaces is aware that they do try to sell and then give away old books.

Recommendations

22. **After discussion of the information in this report, Members of the Commercial Services Scrutiny Board are recommended to take one of the following courses of action:-**
- i. **Progress this topic further, giving reasons, either as set out in the topic registration form or by modifying the topic registration form**
 - ii. **Make recommendations on the topic to the Executive without further investigation.**
 - iii. **Not progress the topic further, giving clear reasons for not doing so**

Annexes

- Annex A:** Scrutiny Topic Registration Form
Annex B: DEFRA Indicators 8 and 9
Annex C: Annex C: Extracts from the CPA2005: Key Lines of Enquiry for Corporate Assessment (Practitioners Version). Pg.25

Annex i

SCRUTINY TOPIC REGISTRATION FORM NO. 112

'Rethinking Recycling and Re-use in York'

WHY DO YOU THINK THIS TOPIC IS IMPORTANT?

On the 25.04.2004 a topic with the title 'Voluntary Sector Recycling and Re-use Projects' was submitted for consideration by the Environment and Sustainability Scrutiny Board. Scrutiny Management Committee encouraged progression of this topic, however, the Board were pursuing two other topics at the time and were not able to immediately schedule this work in.

York currently disposes of around 66,000 tonnes of bio-degradable municipal waste (bmw) to landfill. Due to international environmental agreements and European legislation each disposal authority must reduce the amount of bmw they tip or face heavy fines. York's targets are to reduce the current 66,000 tonnes down to around 44,000 tonnes in 2010 and 20,000 tonnes in 2020 – despite the natural growth of the city and its population. Fines of £150 for every tonne of bmw tipped over the allowance will apply; in addition, a proportion of any fines imposed by EU infraction proceedings may also apply.

Fly tipping of bulky household items is detrimental to a neighborhood and costly to the council. Low income households including the elderly and those with young families could benefit from repaired or refurbished goods that have been assured for quality and safety.

Voluntary groups and charities already fulfill this service in some areas but may lack resources, storage space or facilities for collection and delivery. By establishing a greater understanding of this issue the scrutiny board could identify how it could assist voluntary groups to maximize the effectiveness of their service.

A scrutiny review in this area could help to raise awareness of the role of repair and re-use as part of the waste strategy. It could also identify areas of good practice in supporting the role of the voluntary sector and any potential there may be to extend training and rehabilitation opportunities for refurbishing damaged household goods. A review could assist the development of good practice in relation to dismantling or repairing surplus electrical goods in advance of the Waste Electrical Equipment (WEE) directive coming into force and could ultimately lead to many household goods being taken out of the waste stream and reused and more low income households having an increased disposable income.

DO YOU KNOW IF THIS TOPIC IS IMPORTANT TO OTHER PEOPLE? IF SO, WHO & WHY?

It would benefit the residents of York, as hopefully it would stop many bulky household items going into the waste stream, which would reduce our payments of landfill tax.

WHAT DO YOU THINK SCRUTINY OF THIS TOPIC MIGHT CHANGE, DO OR ACHIEVE?

- Create an independent Audit of existing Community Recycling Schemes in York.
- Create a clearer picture of where these tie into the Local Authorities recycling strategy.
- Link to the Executive agreement of the 9 November 2004 for the need to consult the public on how best to minimise waste and the range of solutions for the future. A budget of £30,000 was identified for this consultation and an awareness raising campaign.
- It could examine which items are in demand and ways to make those which are not safe and/or more popular. It could examine the obstacles that prevent more repairs and recycling being carried out and the skills and facilities needed to increase the capacity for more action in this area.
- It could look at groups who may be interested in taking on such work and the potential for different groups to combine resources to increase the efficiency and effectiveness of their operations.

DO YOU HAVE IDEAS ABOUT THE APPROACH SCRUTINY MEMBERS MIGHT TAKE TO YOUR SUGGESTED TOPIC?

In conducting this project the scrutiny board could consider working with, / interviewing the following consultees /partners;
waste development officers,
charity representatives,
housing/commercial services staff responsible for clearing void homes,
the St Nicks Environment Centre
Chambers of Commerce
And other relevant groups.

**OLD TOPIC REGISTRATION FORM NO. 103
'Voluntary Sector Recycling and Re-use Projects'**

What is the issue that scrutiny needs to address?

Fly tipping of bulky household items is detrimental to a neighborhood and costly to the council. Low income households including the elderly and those with young families could benefit from repaired or refurbished goods that have been assured for quality and safety. Voluntary groups and charities already fulfill this service in some areas but may lack resources, storage space or facilities for collection and delivery. By establishing a greater understanding of this issue the scrutiny board could identify how it could assist voluntary groups to maximize the effectiveness of their service.

What do you feel could be achieved by a scrutiny review?

A scrutiny review in this area could help to raise awareness of the role of repair and re-use as part of the waste strategy. It could also identify areas of good practice in supporting the role of the voluntary sector and any potential there may be to extend training and rehabilitation opportunities for refurbishing damaged household goods. A review could assist the development of good practice in relation to dismantling or repairing surplus electrical goods in advance of the Waste Electrical Equipment (WEE) directive coming into force and could ultimately lead to many household goods being taken out of the waste stream and reused and more low income households having an increased disposable income.

A scrutiny project could be conducted by initially identifying the nature of current recycling and re-use operations run by charity/voluntary organisations (Oxfam for example). It could examine which items are in demand and ways to make those which are not safe and/or more popular. It could examine the obstacles that prevent more repairs and recycling being carried out and the skills and facilities needed to increase the capacity for more action in this area. It could look at groups who may be interested in taking on such work and the potential for different groups to combine resources to increase the efficiency and effectiveness of their operations.

ANNEX ii

Extract from DEFRA document ‘Sustainable Consumption and Production Indicators Revised basket of ‘decoupling’ indicators’
 Department for Environment, Food and Rural Affairs April 2005

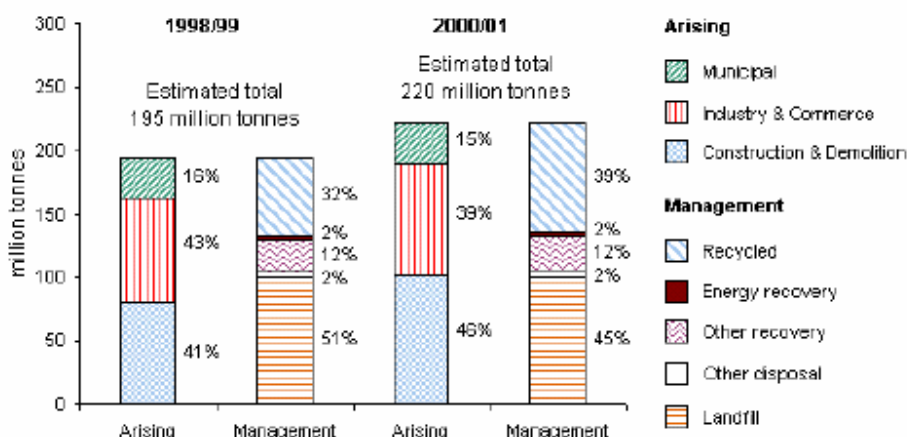
Indicator 8: Waste

Objective: Decoupling economic growth from the generation of solid waste

Relevance

As well as emissions to air and water, the other significant residual output of production and consumption is solid matter in the form of waste. The total amount of waste generated is an indicator of the efficiency of resource use. The disposal of this waste also has significant impacts on the environment: landfilled waste takes up space and is a major source of methane and leaching of heavy metals and toxins to the environment.

