



## Notice of meeting of

### Executive

<b>To:</b>	Councillors Steve Galloway (Chair), Aspden, Sue Galloway, Jamieson-Ball, Reid, Runciman, Sunderland, Vassie and Waller
<b>Date:</b>	Tuesday, 15 January 2008
<b>Time:</b>	2.00 pm
<b>Venue:</b>	The Guildhall, York

### AGENDA

#### Notice to Members - Calling In:

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

**10:00 am on Monday 14 January 2008**, if an item is called in *before* a decision is taken, *or*

**4:00 pm on Thursday 17 January 2008**, if an item is called in *after* a decision has been taken.

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

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

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

## **2. Exclusion of Press and Public**

To consider the exclusion of the press and public from the meeting during consideration of Annex B to Agenda Item 14 (Capital Programme – Monitor Two), on the grounds that it contains information relating to the financial or business affairs of particular persons (including the authority holding that information). This information is classed as exempt under paragraph 3 of Schedule 12A to Section 100A of the Local Government Act 1972 (as revised by The Local Government (Access to Information) (Variation) Order 2006).

## **3. Minutes (Pages 3 - 12)**

To approve and sign the minutes of the Executive meeting held on 18 December 2007 and the Executive Meeting (Calling-In) held on 27 November 2007.

## **4. Public Participation**

At this point in the meeting, members of the public who registered their wish to speak regarding an item on the agenda or an issue within the Executive's remit can do so. The deadline for registering is **5:00 pm on Monday 14 January 2008**.

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

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

## **6. Minutes of Working Groups (Pages 17 - 34)**

This report presents the minutes of recent meetings of the Local Development Framework Working Group, the Social Inclusion Working Group and the Economic Development Partnership Board and asks Members to consider the advice given by these groups in their capacity as advisory bodies to the Executive.

## **7. Post Office Closures (Pages 35 - 56)**

This report, which relates to a Notice of Motion approved at full Council on 29 November 2007, advises Members of the current position in relation to the proposed closure of post offices in the City and presents a suggested framework for the Council's response to the closures.

*Note: The agenda was re-published on 7 January 2008 to include an additional annex (Annex 6) to the above item.*

**8. Community Leadership and Neighbourhood Management** (Pages 57 - 60)

This report sets out Officers' views on the implications of a notice of motion to Council on Community Leadership and Neighbourhood Management, in accordance with Standing Orders.

**9. Review Report: a New Approach to City Management** (Pages 61 - 66)

This report sets out progress on the new approach to city management, as requested by Group Leaders, involving extended public consultation arrangements, improved communications with residents, development of devolved decision making arrangements for local communities and capacity building for the voluntary sector.

**10. Easy@York Options for Phase 2** (Pages 67 - 136)

This report presents options for a second phase of the easy@york programme, which will extend the reach of the current York Customer Centre (YCC), and sets out a revised analysis of the benefits and savings of the first phase.

**11. Intelligent Transport Systems (ITS) Strategy (listed on Forward Plan as 'Real Time Travel Communications Strategy')** (Pages 137 - 160)

This report sets out the current position of the Council's ITS Strategy, which utilises the Urban Traffic Management and Control (UTMC) and Bus Location and Information Sub-System (BLISS) and seeks approval to adopt principles to ensure consistent use of the Variable Message Signs and an ITS Vision to form the basis for developing York's Intelligent Transport Systems.

**12. Traffic Management Act 2004: Implications for Parking** (Pages 161 - 178)

This report advises Members of the implications for parking services of Part 6 of the Traffic Management Act 2004 and asks them to decide on the level of the penalties that the Council will charge following implementation of Part 6, on 31 March 2008.

**13. Second Performance and Financial Monitor 2007/08** (Pages 179 - 254)

This report provides details of the headline performance issues from the latest performance monitor session, presents the latest projection of the Council's revenue income and expenditure for the current year and seeks Executive approval for budget virements and requests for contingency funding.

**14. Capital Programme - Monitor Two** (Pages 255 - 288)

This report presents the likely outturn position of the Council's 2007/08 Capital Programme, based on the spend profile and information to November 2007, and seeks approval for certain changes to the programme.

**15. Urgent Business**

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

Democracy Officer:

Name: Fiona Young

Contact details:

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

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

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

Contact details are set out above.

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- register by contacting the Democracy Officer (whose name and contact details can be found on the agenda for the meeting) **no later than 5.00 pm** on the last working day before the meeting;
- ensure that what you want to say speak relates to an item of business on the agenda or an issue which the committee has power to consider (speak to the Democracy Officer for advice on this);
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### Further information about what's being discussed at this meeting

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

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### **Holding the Executive to Account**

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

### **Scrutiny Committees**

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

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

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

- Councillors get copies of all agenda and reports for the committees to which they are appointed by the Council;
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City of York Council

Committee Minutes

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MEETING	EXECUTIVE
DATE	18 DECEMBER 2007
PRESENT	COUNCILLORS STEVE GALLOWAY (CHAIR), ASPDEN, SUE GALLOWAY, RUNCIMAN, SUNDERLAND, VASSIE AND WALLER
APOLOGIES	COUNCILLORS JAMIESON-BALL AND REID

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**120. DECLARATIONS OF INTEREST**

Members were invited to declare at this point in the meeting any personal or prejudicial interests they might have in the business on the agenda. No interests were declared.

**121. MINUTES**

RESOLVED: That the minutes of the Executive meeting held on 4 December 2007 be approved and signed by the Chair as a correct record.

**122. PUBLIC PARTICIPATION**

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

**123. EXECUTIVE FORWARD PLAN**

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

**124. MINUTES OF ECONOMIC DEVELOPMENT PARTNERSHIP BOARD**

Members considered a report which presented the minutes of the meeting of the Economic Development Partnership Board (EDPB) held on 25 September 2007.