Arising and management of controlled waste from municipal, commercial and industrial sources, UK 1998/99 and 2000/01



Source: see footnote ¹⁰

.10

Trends

Estimates of total controlled waste arisings are only available for two years, 1998/99 and 2000/01. Over this period, estimated total waste arising rose by 25 million tonnes. The proportion of waste being recycled increased from 32% to 39%, with actual tonnage increasing by 24 million tonnes. The tonnage of materials sent to landfill remained roughly the same, resulting in a relative decrease in the proportion of total waste going to landfill, from 51% to 45%. Over the same period GDP increased by 7%.

The rise in total waste arising was mainly due to a large increase in construction and demolition waste. However, a greater proportion of this construction and demolition waste was sent to registered exempt sites and recycled as aggregates and soil,

¹⁰ Defra, Environment Agency, Office of the Deputy Prime Minister, Scottish Environmental Protection Agency, Welsh Assembly Government, Northern Ireland Environment and Heritage Service

contributing to the overall increase in the proportion of recycled/recovered waste and the decrease in waste going to landfill. A rise in the proportion of recycled municipal waste also contributed to this change.

The estimates are drawn from a wide variety of sources and comparisons between the two years should be treated with caution. When a longer time series is available for all waste streams, it will be possible to see which industrial sectors are decoupling their waste generation from their economic production.

Targets

To reduce industrial and commercial waste in England and Wales going to landfill to 85% of 1998 levels by 2005. Under the EU Landfill Directive, to reduce biodegradable municipal waste in the UK sent to landfill to 35% of 1995 levels by 2020. There are also targets for household waste recycling – see indicator 9.

Background

The most significant waste stream is from construction and demolition activity, where waste minimisation and greater re-use of on-site materials such as waste soil is needed. Major waste producers in the industrial and commercial sectors in 1998/99 were the basic metals sector, the food, drink and tobacco industry, retailers and the coke, oil, gas, electricity and water industries. New data on industrial and commercial waste is due in 2005.

Separate information is collected on the arisings of special or hazardous waste. Since 1996, when the definition of hazardous waste was extended to include further waste types such as waste oil, the level of waste generation in the UK has stayed roughly constant at between 5 and 5.5 million tonnes per year. Hazardous waste arisings will continue to be monitored as part of this indicator.

Indicator 9: Household water consumption and waste

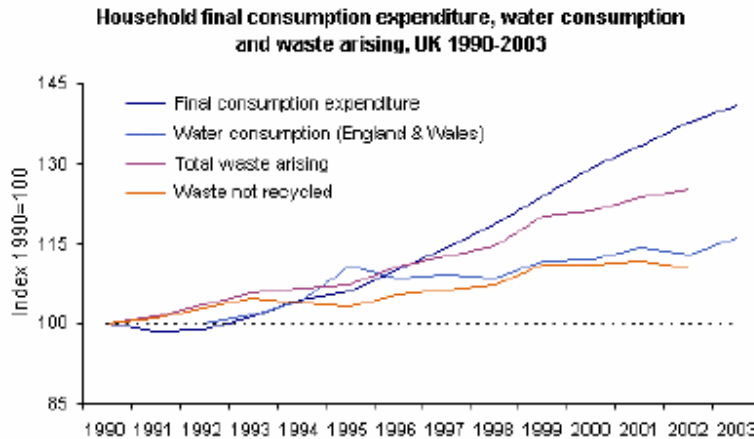
Objective: Decoupling household consumption from environmental impacts

Relevance

The consumption activities of households have a major effect on the environment. This indicator and the three that follow monitor changes in that impact from 1990. They emphasise the message that our decisions over lifestyle and individual purchases and our attitudes towards resource use and recycling do make a difference to the world around us.

In England and Wales, household consumption accounts for roughly two-thirds of water put into the public water supply, excluding leakages that occur before the household's stop-tap. Housing development is creating a growing pressure on water resources, especially in the south and east of England and, with factors such as climate change also likely to put supplies under greater pressure in the future, there is an increasing need for conservation of water in the home.

Households also account for about 15% of all controlled waste arising in the UK, producing around 520 kilogrammes per person in 2002, equating to approximately 24kg per household per week. Actions to reduce the amount of household waste are urgently needed to help the UK move towards more sustainable waste management.



Source: Office for National Statistics, Defra, Ofwat

Trends

Between 1990 and 2002, household final consumption expenditure rose by 38%, whilst waste not recycled from households increased by 10% and total household waste arising increased by 25%. Household water consumption (excluding distribution losses and supply pipe leakages) increased by 16% in England and Wales between 1992 and 2003, whilst household final consumption expenditure rose by 42% over the same period.

Total waste arising from households has increased steadily through the period and, whilst the increase has been slightly slower than that of household final consumption expenditure, there is no evidence of any significant decoupling between the prosperity of households and their resource use. However, recycling of household waste has increased from 2% of waste generated in 1990 to 14% in 2002. As a result, waste going to landfill sites has increased more slowly, although the cumulative impact of this waste stream is clearly still increasing. Water consumed by households has risen much more slowly than consumption expenditure since 1995, suggesting a relative decoupling from expenditure increases.

Targets

There are targets for household waste recycling in England and Wales of 25% by 2005, 30% by 2010 and 33% by 2015. Similar targets exist for Scotland and Northern Ireland. There are currently no targets for water abstractions for public water supply or water use by households, but there are leakage targets for public water companies – refer to Indicator 2 for further details.

Background

Most of the water consumed by households is for drinking, washing and sanitation purposes. The increase in the use of water meters has gone some way towards balancing recent trends for more water-intensive uses such as power showers, dishwashers and the use of hosepipes in gardening and car washing. The current main regulatory driver for the efficient use of water is the Water Supply (Water Fittings) Regulations 1999, which define minimum standards for WCs, baths, washing machines and dishwashers.

Household waste is comprised predominantly of bin waste, plus waste from civic amenity sites and other household collections. The observed increase in total waste arisings is a result of many factors, such as the growth in consumption of pre-packaged food and the increasingly 'throwaway' nature of society. The rise is offset to a certain degree by increased use of recycling services.

Most recycling comes from "bring" sites such as bottle banks and civic amenity sites, although rising proportions are now from kerbside collection schemes and composting. However, more can be done to increase participation in such schemes by raising public awareness and improving collection performance. Greater support is also needed from retailers through innovation in consumer product and packaging design to minimise material use and maximise recyclability.

ANNEX iii

Extract Pg. 25 : CPA2005; Key Lines of Enquiry for Corporate Assessment (Practitioners Version)

Key Question

5.1.3 What has the council, with its partners, achieved in its ambitions for the local environment?

Inspection Focus

Evidence that the council, working in partnership with others:

- has established and is delivering on its clean and green liveability agenda
- has contributed to ensuring environmentally sustainable communities and lifestyles

Criteria for Judgement

Level 2

- The council has raised awareness and commitment to minimising and recycling waste.
- The council is developing partnerships with other local authorities and has started to deliver the benefits of more cost effective and sustainable waste management practices reducing its own resource consumption.
- The council is aware of significant local issues, for example, air pollution near power stations, noise pollution near international airports, and is now starting to address the issues.
- The council is addressing the quality of design in buildings and public spaces and is addressing these matters in its local development plans. There has been some increase in the proportion of new developments (public buildings, housing, fixed infrastructure) which mitigate the effects of, or adapt to the impact of, climate change during planning, design and construction.
- The council can demonstrate that it has fully thought through the linkages to the other shared priority areas. For example, tackling graffiti, the quality of open public space as a contributor to the reduction in the fear of crime, as part of safer and stronger communities and targeting environmental improvements in the most deprived neighbourhoods as part of healthier communities.
- The council is setting a positive example to others through its environmental management practices.

Level 3

- The council is working successfully with local communities and the community sector to raise awareness and commitment to minimising and recycling waste and is not afraid to take unpopular decisions, the reasons for which it communicates clearly.
- The council has a clear policy on influencing commercial and industrial waste producers to shift their waste management up the hierarchy.
- The council is working in partnership with other local authorities and is delivering the benefits of more cost effective and sustainable waste management practices
- The council has reduced its own resource consumption significantly and is able to quantify the cost and/or environmental impact these policies have had.

- The council is effectively addressing significant local and global environmental issues and actively communicating environmental issues to the wider community.
- There exists a high quality of design in buildings and public spaces and these matters are addressed in the local development plans. There has been a sizeable increase in the proportion of new developments (public buildings, housing, fixed infrastructure) which mitigate the effects of, or adapt to the impact of, climate change during planning, design and construction.
- The council can demonstrate benefits at having made linkages to the other shared priority areas. For example, tackling graffiti and the quality of open public space as a contributor to the reduction of the fear of crime, as part of safer and stronger communities, and targeting environmental improvements in the most deprived neighbourhoods as part of healthier communities.
- The council is working effectively to create and maintain attractive and welcoming parks, play areas and public spaces; it can demonstrate improvements to the physical fabric of places, including streets, and is taking measures to make public places cleaner and well maintained.

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Set of average weights for furniture, appliances and other items.

Furniture and furnishings

Category	Item	Weight (kg)
Furniture	Bedside cupboard / table / unit	15
Furniture	Bench, kitchen or garden	30
Furniture	Blanketbox	12
Furniture	Bookcase	19
Furniture	Bureau	20
Furniture	Cabinet, display / kitchen / corner	20
Furniture	Chair, high / childs / rocking	11
Furniture	Chair, not padded, dining / kitchen / carver	6
Furniture	Chest-of-Drawers	25
Furniture	Cot	15
Furniture	Desk, childs	16
Furniture	Desk, wooden	27
Furniture	Dressing table	34
Furniture	Fire surround	30
Furniture	Grandfather clock	60
Furniture	Headboard unit (with built-in bedside cabinets)	40
Furniture	Headboard, double / king-size	16
Furniture	Headboard, single	10
Furniture	Hi-fi unit	12
Furniture	Miscellaneous, small eg stool, tea trolley	6
Furniture	Ottoman	10
Furniture	Sideboard, not large	35
Furniture	Table, cane / coffee / occasional / nest of	15
Furniture	Table, dining	30
Furniture	Table, kitchen	24
Furniture	Tallboy	25
Furniture	TV unit	25
Furniture	Wall unit / dresser	40
Furniture	Wardrobe set (wardrobe & chest of drawers or unit, with one sitting on top of the other)	58
Furniture	Wardrobe, double	55
Furniture	Wardrobe, single	38
Furniture	Welsh Dresser	90
Soft Furniture	2 piece suite, sofa + 1 chair	65
Soft Furniture	3 piece suite, sofa + 2 chairs	90
Soft Furniture	3 piece suite, cane (with cushions)	50
Soft Furniture	Armchair	25
Soft Furniture	Bed, double complete (base, mattress + headboard)	80
Soft Furniture	Bed, king-size complete (base, mattress + headboard)	97
Soft Furniture	Bed, single complete (base, mattress + headboard)	52
Soft Furniture	Bed base, double wood / divan / folding / Z bed	25
Soft Furniture	Bed base, king-size wood, divan or double metal	30
Soft Furniture	Bed base, single wood / divan / folding / Z bed	20
Soft Furniture	Bunk bed / cabin bed	50



Soft Furniture	Chair, conservatory / cane	15
Soft Furniture	Chair, easy / fireside / lounge	15
Soft Furniture	Chair, padded, dining / kitchen / carver	6
Soft Furniture	Chaise Longue	40
Soft Furniture	Futon / Sofabed (wooden base with mattress)	35
Soft Furniture	Mattress, single	22
Soft Furniture	Mattress, double	40
Soft Furniture	Mattress, king-size	50
Soft Furniture	Pouffe	5
Soft Furniture	Reclining chair / lazy boy	45
Soft Furniture	Sofa	40
Soft Furniture	Sofa bed, foam flop out	35
Soft Furniture	Sofa bed, metal frame	85
Soft Furniture	Sofa, cane / conservatory (normally with cushions)	20
Other Items	Bedding / Curtains	5
Other Items	Bicycle, adult	15
Other Items	Bric-a-Brac (box)	10
Other Items	Carpet / flooring / underlay	25
Other Items	Carpet cleaner	12
Other Items	Clothes Horse	4
Other Items	Ironing-Board	6
Other Items	Lino	15
Other Items	Mirror, large	10
Other Items	Mirror, small	5
Other Items	Piano	140
Other Items	Plant Stand / coat stand	5
Other Items	Pram	13
Other Items	Pushchair	7
Other Items	Rug	6
Other Items	Small misc, eg scales, saucepans, shoe racks, pedal bin, picture, magazine rack, fireguard, CD stand, picture frame	2
Other Items	Stairgate	3
Other Items	Toys	11

Appliances

Household Appliances	Baby belling, counter top cooker	30
Household Appliances	Cooker, electric	60
Household Appliances	Cooker, gas	45
Household Appliances	Dishwasher	50
Household Appliances	Fan (electric)	10
Household Appliances	Food mixer	3
Household Appliances	Freezer, chest	30
Household Appliances	Fridge/freezer, under counter or free standing	28
Household Appliances	Fridge-Freezer	45
Household Appliances	Hair & Beauty Elec	1
Household Appliances	Heater / Fire, small / medium	7
Household Appliances	Heater / Radiator, large	15
Household Appliances	Hi-fi, including speakers	10



Household Appliances	Lamp	5
Household Appliances	Microwave	17
Household Appliances	Radio	2
Household Appliances	Small elec - kettle, toaster, clock	1
Household Appliances	Spin-Dryer	12
Household Appliances	Tumble-Dryer	35
Household Appliances	TV	20
Household Appliances	Twin-tub	43
Household Appliances	Vacuum	12
Household Appliances	Video	11
Household Appliances	Washing Machine	75