Members' attention was drawn in particular to the Board's comments on:

- The Report of the Future York Group (Minute 11)
- The Development of an Anti-Poverty Strategy (Minute 12)
- The Development of a Skills Strategy for York (Minute 13).

With reference to the comments of the Shadow Executive, Members noted that they had already agreed a process to minimise delays in presenting Board and Working Group minutes to the Executive.

RESOLVED: (i) That the minutes of the EDPB be noted.

REASON: In accordance with the requirements of the Council's Constitution in relation to the role of Working Groups.

(ii) That, with reference to Minute 12 (Development of an Anti-Poverty Strategy), Officers discuss with the voluntary sector, and other partners, options for a pilot project aimed at reducing social exclusion in the worst rated *Lower Level Super Output Area* as revealed by the Index of Multiple Deprivation 2007.

REASON: In response to the comments of the EDPB on this matter and to support the delivery of the Anti-Poverty Strategy.

Action Required

Hold discussions with partners on options for a pilot project. JB

## 125. AFFORDABLE HOUSING POLICY REVIEW

Members considered a report which reviewed the current position on affordable housing policy in York. This review report had been specifically requested by Group Leaders, to examine 'the availability of affordable and social housing and the effectiveness of the 50% affordability planning rule'.

The report:

- Set out the housing market assessment and strategic context for housing policy in City of York and the wider region;
- Looked at housing need, market demand and future growth in York;
- Reviewed wider initiatives to increase affordable housing supply;
- Tracked the effectiveness of the 50% target, approved in 2005;
- Considered recent and emerging applications for housing in York;
- Compared York's performance with that of other, similar authorities;
- Discussed the role of the private developer in York;
- Considered the role of the Council and other public sector bodies as landowners;
- Set out the types of affordable housing needed in York;
- Highlighted the current statutory Local Development Framework (LDF) programme and identified this as the most appropriate vehicle to consider and, if necessary progress, any revisions to the policy.

Having noted the comments of the Shadow Executive, it was

RESOLVED: (i) That the findings of the Affordable Housing Policy Review be noted.



(ii) That the view that the most appropriate forum to understand, discuss and revise affordable housing policy in the City is through the LDF programme and, specifically, the preparation of the Core Strategy, be endorsed.

(iii) That the information contained in the Affordable Housing Review report be fed into the LDF policy review process.<sup>1</sup>

(iv) That Officers be requested to arrange meetings at a senior level with developers, Housing Associations, professional agencies, commercial property companies and other relevant stakeholders, including Central Government, to consider how the City can provide more affordable housing for rent, for shared ownership, to buy, and also to explore other methods of delivering social and family housing.<sup>2</sup>

REASON: To maximise opportunities for providing more affordable, decent homes in York.

Action Required

- |   |    |
|---|----|
| 1. Feed information from review report into LDF process.                              | LE |
| 2. Arrange stakeholder meetings to discuss the issues referred to in Resolution (iv). | LE |

**126. ENVIRONMENTAL SUSTAINABILITY STRATEGY AND ACTION PLAN TOWARDS A CLIMATE CHANGE STRATEGY FOR THE CITY – UPDATE**

Members considered a report which provided an update on the Environmental Sustainability Strategy and Action Plan towards a Climate Change Strategy for York. This update had been requested when the Executive endorsed the Strategy and Action Plan in September 2007.

The report outlined progress made on:

A - activities taking place as part of the Carbon Management Programme, including a list of agreed projects with resources and funding allocated and further options for action with no agreed resources or funding. The total percentage saving from the committed activities was 26%.

B – activities by the Local Strategic Partnership and the York Environment Partnership to produce a Climate Change Strategy for the City, including a scope and procedure for preparation of the Strategy agreed by the Without Walls Board on 21 November (attached as Annex A). Clear identification and implementation of activities would be a matter for individual partnerships.

The report made some general suggestions, in areas of common interest to all LSP partnerships, on working towards the target of a 60% reduction in carbon emissions by 2050. It was noted that the Strategy should also include well-developed communication activities, to ensure public engagement.

Members expressed their thanks to the two Sustainability Officers, who would shortly be leaving the Council, for their work in advancing the Strategy.

Having noted the comments of the Shadow Executive, it was

RESOLVED: (i) That the report be noted and that it be noted that the Carbon Management Programme Strategic Implementation Plan (SIP) will be brought to the Executive in March 2008.

REASON: So that Members are kept informed of progress on this matter.

(ii) That, in the interim, Officers evaluate and progress the smart metering option offered by the Council's energy supplier for 30 trial sites across the Council's property portfolio.

REASON: To enable the Council effectively to monitor energy performance and achieve efficiency savings.

Action Required

Evaluate and progress the smart metering option for 30 trial sites. JB

**127. CARBON MANAGEMENT, ENERGY AND SUSTAINABILITY – FUNDING MECHANISM**

Members considered a report which outlined the inter-relationships between:

- managing targets for carbon emissions
- energy and water consumption and conservation
- sustainability in design and construction

and suggested a funding mechanism for investment in all three of these areas.

The Council's Carbon Management Group, Energy and Water Management Group and Sustainability in Design Group had been considering actions to achieve their respective aims, many of which could meet more than one of those aims. In bringing forward these actions, there was a need to understand the balance between achieving the targets set and the capital and revenue costs of so doing. Some examples were set out in paragraph 9 of the report and a more detailed comparison of investment proposals was provided in Annex 2. Savings made through good management and 'housekeeping' could also be invested in measures to meet carbon, energy and sustainability targets. Suggested principles for inclusion in the funding mechanism were set out in paragraph 17 and 18, while Annex 3 illustrated how the mechanism could operate.