House clearances

SMALL CLEARANCE / LIST	377
MEDIUM CLEARANCE / LIST	527
LARGE CLEARANCE / LIST	620

Bathroom

Bathroom Items	Bath (metal)	40
Bathroom Items	Bath (non-metal)	25
Bathroom Items	Bathroom Cabinet	8
Bathroom Items	Bathroom Suite (toilet, sink, bath)	75
Bathroom Items	Cistern	15
Bathroom Items	Shower equipment/tray	15
Bathroom Items	Sink (ceramic)	20
Bathroom Items	Sink (metal)	20
Bathroom Items	Toilet	30
Bathroom Items	Vanity Unit, including sink	25

Garden

Garden	BBQ	15
Garden	Chairs	7
Garden	Fence panels (wood)	20
Garden	Garage door	40
Garden	Garden waste (bags)	11
Garden	Gates (metal)	30
Garden	Lawnmower	15
Garden	Lounger	15
Garden	Patios doors	30
Garden	Rotary Drier	15
Garden	Sheds (dismantled)	50
Garden	Strimmer	10
Garden	Table (garden)	20
Garden	Trees and shrubs	20
Garden	Wheelbarrow	15



Office

Office Appliances	Computer Base Units	9.7
Office Appliances	Computer, complete average	28
Office Appliances	CRT-Monitor <14"	7
Office Appliances	CRT-Monitor 14"	11
Office Appliances	CRT-Monitor 15"	12.6
Office Appliances	CRT-Monitor 17"	17.6
Office Appliances	CRT-Monitor 19"	23.4
Office Appliances	CRT-Monitor 21"	31.4
Office Appliances	Keyboard	1
Office Appliances	Photocopier	50
Office Appliances	Printer, standard inkjet	6
Office Appliances	Scanner	10
Office Furniture	Cabinets	70
Office Furniture	Filing cabinet, large	50
Office Furniture	Office Chair	12
Office Furniture	Office Desk	25
Office Furniture	Partitions	25

Material loads

Bulk load of material	Aggregate	70
Bulk load of material	Cardboard	11
Bulk load of material	Foam	10
Bulk load of material	Garden waste (up to 6 bags)	50
Bulk load of material	Glass	20
Bulk load of material	Laminate	25
Bulk load of material	Metal	40
Bulk load of material	Paint	7
Bulk load of material	Plastic	20
Bulk load of material	Wood	40
Bulk load of material	Wood bundles	25

Other bulky waste

Other bulky waste	Boiler	20
Other bulky waste	Cupboard (kitchen)	15
Other bulky waste	Curtain pole (wood)	5
Other bulky waste	Doors (wood)	25
Other bulky waste	Fireplace	30
Other bulky waste	Gate (wood)	15
Other bulky waste	Ladder	7
Other bulky waste	Light fitting	10
Other bulky waste	Shelves (wood)	35
Other bulky waste	Sunbed	35
Other bulky waste	Tiles (ceramic)	40
Other bulky waste	Water tank	40
Other bulky waste	Window frames (wood)	15
Other bulky waste	Window frames with glass	20
Other bulky waste	Worktop (kitchen)	12



Executive

24th October 2006

Report of the Director of City Strategy and the Corporate Landlord

Lendal Bridge Sub-Station Secure Cycle Park Feasibility Study Outcome**Summary**

1. This report presents Members with the outcome of the study into whether the former Lendal Bridge Sub-Station is suitable to be converted into a secure cycle parking facility and details the options available to Members in relation to the building.
2. The report recommends that although the building may have been useful in terms of its potential to help increase cycling levels in York, the spatial and financial constraints are such that any operator would struggle to make the enterprise viable. Bearing this in mind the recommendation is to sell the building but continue to investigate any other alternative locations for a city centre secure cycle park.

Background

3. A report was brought before the Executive on the 25th July 2006 detailing the options available in relation to the former sub-station namely, its sale or the investigation of its potential use as a secure cycle park.
4. The owner of the adjacent café on Lendal Bridge made a presentation to the Executive at the same meeting expressing his interest in potentially using the roof of the sub-station as a seated terrace area for his customers. The Executive approved a recommendation that a feasibility study be undertaken to assess the suitability of the building as a cycle park and also the potential for a roof-top terrace and that the results be reported back to them.
5. Halcrow Group Limited were commissioned to undertake the feasibility study which assessed several aspects of the conversion, namely:
 - i Whether there was any private sector interest in operating the cycle park;
 - ii What other ancillary cycle-related services they would propose to operate from the building;
 - iii A desk-top review of similar facilities elsewhere;

- iv The building's location and its capacity;
- v The potential demand and from whom;
- vi The costs of conversion and subsequent mechanisms to reclaim these costs from the operator over time, and;
- vii Whether the roof was suitable for use a terrace area for the adjacent café.

Details of the findings of this study are included in Annex A

Costs of Conversion

11. An estimate of costs has been calculated to include the provision of cycle parking infrastructure, connections to the utilities, refurbishment of the building, marketing, design, supervision and project management with an appropriate contingency. These are broken down in Table 6.1 below.

Table 6.1

Item	£
Cycle Parking (100 cycle parking units at approximately £220 each)	22,000
Connections to utilities (water, electric, sewerage, telecommunications)	26,000
Internal installation costs (electrics, fire detection, heating, extraction, WC facilities, hot / cold water)	15,310
Refurbishment of building (interior and exterior)	13,190
Marketing/publicity	2,000
Subtotal	78,500
Design/Supervision (~10%)	7,850
Project management (~10%)	7,850
Contingencies (~15%)	11,775
Grand Total	105,975

12. It is proposed that these costs would be recovered from the operator over a period of 15 years as part of the rental agreement, the operator would also be expected to pay business rates and the utility bills. The business rates would potentially be set at approximately 15% of the gross receipts of the activities undertaken within the building.

Financial Viability of the Building

8. In order to calculate the potential income of the cycle park a generous estimate of the potential usage has been made at 80% of capacity i.e. 80 spaces. Working on a 6 days per week operation this would only generate approximately £25K per annum based on a daily charge of £1. This would indicate that in order for an operator to achieve the amount of revenue to pay

the rent, business rates, staff and utility bills they would have to make a significant amount of money from their other activities. This may prove difficult due to the remaining floorspace available for ancillary purposes.

9. In order to realise the full potential of the building's uses the following floorspace requirements have been estimated based on similar uses elsewhere such as existing bike shops, cycle hire facilities etc. shown in Table 9.1 below.

Table 9.1

Cycle Parking (raised plinth area)	55m ²
Cycle Hire	12m ²
Cycle Sales	40m ²
Cycle Repairs	20m ²
Left luggage facility	5m ²
Toilet / rest area	10m ²
Circulatory space (inc. foyer, counter)	20m ²
Total Requirements	162m ²
Available floorspace	105m ²

10. With innovative use of the walls it may be possible to slightly reduce the floorspace requirements, however, the available space will not be sufficient to be able to achieve anywhere near the maximum potential income to cover the outgoings. For this reason the operation of the facility is unlikely to be profitable unless the amount of space allotted to cycle parking is reduced. As the whole point of the scheme is to maximise the numbers of cycles parked this would not be advisable.

Use of the Roof

11. The feasibility study has indicated that it may be possible to convert the roof to a seating area for the adjacent café, however, there are many issues to be overcome, the most serious being the difference in levels between the two buildings and how this will be overcome to satisfy the Disability Discrimination Act. There would also need to be additional fire escapes installed and toilets on the ground floor with lift-access to these. This would have an adverse impact on the viability of the ground floor operations due to the reduction of available floorspace. The costs associated with these additional works could easily double the conversion costs and would be very difficult to implement given the associated conservation issues.

Consultation

12. Both internal and external consultation has taken place relating to the conversion of the sub-station to a cycle park and the possibility of a roof-top café. The internal consultees and a summary of their responses are in Table 12.1 below.

Table 12.1

Area Team Leader, City Centre & West Development Control Team	Thought the Cycle Park would be a good use of the building. Had some concerns re. the roof top terrace due to the parapet height, the potential visual impact of any rooftop furniture and potential alterations to the tollhouse to link the two buildings.
Conservation Architect, Planning & Sustainable Development	No comments re. the Cycle Park but similar concerns to those above re. parapet height / balustrading, changes to tollhouse and visual impact of rooftop furniture.
Highways Development Control, Network Management	Cycle Park may be better located nearer the city centre, however, well located near to off road riverside cyclepaths and for passing tourist trade. CCTV coverage should be considered if facility is ever operated unstaffed. If café extends onto roof a connecting staircase is needed to better link the two facilities with mutual benefits to both.
Micklegate Ward Members	As the original proposers of the scheme they provide in-principle support for the Cycle Park.

External consultees and a summary of their responses are shown below in table 12.2.

Table 12.2

Environment Agency	The building forms part of the city's flood defences including the mass concrete floor slab, the rear wall, stop logs on the rear windows, steel internal door and external flood defence wall. The agency require access for routine inspections, maintenance, repair and during any flood events.
York Cycle Campaign	Feel York's cyclists would not be willing to pay much to park their cycles, but cycle repairs, cycle hire could make scheme cost effective if there is sufficient space. Rent and rates levels should be set to enable reasonable income levels to be achieved
English Heritage	Proposals sound acceptable in principle but will need to be consulted further when designs / detailed drawings available as this is a listed building owned by the council. Issues which may arise include; any external ramps, alterations at roof level, the means of access from the tollhouse.
Adjacent Café Owner	May want to have access to ground floor for male/female toilets, would possibly consider operating both facilities, would consider extending opening hours of café and possibly licensing café, proposes rooftop table space for 48 people at 12 tables plus a service station, an additional fire exit probably reqd.

The York Civic Trust and the Cyclists' Touring Club were also consulted but no comments had been received back at the time of publication of the study.

Options

13. There are three main options available to Members:
 - A. Sell the building.
 - B. Retain the building and convert the ground floor to a Cycle Park with other ancillary cycle-related activities.
 - C. The above option plus further investigation of the integrity of the roof and options to enable the roof to be accessed from the café.

Analysis

14. *Option A - Sell the building*

Advantages – The council has earmarked the sale of this building as part of its funding for the capital programme, as approved by Council on 1st March 2006. The budgeted receipt figure and implications of not progressing with the sale is included in Confidential Annex B. Failure to sell the building, will require either

- additional capital receipts to be identified,
- a compensating reduction in the approved capital programme spend, or
- a revenue cost equivalent to the cost of borrowing the lost capital receipt income (currently 4% statutory charge for the minimum revenue provision (MRP) plus the cost of interest, currently 4.65%).

A private sale is more likely to result in a more innovative use of the building to the benefit of residents and visitors. The Council can continue to have influence on the use of the building, with any development of the building being subject to planning.

Disadvantages – The council will lose a building which has the potential to be used to deliver some of its corporate objectives.

This option is recommended.

15. *Option B - Retain the building and convert the ground floor to a Cycle Park with other ancillary cycle-related activities*

Advantages – York's cyclists will benefit from improved cycle parking facilities and the potential opportunity for a cycle repair service close to the city centre. Tourists will benefit from another potential cycle hire location and the potential for a left luggage facility for cycle tourists from elsewhere visiting the city. If the venture proves to be unsuccessful the building will be more valuable due to it having utility connections.

Disadvantages – The cost of conversion is high and will take up a large part of the Cycle Scheme block in the LTP capital programme. The conversion costs to the council will be approximately £106K which will only be recouped over a 15 year period. The operator could struggle to create enough turnover to cover their costs given the space restrictions. By not disposing of the asset, the

Council would effectively be subsidising a commercially unviable cycle store through artificially reduced rental levels.

This option is not recommended.

16. *Option C – Option B plus further investigation of use of the roof*

Advantages – Same as for Option B plus potentially more income for the council from rent / rates. An additional café option for visitors to York with potentially excellent riverside views.

Disadvantages – There may be significant costs related to the conversion of the roof and loss of available space on the ground floor if additional toilets and a means of moving between the two floors are required, this would impact on the operator's turnover and commercial viability. Works which may be needed to strengthen the roof and other roof-related infrastructure may delay the opening of the cycle park or interfere with its operation. The means of joining the tollhouse to the roof and negotiations required may significantly delay the use of the building. The costs to convert the building for use of both floors could easily be double that of Option B. The advantages of this option could still be achieved by sale to a private operator, who may develop a more innovative solution to increase the level of rates and enhance the café space and facilities.

This option is not recommended.

Corporate Objectives

17. The Cycle Park proposal will contribute to the "Increase the use of public and other environmentally friendly modes of transport" and "Improve the health and lifestyles of the people who live in York, in particular among groups whose levels of health are the poorest" corporate priorities for 2006-2009 by potentially increasing the levels of cycling. It would also contribute, to a lesser extent, to the "Improve the actual and perceived condition and appearance of the city's streets, housing estates and publicly accessible spaces" and "Reduce the actual and perceived impact of violent, aggressive and nuisance behaviour on people in York" priorities by re-using a currently empty building, this may deter anti-social behaviour in or around the building and providing a hub for cycle-related activities near the city centre. It will help "Improve our focus on the needs of customers and residents in designing and providing services" by offering more secure cycle parking which was one of the recommendations of the former Planning & Transport Scrutiny Panel following their city-wide consultation. The cycle park would also contribute to several of the objectives of the recently-published second Local Transport Plan, namely:

- i To encourage people to make an informed choice for all their journeys and to travel in a sustainable manner;
- ii To support well located and designed development that reduces the need to travel and facilitates trips by more sustainable modes;
- iii To promote healthy living through increased levels of physical activity and wider access to health and social care;

- iv To maximise the overall benefits of transport schemes, infrastructure or related developments, to the local community, and;
 - v To maintain high levels of employment through enhancing and supporting the needs of the local economy in a sustainable manner.
18. The roof-top café would contribute to the “Improve the actual and perceived condition and appearance of the city’s streets, housing estates and publicly accessible spaces” priority by the innovative use of a currently empty space and has the potential to enhance the city’s economy thus contributing towards the LTP objective of “To maintain high levels of employment through enhancing and supporting the needs of the local economy in a sustainable manner”.