The report presented the following options:

For the management of proposals to meet the aims and targets in the three areas referred to:

**Option A** – Continue to operate separately on each issue.

**Option B** – Take a corporate and co-ordinated approach to management, funding and implementation.

For funding proposals to meet aims and targets for carbon emissions, energy use and sustainability:

**Option 1** – Consider each proposal on its own target and financial merits.

**Option 2** – Establish a funding mechanism that supports a corporate and co-ordinated approach to the achievement and viable funding of targets.

In each case, the corporate and co-ordinated approach was recommended (i.e. Options B and 2), in order to secure the opportunities, benefits and economies of scale that such an approach would offer.

Having noted the comments of the Shadow Executive, it was

RESOLVED: (i) That the inter-relationships between managing targets for carbon emissions, energy and water consumption, and conservation and sustainability in design and construction be noted.

(ii) That, with regard to management of proposals to meet aims and targets for carbon emissions, energy use and sustainability, Option B be approved; that is, a corporate and co-ordinated approach to management, funding and implementation.<sup>1</sup>

(iii) That, with regard to funding proposals to meet aims and targets for carbon emissions, energy use and sustainability, Option 2 be approved; that is, to establish a funding mechanism, within the usual budget disciplines, that supports a corporate and co-ordinated approach to the achievement and viable funding of targets.<sup>2</sup>

REASON: To ensure an improved and co-ordinated approach to the management of carbon emissions, energy usage and the sustainability of Council buildings.

Action Required

1. Implement Option B.

SA

2 Implement Option 2.

SA

**128. CITY OF YORK COUNCIL RESPONSE TO THE SECRETARY OF STATE ON THE PROPOSED CHANGES TO THE REGIONAL SPATIAL STRATEGY**

Members considered a report which summarised the key issues regarding the Secretary of State's Proposed Changes to the Draft Revised Regional Spatial Strategy (RSS) and presented a suggested response to the changes.

The Proposed Changes had been subject to wide ranging consultation since their publication in September 2007. This was the last opportunity to make comments on the RSS before the final version was published. The key issues for the Council to respond to included: York's role in the region, the York Green Belt, the Leeds City Region, the York sub area, Housing, Economy, Transport, Environment and Climate Change. Within these areas, the proposed response, at Annex B to the report, focused particularly on the issues of: housing numbers, affordable housing, mix and type of housing, job growth numbers, climate change, green infrastructure, on-site renewable energy generation and bio-diversity.

Members commented on the lack of clarity regarding the reasons behind some of the Proposed Changes, particularly those which did not comply with the recommendations arising from the Examination in Public in 2006. They also stressed the importance of protecting the Green Belt and expressed the hope that decisions on Eco-town developments would not be made without local authority involvement.

With reference to the comments of the Shadow Executive, it was noted that the 'further comments' referred to therein had not been received.

RESOLVED: (i) That the draft Council response to the Secretary of State's Proposed Changes to the RSS, as attached at Annex B to the report, be agreed and approved for submission to Government Office by the deadline of 21 December 2007.<sup>1</sup>

(ii) That authority be delegated to the Director of City Strategy to make any incidental changes to the Council's response to the Proposed Changes that are necessary as a result of Members considering the report.<sup>2</sup>

REASON: To ensure that the views of the authority are taken into account before publication of the Regional Spatial Strategy in Spring 2008.

Action Required

- |  |    |
|--|----|
| 1. Submit Council response to Government Office.             | JB |
| 2. Make any incidental changes required prior to submission. | JB |

**129. FUTURE WORKING ARRANGEMENTS FOR THE CITY CENTRE PARTNERSHIP**

Members considered a report which set out options and proposed actions for sustaining the activities of the York City Centre Partnership (YCCP), following the YCCP Board's decision not to establish a Business Improvement District (BID) at the present time. Proposals for reviewing membership and terms of reference for the YCCP had also been considered by the Economic Development Partnership Board at their meeting on 29 November.

A summary of the activities of the YCCP since its establishment in July 2005 was attached as Annex 1 to the report. This included the achievement of a significant number of actions within the current action plan, which covered the period March 2006 to March 2008. It was now considered appropriate to review the models of city centre management, as reported to the YCCP, and whether any of these were particularly relevant to York. Details of these models were attached as Annex 2. It was noted that a key element would be to confirm the likely funding and support from partners for the YCCP. The Chamber of Commerce had already indicated a willingness to be involved in further actions to engage with businesses within the city centre.

Recommended actions were set out in paragraph 14 of the report. As there was currently no budgetary provision to support the YCCP beyond September 2008, any financial implications would be the subject of a further report to Executive.

Having noted the comments of the Shadow Executive, it was

RESOLVED: That the following actions, as set out in paragraph 14 of the report, be approved to sustain the activities of the YCCP:

- a) To raise with the new single tourism partnership opportunities to link city centre management more closely to visitor management.<sup>1</sup>
- b) To consider the appropriateness of maintaining the existing YCCP, taking into account its current activities as highlighted in Annex 1 to the report, and explore with partners the opportunity for continued funding to sustain the City Centre Partnership.<sup>2</sup>
- c) To review the scope for sustaining the current activities of the City Centre Partnership through the Council's city centre operations team and as part of the process of developing a City Centre action plan under the Local Development Framework.<sup>3</sup>
- d) To explore the opportunities for engagement with retail businesses through closer working with the Chamber of Commerce.<sup>4</sup>
- e) To report back to the Executive once the above actions have been pursued.<sup>5</sup>

REASON: To help shape the effectiveness of future action.

Action Required

1. Raise these matters with the partnership. JB
2. Explore opportunity for continued funding of YCCP. JB
3. Review scope for sustaining current activities of YCCP. JB
4. Explore opportunities for engagement with retail businesses. JB
5. Report back to Executive. JB

**130. SERVICE LEVEL AGREEMENT BETWEEN CITY OF YORK COUNCIL AND THE NEW SINGLE TOURISM ORGANISATION FOR YORK**

Members considered a report which sought their approval for the terms of a Service Level Agreement (SLA) between the Council and the new Single Tourism Organisation (working title: 'Visit York'). The SLA set out the Council's priorities for action and committed resources to the new company.

The establishment of Visit York had resulted from a review of the organisation and management of tourism in York, as reported to the Economic Development Partnership Board on 29 November. The principle of a single tourism organisation had been endorsed by the City Strategy EMAP in July and the report explained how this aim would be achieved. Visit York would be a public-private sector company limited by guarantee and responsible for leading the continued development of tourism in York. Its Board would comprise the Chair, John Yeomans, three nominees each from the current Bureau Board and from the Council (Cllrs Hogg, King and Gillies) and the Chief Executive.

It was proposed to establish a rolling three-year agreement to cover financial and staffing support for Visit York, the exact financial terms being subject to approval through the Council's budget programme. In return, an SLA was proposed, setting out the company's main activities and how these would be monitored. The draft SLA was attached as Annex 1 to the report.

Having noted the comments of the Shadow Executive, it was

RESOLVED: (i) That the principles of the Service Level Agreement be endorsed, acknowledging that the financial terms will be subject to confirmation during the Council's budget-setting process.

(ii) That Officers provide further information on the proposed performance indicators and targets that the new organisation will be expected to deliver.

REASON: To confirm formally the Council's endorsement for the Single Tourism Organisation, whilst identifying clear parameters for this support.

Action Required

Implement SLA subject to confirmation of financial terms.

JB

S F Galloway, Chair

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

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MEETING	EXECUTIVE (CALLING IN)
DATE	27 NOVEMBER 2007
PRESENT	COUNCILLORS STEVE GALLOWAY (CHAIR), SUE GALLOWAY, JAMIESON-BALL AND SUNDERLAND
APOLOGIES	COUNCILLORS ASPDEN, REID, RUNCIMAN, VASSIE AND WALLER

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#### 99. DECLARATIONS OF INTEREST

Members were invited to declare at this point in the meeting any personal or prejudicial interests they might have in the business on the agenda. No interests were declared.

#### 100. PUBLIC PARTICIPATION

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

#### 101. CALLED IN ITEM - YORK RACECOURSE: APPLICATION FOR LEASE EXTENSION AND AMENDMENTS

Members re-considered the decisions made by the Executive on 20 November 2007 in respect of a report which presented a request from the Race Committee to extend the lease of York Racecourse to 99 years from 2008 and to make various other changes to update the lease.

The Executive decisions in respect of this item had been called in by Cllrs Scott, Merrett, Fraser, Gunnell and King and subsequently considered by the Scrutiny Management Committee (SMC) (Calling In) at a meeting on 26 November 2007. The SMC (Calling In) had resolved:

*"That Option B be approved and the decision referred back to the Executive for further consideration, with the recommendation that the Executive:*

- (i) Refer the lease back to Officers for further negotiations, in order to:
 
  - a. Seek an automatic allocation from the lease income to cover ward matters, including:
 
    - Toilets
    - Policing
    - Local traffic management
    - Benefits for residents by means of a reduced cost of entry to the Racecourse for York Card holders;*
  - b. Investigate the possibility of providing access to the Racecourse from the southern side of the site.**

- (ii) *Agree, if it is found to be inappropriate to deal with these issues via the lease, on a sum of income from the lease to be automatically set aside to address the ward matters in Micklegate specified in (i)a above.*
- (iii) *Ask Officers to investigate measures being taken in other cities to deal with public order issues arising from sporting events.”*

In response to questions from the Executive Leader, Officers confirmed their earlier advice that off-site costs could not be included in the lease but that there was nothing to prevent the Council from using lease income for those purposes. The results of any further negotiations with the Racecourse could be brought back to Members within 2 to 3 months.

RESOLVED: That the recommendations of the SMC (Calling In) be approved and the lease referred back to Officers for further negotiation with the Racecourse on the matters set out in the SMC's decision.

REASON: In accordance with the requirement to re-consider the original decision of the Executive and in order to respond to the issues raised by the Calling-in Members and discussed at the SMC (Calling In) meeting.

S F Galloway, Chair

[The meeting started at 2.00 pm and finished at 2.05 pm].



**EXECUTIVE FORWARD PLAN**

<b>Table 1: Items scheduled on the Forward Plan for the Executive Meeting on 29 January 2008</b>		
<b>Title &amp; Description</b>	<b>Author</b>	<b>Portfolio Holder</b>
<p><b>Annual Governance Statement</b></p> <p><i>Purpose of report: New legislation requires the Council (under the Accounts &amp; Audit Regulations) to prepare and publish an Annual Governance Statement. The AGS replaces the Statement of Internal Control.</i></p> <p><i>Members are asked to note this new requirement and approve the contents of the report.</i></p>	Liz Ackroyd	Executive Member for Corporate Services
<p><b>Older People’s Champion – Notice of Motion re World Health Organisation Guidance</b></p> <p><i>Purpose of report: Notice of Motion to the Executive from the Older People’s Champion, on behalf of the Older People’s Assembly, in relation to recent World Health Organisation Guidance on building age-friendly cities.</i></p> <p><i>Members are asked to note the motion and refer it to Full Council for consideration.</i></p>	Bill Hodson	Executive Leader
<p><b>Revised Framework Agreement – Derwenthorpe</b></p> <p><i>Purpose of report: To advise Members of the revised terms.</i></p> <p><i>Members are asked to: Approve revised terms.</i></p>	Bill Woolley	Executive Member for City Strategy