Implications

19. The implications of this report are as follows:
- **Financial** - The existing allocation for cycling schemes within the Local Transport Plan does not include a secure cycle park scheme. The 2006/07 LTP budget for cycling schemes is £285k reducing to an indicative level of £200k in 2007/08. Whilst it would be possible to reprioritise the schemes in the programme, funding of the cycle store would mean a significant reduction in the length of cycle route constructed. As summarised in paragraph 14, if the scheme progressed an anticipated capital receipt would no longer be available to the Council for funding the Capital Programme. Confidential Annex B provides the full financial implications.
 - **Human Resources (HR)** - There are no HR implications
 - **Equalities** – Ground Floor Use - Any accesses to the ground floor of the building would need to be suitably ramped to cater for potential users or people employed within the building with a disability, this would have the benefit of making the building more accessible to all users who otherwise would have to negotiate the steps immediately inside the front entrance.
Rooftop Use - There will be access issues associated with the proposal for a roof top terrace as detailed in paragraph A12 of Annex A.
 - **Legal** – There are no legal implications other than under the Disability Discrimination Act as discussed above.
 - **Crime and Disorder** – The secure cycle park has the potential to reduce the number of cycles stolen from the city centre in line with the Safer York Partnership’s target. The re-use of a currently empty building also has the potential to reduce the incidence of anti-social behaviour in and around the building. If the building is converted I would recommend speaking to the North Yorkshire Police Architectural Liaison Officer about relevant security measures which may be needed.
 - **Information Technology (IT)** – There are no IT implications
 - **Property** - In order to repay the estimated capital costs for converting the building of £105,975 over 15 years would require a rent of £10,000 p.a. To

support this the tenant operating the business would need to generate a gross income of £80,000 - £100,000 per annum. Further investigation would be needed, after a more detailed specification is produced, to see if interested parties could produce a business plan which indicated that the necessary income would be generated. This level of income is fairly high given the available space for ancillary commercial activity after the area to be used for cycle parking is subtracted and given the uncertainty about the take-up of those cycle parking spaces. If a suitable tenant were to be found a pre-letting agreement would need to be entered into prior to works commencing on the building's conversion. As it is unlikely that there will be funding available from the LTP Capital Programme the works could possibly be funded by Prudential borrowing, however, there is some concern that a tenant would require break clauses in the lease, as a safeguard in case the business did not prove to be profitable, this could create a significant financial risk to the council because it may be extremely difficult to find another operator for the cycle park if the previous operator hadn't been successful.

Significant receipts from the roof top terrace cannot be relied upon due to the planning and engineering issues raised in relation to this use.

- **Others** - None

Risk Management

20. In compliance with the Council's Risk Management Strategy the main risk which has been identified in this report could lead to the inability to meet business objectives (Strategic), there would also be a financial risk should the recommendation to dispose of the building not be approved due to the receipts from the sale currently forming part of the approved capital programme for 2006-2009. The disposal is currently budgeted to be received in the 2007/08 financial year. Failure to realise this sale by this date would therefore leave a shortfall in the funding of the capital programme.
21. Measured in terms of impact and likelihood, the risk score for the recommendation is less than 16 and thus at this point the risks need only to be monitored as they do not provide a real threat to the achievement of the objectives of this report. (There is a slight strategic risk associated with the achievement of the target for Indicator 8A in the Local Transport Plan : City-wide cycle usage, this monitored on an annual basis).

Recommendations

22. The Executive is recommended that:
 - The building is not used for purposes of a cycle store

Reason: Given the spatial and financial constraints it would be difficult for any private-sector operator to make this facility commercially viable without losing cycle parking capacity which is unacceptable. No money had been allocated in the 2006/07 LTP Capital Programme to undertake these works

and to accommodate them in 2007/08 would require at least half the annual budget. Given the risks associated with the success of the venture this funding would probably be better spent elsewhere.

- The property be sold for the best sum available in the open market providing that as a minimum the lower figure of the range indicated in the Confidential Annex B is achieved.

Reason: In order to obtain a capital receipt to contribute towards the 2006-09 capital programme

- The contents of the feasibility study are noted for possible use in future projects and officers are instructed to investigate alternative locations on the periphery of the city centre for the cycle store as and when any suitable buildings become available.

Reason: To work towards improved cycling facilities within the city.

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Wards Affected: Micklegate

All

Background Papers:

Lendal Cycle Store Feasibility Study, Halcrow, 2006 (a copy of this report and its annexes has been placed in the Members' Library)

Annexes

Annex A – Brief History of Lendal Sub-Station plus the Outcome of the Feasibility Study

Annex B – Confidential Financial Implications

Brief History of Lendal Sub-Station

- A1 The former electricity sub-station adjacent to Lendal Bridge has reverted back to council ownership since being decommissioned in 2004. The sub-station is a Grade II listed building constructed circa 1920 by the then York Corporation. It has been operated by various electricity boards in the interim and was finally decommissioned by Northern Electric Distribution Limited (NEDL). The building has a gross floor area of 105 square metres (1139 sq ft.) and comprises one large split-level room, the raised section of which formerly housed the electricity board's equipment and a very small storeroom. The building forms part of the city's flood defences and following decommissioning the Environment Agency made some minor alterations to the raised section of the floor to partially fill in the now empty equipment trenches and to the inside of the windows on the side of the building facing the river to bolster its flood-protection properties, they also installed a water-tight door between the main room and the storeroom. The building is currently not connected to a water or electricity supply and has no sewerage connection, however, it does have a telephone connection.
- A2 The Council's Property Services section investigated the feasibility of converting the building to a visitor centre, although feasible, this proposal was rejected due to the significant cost of converting the building. Following the rejection of this proposal the option of selling the building was investigated. At this point the option of the use of the building as a secure cycle parking facility was suggested by the Micklegate Ward Members. The Council's Local Transport Plan includes an option to open a secure cycle park on the periphery of the city centre where cyclists would pay a nominal daily fee to have their cycle stored under cover in a staffed facility. A cycle park would offer a more secure and weather-proof alternative to locking a cycle to a Sheffield stand in the city centre. A secure cycle park facility in or close to the city centre was also one of the recommendations of the former Planning & Transport EMAP Scrutiny Panel's recent report on Cycling in York. This recommendation was subsequently included as a policy in the most recent Cycling Strategy produced for the second Local Transport Plan.

Outcome of the Feasibility Study

Private Sector Interest

- A3 The Council would find it difficult to operate the cycle park itself, therefore it was necessary to assess whether there was any private sector interest in operating the cycle park before undertaking any further aspects of the study. Eight out of thirteen local cycle-related companies contacted expressed an interest in operating the cycle park. They all suggested that the parking fees collected from cyclists would not be sufficient to sustain the operation on its own and suggested other cycle-related activities they would like to offer on-site to supplement their income and make the venture commercially viable such as cycle hire, cycle repairs, cycle sales, changing and left luggage facilities.

Similar Facilities Elsewhere

- A4 The desk-top study of other similar cycle parks in the UK and abroad showed that for a facility to be commercially viable other services such as those listed above are essential. The facility's proximity to the city centre or public transport interchange was also a critical factor to its success. The charging levels for other cycle parks tend to be at or below £1 per day which would indicate that there is a ceiling price, above which, cyclists are not willing to pay to park their cycles.

Building Location & Capacity

- A5 The building is located just south of the River Ouse off the Inner Ring Road and less than three minutes walk from the edge of the "Footstreets" area. Modelling has shown that the majority of key city centre sites, shops, and offices are within an 8 minute walk of the sub-station. The building is also located on Route 65 of the National Cycle Network (NCN) which also forms part of the Trans-Pennine-Trail coast-to-coast route. The site would be convenient for intercepting cyclists entering the city from the south and east and in particular the Blossom Street corridor that accounts for 21% of cycle movements during the morning peak. A further 23% enter the city centre via the Bootham corridor, a smaller percentage of these will then cross Lendal Bridge to reach their final destination therefore there is the potential to target these trips as well. The cycle park will have less appeal to those approaching from the north or east for whom the existing city centre cycle racks are probably a more attractive proposition.
- A6 The building is large enough to accommodate approximately 100 parked cycles on the raised concrete plinth with the remaining ancillary activities and toilet facilities / rest area occupying the remainder of the ground floor.