<p><b>Establishing an Integrated Youth Service for York</b></p> <p><i>Purpose of report; To confirm final arrangements for transferring the Connexions service to City of York Council from April 2008.</i></p> <p><i>Members are asked to:</i></p> <ol style="list-style-type: none"> <li>1) <i>Approve the transfer of staff and assets;</i></li> <li>2) <i>Review the detailed arrangements as recommended by EMAP.</i></li> </ol>	Paul Murphy	Executive Member for Children's Services
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<b>Table 2: Items scheduled on the Forward Plan for the Executive Meeting on 12 February 2008</b>		
<b>Title &amp; Description</b>	<b>Author</b>	<b>Portfolio Holder</b>
<p><b>Revenue Budget 2007/08 to 2009/10</b></p> <p><i>Purpose of the report: To consolidate the budget proposals from Directorate EMAPs and consider added corporate issues with a view to setting the Council's budget.</i></p>	Janet Lornie	Executive Member for Corporate Services
<p><b>Capital Budget 2007/08 to 2009/10</b></p> <p><i>Purpose of the report: To consider the capital budget proposals from Directorate EMAPs and consider corporate funding of the Capital Programme.</i></p>	Tom Wilkinson	Executive Member for Corporate Services
<p><b>Treasury Management Policy 2007/08 – 2009/10</b></p> <p><i>Purpose of the report: To conform to statutory requirements by setting the Council's Treasury Management Policy &amp; Strategy and Performance Indicators for the period to 2010.</i></p>	Tom Wilkinson	Executive Member for Corporate Services
<p><b>Bids for Funding from the Council's Venture Fund</b></p> <p><i>Purpose of the report: This report provides detail of Venture Fund bids.</i></p>	Tom Wilkinson	Executive Member for Corporate Services

<p><i>Members are asked to: Consider and approve Venture Fund bids for the forthcoming financial year.</i></p>		
<p><b>Review Report – Safe City</b></p> <p><i>Review report will highlight how the Council can assist in providing more local police access points (eg police desks), improving patrolling arrangements in vulnerable areas and providing more effective response to local concerns including, for example, measures aimed at reducing vehicle speeds (eg warning signs and pressing NYPAs to install speed cameras at accident black-spots).</i></p>	Terry Collins	Executive Leader
<p><b>Thin Client Management Arrangements</b></p> <p><i>A review of the Client &amp; Contractor roles within the Council – this report seeks to rationalise and streamline them.</i></p>	Simon Wiles	Executive Member for Corporate Services

<b>Table 3: Items slipped on the Forward Plan with the agreement of the Group Leaders</b>					
<b>Title &amp; Description</b>	<b>Author</b>	<b>Portfolio Holder</b>	<b>Original Date</b>	<b>Revised Date</b>	<b>Reason for Slippage</b>
<b>None</b>					

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## Executive

15 January 2008

### Report of the Head of Civic, Democratic and Legal Services

## Minutes of Working Groups

### Summary

1. This report presents the minutes of recent meetings of the Local Development Framework Working Group, the Social Inclusion Working Group and the Economic Development Partnership Board and asks Members to consider the advice given by these groups in their capacity as advisory bodies to the Executive.

### Background

2. The revised Constitution agreed by Council on 27 April 2006 created a number of Working Groups whose role is to advise the Executive on issues within their particular remits. The Groups are:
  - Social Inclusion Working Group (equalities issues)
  - Young People's Working Group (young people's issues)
  - Local Development Framework Working Group (matters relating to the Local Development Framework)

The Constitution also includes a Protocol on Councillor Working Groups, which sets out rules and guidelines for the establishment and operation of Working Groups.

3. To ensure that the Executive is able to consider the advice of the Working Groups, it has been agreed that minutes of the Groups' meetings will be brought to the Executive on a regular basis. The Executive has also agreed to receive minutes of the meetings of the Economic Development Partnership Board, which acts as an advisory body to the Council and to the Local Strategic Partnership.
4. Previously, the minutes of the above bodies were scheduled on the Forward Plan for consideration by the Executive on a quarterly basis. However, at the Executive meeting on 4 December 2007, Members requested *"that, in future, draft minutes of Working Groups requiring Executive endorsement be submitted as soon as they become available"*. In accordance with that request, minutes of the following meetings are presented with this report:

- LDF Working Group – minutes of meeting on 13 November 2007 (Annex A)
- Social Inclusion Working Group – draft minutes of meeting on 21 November 2007 (Annex B)
- Economic Development Partnership Board – draft minutes of meeting on 26 November 2007 (Annex C).

### **Consultation**

5. No consultation has taken place on the attached minutes, which have been referred directly from the groups concerned. It is assumed that any relevant consultation on the items considered by the groups was carried out in advance of their meetings.

### **Options**

6. Options open to the Executive are either to accept or to reject any advice that may be offered by the groups, and / or to comment on the advice.

### **Analysis**

7. There are no resolutions within the attached minutes which require the specific endorsement or approval of the Executive. However, Members may wish to note in particular:
  - a) The comments of the LDF Working Group on phase 1 of the City of York Strategic Housing Land Availability Assessment (Minute 25 of Annex A refers)
  - b) The initial comments of the Social Inclusion Working Group on the User-Led CIL (Minute 17 of Annex B refers) and their suggestions in relation to future membership of the Group (Minute 19 of Annex B refers).
  - c) The proposals of the Economic Development Partnership Board to review the Board's membership (Minute 17 of Annex C refers), the Board's comments on the Future York Group Report (Minute 18 of Annex C refers) and the Board's consideration of proposals for the City Centre Partnership (Minute 20 of Annex C refers).

### **Corporate Priorities**

8. The aims in referring these minutes accord with the Council's corporate values to provide strong leadership in terms of advising these bodies on their direction and any recommendations they wish to make.

### **Implications**

9. There are no known implications in relation to the following in terms of dealing with the specific matter before Members, namely to consider

the minutes and determine their response to the advice offered by the Working Groups:

- **Financial**
- **Human Resources (HR)**
- **Equalities**
- **Legal**
- **Crime and Disorder**
- **Property**
- **Other**

### **Risk Management**

10. In compliance with the Council's risk management strategy, there are no risks associated with the recommendations of this report.

### **Recommendations**

11. Members are asked to consider the minutes attached at Annexes A, B and C and to decide whether they wish to respond to any of the advice offered by the LDF Working Group, the Social Inclusion Working Group and the Economic Development Partnership Board.

### **Reason:**

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

### **Contact details:**

#### **Author:**

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#### **Chief Officer Responsible for the report:**

Colin Langley  
Interim Head of Civic, Democratic and Legal Services  
01904 551004

**Report Approved**



**Date** 17/12/07

**Specialist Implications Officer(s)** None

**Wards Affected:**

**All**



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

### **Annexes**

Annex A – Minutes of the meeting of the LDF Working Group held on 13 November 2007.

Annex B – Draft minutes of the meeting of the Social Inclusion Working Group held on 21 November 2007.

Annex C – Draft minutes of the meeting of the Economic Development Partnership Board held on 26 November 2007.

**Background Papers**

Agenda and associated reports for the above meetings (available on the Council's website).



City of York Council

Minutes

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MEETING	LOCAL DEVELOPMENT FRAMEWORK WORKING GROUP
DATE	13 NOVEMBER 2007
PRESENT	COUNCILLORS D'AGORNE, HORTON, MERRETT, MOORE, SIMPSON-LAING, WALLER, R WATSON, WATT, AYRE AND VASSIE (SUBSTITUTE)
APOLOGIES	COUNCILLOR REID

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**21. DECLARATIONS OF INTEREST**

Members were asked to declare at this point in the meeting any personal or prejudicial interests they may have in the business on this agenda.

No interests were declared.

**22. MINUTES**

RESOLVED : That the minutes of the meetings of the Local Development Framework Working Group held on 10 July, 18 July and 24 July 2007 be approved and signed by the Chair as a correct record.

**23. PUBLIC PARTICIPATION**

It was reported that there was one registration to speak under the council's Public Participation Scheme.

Representations were received from a representative of the Campaign for Protection of Rural England (CPRE) regarding Agenda Item 5 City of York Strategic Housing Land Availability Assessment – Phase 1 (minute 25 refers).

He spoke regarding the changes that had taken place in Strensall in terms of the increase in population and the number of new homes built, and his concerns regarding land use in Strensall. He stated that any additional housing would increase the carbon footprint of the village, and similar problems would exist for Haxby and Wigginton.

**24. CITY OF YORK LOCAL DEVELOPMENT FRAMEWORK – ADOPTION OF THE STATEMENT OF COMMUNITY INVOLVEMENT**

Members considered a report which informed them of the findings of the Inspector who examined York's Statement of Community Involvement (SCI), and informed them of the formal procedures for adopting the SCI. The intention, subject to approval by Full Council on 29 November 2007, is for the SCI to be adopted from this date.

The SCI is the first document to be produced as part of York's Local Development Framework (LDF). The standards set out in the SCI will inform the Council's approach to involving the community in the production of future LDF documents, such as the Core Strategy and Area Action Plans. The SCI also outlines the process for dealing with planning applications and indicates how and when people can get involved and give their views.

The report detailed the 3 main stages of production of the SCI, and the nine Tests of Soundness used by the Inspector to consider the document. The Inspectors report was attached as Annex A to the report. A summary of the key points were as follows :

- In the Resources section refer to working closely with the Local Strategic Partnership and other groups linked to the Community Strategy;
- Add further bodies to Annex 1, and include a statement that the list is not exhaustive;
- Include further information on the process regarding consideration of representations which put forward alternative site allocations; and
- Insert additional text to the planning applications section and Annex 4 stating that certain bodies such as Natural England will be allowed a longer period to comment on applications where this is prescribed by legislation.

Members raised the issue of including Planning Panels as consultees as well as Parish Councils.

RESOLVED : That the report be noted.

REASON : To inform Members.

## **25. CITY OF YORK STRATEGIC HOUSING LAND AVAILABILITY ASSESSMENT – PHASE 1**

Members considered a report which presented them with the findings from phase 1 of the Strategic Housing Land Availability Assessment (SHLAA). The assessment would identify as many sites with housing potential in the City of York area as possible. As a minimum the assessment was required to identify sufficient specific sites for at least the first ten years of the plan, from the anticipated date of its adoption, and ideally for longer than the whole 15 year plan period. This would allow the council to consider options for accommodating new housing for the plan period. The assessment is an important evidence source to inform plan making, but does not in itself determine whether a site should be allocated for housing. The Core Strategy document would need to then consider whether a change in policy approach, from current Local Plan policies, would have to take place in order to deliver York's housing target.

Members received a presentation which covered the following areas :

- Aims/Purpose of the SHLAA

- National Guidance
- Planning Policy Statement 3 – Housing
- Role of the SHLAA in the Core strategy and the allocations Development Plan Document
- Phasing of the SHLAA – two phases
- Phase 1 – assessment of sites
- Estimating Housing potential of identified sites
- Existing housing density in York
- Typical Urban areas
- Density ranges for each Typical Urban Area
- National Exemplars – Building for Life Standards
- Sustainability
- Density ranges for identified sites
- Unconstrained Indicative Housing Supply from Phase 1
- Next Steps

Members made the following comments :

- The density ranges need to be made clearer
- The transparency of the 66/34 breakdown between housing and flats and reference to the Strategic Housing Market Assessment
- To ensure that the document is in a “plain English” format
- That the methodology and figures need to be checked relating to the average density and dwellings per hectare
- That examples of good sites and CABE sites in the local area be included
- That open space needs to be practicably useful open space
- That ward boundaries need to be checked
- Clarity needed on what “Green Belt” means
- Consider issues of buffer zones around nature designations
- Strays – need to be added as primary constraints
- Provide more clarity on York Northwest

RESOLVED :            That Members comments as detailed above be taken into account and an amended version of this document be brought back to the meeting of this Working Group on 18 December 2007 for consideration by Members.

REASON :              To enable Members comments to be incorporated in the document.