Potential Demand

- A7 A small market research exercise was undertaken to gauge current users of city centre cycle parking's potential transfer to the proposed cycle park. A sample of 43 people were surveyed at various locations throughout the city centre. A summary of the main findings is below.
- i work and leisure trips accounted for 75% of all cycle parking demand;
 - ii the average walk times to their final destination was in the region of 4½ minutes;
 - iii almost half could have undertaken their journey by car;
 - iv the most important factors of cycle parking were availability and the provision of a secure stand;
 - v a £1 charge to use the cycle store appeared to be acceptable to most users;

- vi respondents were only willing to walk 5 minutes from the cycle park to their final destination;
 - vii only 9% of respondents would have used and paid for the cycle park; and,
 - viii the main reason for not using the potential cycle park was the adequacy of their current stand and/or it being located on the wrong side of York for them.
- A8 It is very difficult to assess the levels of suppressed demand for such a facility as many of the potential users are probably not prepared to bring their cycles into the city centre currently due to not being prepared to leave an expensive cycle locked to a Sheffield stand out in the open. They may, however, be prepared to pay to have their cycle stored securely under cover at a staffed facility.
- A9 Similarly, it is difficult to assess the potential use by cycle tourists who wish to leave their cycles and luggage whilst they explore the city unencumbered. The proximity of the cycle park to the National Cycle Network and Trans-Pennine-Trail should help to raise the awareness and subsequent use of the facility by cycle tourists. The levels of tourist trade will also fluctuate across the year because of the seasonal nature of the market. There will also be the opportunity to advertise the cycle park's location on both Sustrans publications and Trans-Pennine-Trail marketing materials to raise the profile of the facility to cycle tourists.
- A10 Many of the larger city centre employers provide cycle parking at their own premises but there will be exceptions and there may also be some that are over-subscribed therefore there is the potential to attract commuters.

Use of the Roof

- A11 Structural Issues - As there wasn't sufficient time or funding available to undertake a full structural survey of the roof only a visual survey was possible. The roof appears to be in a good state of repair from the exterior, there are some small areas of ponding where surface water has not drained away (all surface water on the roof drains away towards the river side of the building through cut-away sections and guttering). Inside the building there is some evidence of damp penetration along some of the roof beams and on the river elevation, however, this is most probably due to the exterior guttering being blocked and broken thus causing rainwater to run over the façade of the building. The thickness, integrity and design loading of the concrete roof slab is not known, however, it should be possible to strengthen the roof. The additional loading of the roof will also have an impact on the building's foundations, the exact design of which is not known but they are most probably shallow spread brick footings due to the proximity of the building to the river. Further investigation would be needed both to assess the integrity of the roof and the capacity of the foundations to take the additional roof loading.

A12 Access Issues - There will be problems to be overcome to satisfy the Disability Discrimination Act requirements due to the difference in levels between the floor of the café and the roof of the potential cycle park. It may be possible to build a ramp between the two buildings but this will add additional loading to the roof and will also reduce the available space for the roof terrace. An alternative solution was put forward during the discussions to turn the building into a visitor centre which involved building a bridge between the roof and Lendal Bridge but this was rejected on conservation grounds as the fabric of the bridge would be altered. Another issue would be one of access to toilet facilities, these could only be located on the ground floor thus taking more space away from the cycle-related activities and in order to access these from the roof either a staircase or a lift would need to be installed, both of which would add significantly to the cost of the project.

A13 Design Issues - Another issue relates to the bridge parapet which is insufficiently high enough to be suitable and the fact that an inner parapet would need to be constructed, this would keep users away from the edge of the roof with its drainage cut-aways. The design of this inner parapet would need to be agreed with the relevant bodies. Concerns have also been raised about the visual impact of the furniture used on the terrace and any umbrellas canopies which would be used on the view of the Guildhall and riverside properties from the bridge. The storage of the roof furniture when not in use would need to be addressed both from a visual impact point of view and from a safety point of view in adverse weather conditions.

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

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Executive**24 October 2006**

Report of the Director of City Strategy

Consultation on the Policy Framework for New Nuclear Build**Summary**

1. In July 2006, the Department of Trade and Industry (DTI) published a document seeking views on the developing policy framework for new nuclear build. This report summarises the key issues raised in the document and seeks approval from Members for the Council's response letter (attached as Annex A) to be sent to the DTI.

Background

2. The Government has considered the role of nuclear generation and following previous public consultation and analysis have concluded that nuclear has a future role to play in energy provision.
3. Having reached this position, the document currently out for consultation sets out how the Government intends to create a policy framework under which developers will be able to make proposals for new nuclear build. The Government's policy on new nuclear build will then be set out in a forthcoming Energy White Paper.
4. The consultation document focuses on the suggested changes to the planning process for new nuclear build and is not intended to be a debate on the appropriateness or otherwise of nuclear power, or a discussion of alternative energies.

Proposed Policy Framework

5. The main proposal set out in the consultation document is as follows:

A policy framework for new nuclear build should be developed. It would include a nuclear "Statement of Need" and set out that national strategic and regulatory issues are most appropriately discussed through processes other than the planning inquiry.

The planning inquiry should focus on the relationship between the proposal and the local plans, and local environmental impacts. The inquiry should address these issues in the context of the national

strategic or regulatory material considerations, which will already have been established. The inquiry should also examine the local benefits of the development and how specific local impacts of the construction and operation of the plant can be minimised.

6. Essentially this proposal can be broken down into 4 key issues:

(i) Setting a ‘Statement of Need’ for nuclear power in government policy:

7. The Government proposes that the most appropriate process for discussion of whether there is a need for nuclear power is at a national level. This strategic position would be set out, at a national level, in the proposed policy framework, which includes a ‘Statement of Need’ and will be formalised in a White Paper. Planning inquiries should not focus on whether there is a need for nuclear power.

Officer Response:

8. The Government intend that the principle of need and justification for nuclear fuels should be established at the national level and should not therefore be discussed as part of the public inquiry into individual sites. Provided the opportunity for a full debate is present at the national level, this is considered to be an appropriate approach to try and facilitate a more efficient process.

(ii) Roles and Responsibilities of the Regulators:

9. The consultation document advocates that the safety, security and radiological impacts of proposals should be the role and responsibility of the appropriate regulators. The expectation is that planning inquiries should not consider the general high level questions of the health and safety aspects of nuclear power.

Officer Response:

10. The consideration of these kinds of impacts is part of a highly regulated process which the Council consider would be better dealt with outside the planning inquiry process. Furthermore, an Inspector would still be able to open up such issues as part of a planning inquiry if they felt that there were specific aspects of these issues that had not been fully considered.