COUNCILLOR SIMPSON-LAING

Vice Chair

The meeting started at 4.30 pm and finished at 6.10 pm.

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## City of York Council

## Committee Minutes

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MEETING	SOCIAL INCLUSION WORKING GROUP
DATE	21 NOVEMBER 2007
PRESENT	COUNCILLORS ASPDEN (CHAIR), ALEXANDER, SUE GALLOWAY, GUNNELL (VICE-CHAIR), HEALEY, POTTER, SUNDERLAND, JACK ARCHER (NON-VOTING CO-OPTED MEMBER), SUE LISTER (NON-VOTING CO-OPTED MEMBER), PETER BLACKBURN (NON-VOTING CO-OPTED MEMBER), RITA SANDERSON (NON-VOTING CO-OPTED MEMBER), DARYOUSH MAZLOUM (NON-VOTING CO-OPTED MEMBER), JAN JAUNCEY (NON-VOTING CO-OPTED MEMBER) AND LYNN JEFFRIES (NON-VOTING CO-OPTED MEMBER)

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**12. DECLARATIONS OF INTEREST**

Members were invited to declare at this point in the meeting any personal or prejudicial interests they might have in the business on the agenda. No interests were declared.

**13. MINUTES**

RESOLVED: That the minutes of the Social Inclusion Working Group meeting held on 19 September 2007 be approved and signed by the Chair as a correct record.

**14. PUBLIC PARTICIPATION / OTHER SPEAKERS**

It was reported that there had been no registrations to speak at the meeting under the Council's Public Participation Scheme. However, Cllr Scott had asked to make some comments with regard to the work of the Group in general and the Young People's Update in particular (Minute 19 refers).

With the Chair's permission, Cllr Scott addressed the meeting in his capacity as Young People's Champion and Leader of the Labour Group. He expressed concern that he had not been invited to attend meetings of the Social Inclusion Working Group, despite a previous agreement that the Young People's Champion would be the contact point between young people and the Group. He also expressed surprise that the Group no longer operated on the basis of an informal 'pre-meeting' followed by the formal meeting and asked whether the Group had ever received an update on the voting rights of co-opted members, as requested at its first meeting.

In respect of the informal pre-meeting issue, the Chair explained that it had been found more effective simply to split into smaller discussion groups when dealing with issues of wider interest, rather than having a general discussion at the outset. The need for a more informal, less structured arrangement in the meeting room itself was noted.

**15. CHAIR'S REPORTS - WORK MAP**

The Chair introduced Evie Chandler, the Council's new Equalities Officer who would be supporting the work of the Social Inclusion Working Group.

Comments and suggestions were invited on a work map prepared for the Group, copies of which were circulated at the meeting (pages 9-14 of the re-published agenda refer). This set out the work already done to further the Group's three main objectives, the resources available for further work in the current year, work agreed for the current year and project proposals. The Chair suggested that, since the papers had only just been received, those members who represented community groups be invited to seek comments from their groups on the work map, which could then be brought back to the next meeting, in January, for further discussion.

Members commented that the information in the work plan would need to be presented in a more accessible manner to enable it to be shared and discussed with the various community groups. In particular, Council jargon and abbreviations (such as SIWG) would need to be removed. The Equalities Officer agreed to speak individually with group representatives about the particular formats they required and to facilitate these requirements with the help of the budget available to support the Group's work.

RESOLVED: (i) That the work map be brought back to the next meeting of the Social Inclusion Working Group.

(ii) That community group representatives consult with their groups in the meantime on the contents of the work map, with the assistance of the Equalities Officer, the results of that consultation to be available at the next meeting.

REASON: To enable a full and informed discussion to take place on how best to further the objectives of the Group.

**16. SOCIAL INCLUSION WORKING GROUP BUDGETS**

The Equalities Officer introduced an outline report which set out a funding framework for the budget available to support the objectives of the Social Inclusion Working Group (pages 15 to 16 of the re-published agenda refer). Copies of the funding requests received from bodies representing the six equalities strands were also circulated at the meeting, together with details of spending on the ring-fenced administration and development budget for the Group in 2007/08.

The funding framework included some proposed funding principles for project funding in the 2008/09 financial year. The Chair indicated that

these principles would be the subject of a wider discussion at the Social Inclusion Working Group planning workshop scheduled for February 2008. However, as it would be helpful to have some guidance from the Group before that date, it was suggested that the matter be considered further at the next meeting, in January.

In respect of the funding requests, it was suggested that these too be deferred to the next meeting, as time was short. It was pointed out that this could cause problems, as groups needed to have an idea of their budget in order to plan ahead. Members therefore proposed that a decision be taken now to distribute a proportion of the funding equally between the applicants.

RESOLVED: (i) That the proposed project funding principles be brought back to the next meeting of the Group for further consideration.

REASON: To enable the Group to provide a steer on these before the planning workshop in February.

(ii) That the sum of £500 be allocated from the available support budget of £5,100 to each of the following bodies:

- York CAB
- York Older People's Assembly
- York Interfaith
- Disability Forum
- YREN

REASON: To support the objectives of the Group and to assist the above bodies to plan for the future.

(iii) That a decision on the allocation of the remainder of the budget be deferred to the next meeting.

REASON: To enable a considered and informed decision to be taken.

## **17. USER-LED CENTRE FOR INDEPENDENT LIVING**

The Group received a presentation from Keith Martin, the Council's Head of Adult Services, on options for the delivery, governance and future partnership of the user-led Centre for Independent Living (CIL).

The presentation provided a reminder of what was meant by a CIL and outlined three potential options for its provision in York. These included:

- The model set out in the Independent Report produced in 2006, with the CIL and service points separate (Option A);
- A central CIL with geographically located service points (Option B)
- A central CIL provided as one of a range of services provided within a single facility (Option C).

Copies of the slides from the presentation were circulated to Group members at the meeting.