(iii) The strategic siting of new nuclear build:

11. The document proposes that a Government-led strategic assessment, involving public consultation, should determine the high level environmental impacts of new nuclear build. The assessment should also establish the criteria for identifying the most suitable sites for nuclear power stations, and indicate how potential sites meet these criteria. As the public will have been fully engaged at a strategic level already, the same considerations should not then be re-assessed at a later public inquiry which is site specific.
12. Industry has indicated that the most viable sites for new build are likely to be adjacent to existing nuclear generating plant, although there might be other

attractive sites, for example other nuclear installations and sites with retiring fossil fuel generating stations.

Officer Response:

13. It is unclear from the consultation document what form the strategic siting assessment would take and how the public would be engaged in this process.
14. The document sets out that the siting assessment will identify the criteria for locations where the Government would support proposals for new nuclear power stations. However, it goes on to state that the expectation is that following a strategic siting assessment on which the public has been engaged, planning inquiries should not re-assess the question of whether there are alternative sites for a new nuclear plant, and whether the proposed site is a viable site. The implication is therefore that the siting assessment would identify particular sites, rather than simply setting out the criteria on which potential sites should be judged.
15. In terms of involving the public in the siting assessment, the document simply states that work on the siting assessment will begin in early 2007 and that the process will involve public consultation but gives no further information on what form this consultation would take.
16. In light of this lack of clarity about the form of the strategic siting assessment, and the indication that the principle of development at a particular location would effectively be established before the start of the Inquiry, we would raise concerns about the discussion of alternative sites being completely removed from the local planning process.

(iv) The role of planning inquiries in new nuclear build:

17. The Government proposes that the planning inquiry should focus on the relationship between the proposal and the local plans, and the local environmental impacts. It should also examine the local benefits of the development and how specific local impacts of the construction and operation of the plant can be minimised. The planning inquiry should therefore focus on the suitability of the proposal and the mitigation of potential negative impacts.

Officer Response:

18. As set out above the Council recognise that some issues, such as the strategic debate about need and health and safety, are more appropriately considered at the national level or as part of the formal regulatory process. In addition, we recognise that the Inspector will always have the authority to open up any matters to the Inquiry should they feel they have not been adequately discussed elsewhere. However, we would raise concerns about the approach put forward for assessing suitable sites for new nuclear build, firstly because the process for carrying out the strategic siting assessment is unclear and secondly, because the form that public involvement in this will take is not fully identified.

19. The Government recognises the importance of public involvement in the land-use planning system and the document highlights that in the context of nuclear power stations, planning inquiries will be an important part of this public involvement. However, further work and information needs to be provided, particularly with regard to issue (iii) above, to enable a full discussion to take place on whether the approach proposed in the consultation document will achieve an appropriate balance between efficient decision making and complete public involvement in the examination of the issues.

Additional Officer Comments:

20. Notwithstanding the points raised above and the nature of this consultation, it may still be appropriate to register overall concerns about the development of nuclear power. The Government states that nuclear has a future role, and therefore indicate that this is not the only solution. In light of this the Council could take this opportunity to emphasise the need for continuing research into the development of alternatives and in particular power from renewable resources.

Consultation

21. This report concerns a consultation paper from Government raising specific issues concerning the planning process. It was therefore not appropriate to carry out any wider consultation.

Options

22. That the response attached at Annex A is approved for submission to the DTI.

Analysis

23. So that the response can reach the DTI before the closing date for comments (31 October 2006).

Corporate Priorities

24. The report accords with the following corporate priority:
 - Improve our focus on the needs of customers and residents in designing and providing services.

Implications

25. The following implications have been assessed:
 - **Financial** None
 - **Human Resources (HR)** None
 - **Equalities** None

- **Legal** None
- **Crime and Disorder** None
- **Information Technology (IT)** None
- **Other** None

Risk Management

26. No known risks.

Recommendations

27. That Members:

- 1) approve the letter attached as Annex A to be sent to the DTI as the Council's response to the consultation.

Reason: So that the response can reach the DTI before the closing date for comments (31 October 2006).

Contact Details

Author:

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Development Officer
City Development
01904 552410

Chief Officer Responsible for the report:

Bill Woolley
Director of City Strategy

Report Approved **Date** 20/10/2006

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

All

For further information please contact the author of the report

Background Papers:

DTI (July 2006), *Policy Framework for New Nuclear Build: Consultation Document.*

Annexes

Annex A: Letter setting out consultation response to DTI.

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ANNEX A: Letter setting out consultation response to DTI

October 2006

Dear Sir

Policy Framework for New Nuclear Build – Consultation Response

With regard to the consultation on developing a policy framework for new nuclear build we would wish to make the following comments.

(i) Setting a ‘Statement of Need’ for nuclear power in government policy:

This is considered to be an appropriate approach to try and facilitate a more efficient system, provided the opportunity for a full debate on the need and justification for nuclear power is present at the national level.

(ii) Roles and Responsibilities of the Regulators:

The consultation document advocates that the safety, security and radiological impacts of proposals should be the role and responsibility of the appropriate regulators. The consideration of these kinds of impacts is part of a highly regulated process and the Council agree that these would be more appropriately dealt with outside the planning inquiry process.

(iii) The strategic siting of new nuclear build:

It is unclear from the consultation document what form the strategic siting assessment will take and how the public would be engaged in this process.

The document sets out that the siting assessment will identify the criteria for locations where the Government would support proposals for new nuclear power stations. However, it goes on to state that the expectation is that following a strategic siting assessment on which the public has been engaged, planning inquiries should not re-assess the question of whether there are alternative sites for a new nuclear plant, and whether the proposed site is a viable site. The implication is therefore that the siting assessment would identify particular sites, rather than simply setting out the criteria on which potential sites should be judged.

Energy Review: Nuclear Policy Framework
Department of Trade and Industry
1 Victoria Street
London
SW1H 0ET

In terms of involving the public in the siting assessment, the document simply states that work on the siting assessment will begin in early 2007 and that the process will involve public consultation but gives no further information on what form this consultation would take.

In light of this lack of clarity about the form of the strategic siting assessment, and the indication that the principle of development at a particular location would effectively be established before the start of the Inquiry, we would raise concerns about the discussion of alternative sites being completely removed from the local planning process.

(iv) The role of planning inquiries in new nuclear build:

As set out above the Council recognise that some issues, such as the strategic debate about need and health and safety, are more appropriately considered at the national level or as part of the formal regulatory process. In addition, we recognise that the Inspector will always have the authority to open up any matters to the Inquiry should they feel they have not been adequately discussed elsewhere. However, we would raise concerns about the approach put forward for assessing suitable sites for new nuclear build, firstly because the process for carrying out the strategic siting assessment is unclear and secondly, because the form that public involvement in this will take is not fully identified.

Further information needs to be provided, particularly with regard to issue (iii) above, to enable a full discussion to take place on whether the approach proposed in the consultation document will achieve an appropriate balance between efficient decision making and complete public involvement in the examination of the issues.

Further comments:

Notwithstanding the points raised above and the nature of this consultation, the Council wish to register its overall concerns about the development of nuclear power. The Government states that nuclear has a future role, and therefore indicate that this is not the only solution. In light of this the Council wish to emphasise the need for continuing research into and development of alternatives and in particular power from renewable resources.

We appreciate the opportunity to comment on the Government's proposals and wish to be kept informed as the policy approach develops.

Yours faithfully,