Feedback on the options was sought from Group Members and community groups, for communication to the Healthy City Board, which would take the governance role in the CIL. Members were invited to make preliminary comments at this stage, and the following comments were made:

- Any user-led organisation would need to encompass the social model of disability. This would require a cultural change within the organisations providing the services and it might be appropriate for the Group to have further discussions on how it could be achieved.
- The Disability Discrimination Act duty to promote equality specifically called for the *involvement* of disabled people, not just consultation.
- The current lack of a link between Health and Social Services was frustrating. It would be useful to work more closely with Health on this project.
- The location of any central CIL building was important – it should be accessible, with good public transport links.

RESOLVED: That the above comments be noted and that any further comments from Members and / or community groups be fed back to Keith Martin or Evie Chandler before the next meeting of the Social Inclusion Working Group.

REASON: To inform further discussions on the CIL and to ensure that the views of community groups are taken into account during the development process.

## 18. REPORTS FROM GROUPS

The Group received an update report from the York and Districts LGBT Forum (page 21 of the re-published agenda refers). This set out details of the Forum's use of a recent grant for the purchase of IT equipment, the election of new officers and committee members at the first Annual General Meeting and a work programme for the coming year.

Representatives of the York Older People's Assembly circulated a press release reporting on the success of this year's York 50+ Festival.

The Chair provided an update on progress in supporting the Disabled People's Forum, as discussed at the Group's last meeting, on 19 September (Minute 10 of that meeting refers). As agreed, he had met with Cllr Gunnell and Lynn Jeffries to discuss a way forward. The Equalities Officer drew attention to the information circulated to the Group on the York Cares initiative (pages 27 to 28 of the re-published agenda refer). It was suggested that York Cares might be commissioned to provide some additional capacity for the Forum.

RESOLVED: (i) That the reports from the York and Districts LGBT Forum and the York Older People's Assembly be noted.

REASON: So that the Social Inclusion Working Group is kept informed of the activities of community groups.



(ii) That the Chair, Cllr Gunnell and Lynn Jefferies (together with any other Group Members who wish to join them) meet again before the next meeting of the Group, to discuss a way forward for the Disabled People's Forum and the possibility of involving York Cares.

REASON: In order to support the Forum, as previously agreed.

## 19. YOUNG PEOPLE'S UPDATE

The Group received an update from Steve Rouse, Equalities Team Leader with the Council's Youth Service, on work being carried out to involve young people in the City in decisions on matters affecting them. Bob Purrington, the Central Youth Work Manager, was also in attendance.

Steve explained that the most effective way of involving young people was to go out and discuss the issues with them directly, rather than inviting them to formal meetings where the environment was not 'young person friendly', or using methods such as questionnaires which tended to draw a low response. His aim therefore would be to use effective methods to promote these discussions before bringing back information to the Group on a regular basis, on behalf of young people. Bob Purrington explained that his was a new role, which focused more on a generic youth service and aimed to establish networks and integrate services where possible.

In response to questions from Group Members, it was confirmed that the Youth Service would be linking in to existing consultation work between the Council and young people and would ensure that a dialogue was established with the Young People's Champion in future.

Members queried whether there was any reason why the Young People's Champion could not be a member of the Social Inclusion Working Group. The Chair suggested that membership issues be further discussed at the workshop in February and that in the meantime Group Leaders be asked to reconsider a previous proposal that the overall City of York Council membership of the Group be reduced. Some Members expressed concern that political issues were being raised and that this meeting was an inappropriate forum for such issues.

RESOLVED: (i) That the involvement of the Young People's Champion, and the other membership issues raised, be further considered at the workshop in February.

(ii) That Group Leaders be asked to consider the proposal that the City of York Council membership of the Group be reduced.

REASON: In order to address concerns about membership and ensure that the Group was fully representative and not biased towards Council priorities.

**20. POVERTY STRATEGY UPDATE**

The Group received an update from Colin Stroud, of York CVS, on the Anti-Poverty Strategy developed by Without Walls, York's local strategic partnership. A copy of the draft Strategy had been circulated (pages 29-39 of the re-published agenda refer).

The aim of the Strategy was to outline an agreed way forward for ensuring that poverty in the City was minimised and the gap between rich and poor narrowed. It had been drawn up on the basis that one in five people in York lived in relative poverty.

It was agreed that the various proposals in the Strategy needed to be considered in more depth at a future meeting.

**RESOLVED:** That the draft strategy be considered in detail at the next meeting of the Group, with Members dividing into small groups to discuss key areas for action.

**REASON:** In order to give proper consideration to action to be taken in response to the Strategy and make recommendations to the Executive.

**21. FEEDBACK FROM BME (BLACK MINORITY ETHNIC) CONFERENCE AND NEXT STEPS**

The Group received an update from Colin Stroud on the recent BME (Black Minority Ethnic) Conference.

He reported that the Conference had been a success, with over 70 delegates attending. The outcome was a set of 15 key messages, currently still in draft form, that would be distributed to various bodies across the City. There was a need for more data and information, in order to plan services more effectively, and for more resources for organisations providing support and advice to BME groups.

**RESOLVED:** That the key messages from the BME Conference be brought to the Group for discussion at the meeting on 16 January 2008.

**REASON:** So that the Group can give proper consideration to the key messages from the Conference once these have been finalised and circulated.

Cllr K Aspden  
Chair

[The meeting started at 6.30 pm and finished at 8.50 pm].

## City of York Council

## Minutes

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MEETING	ECONOMIC DEVELOPMENT PARTNERSHIP BOARD
DATE	28 NOVEMBER 2007
PRESENT	COUNCILLORS STEVE GALLOWAY (CHAIR), KIRK, ALEXANDER, GILLIES, LOOKER, SCOTT (NOT PRESENT FOR MINUTES 14 - 16) AND TAYLOR  MR ANDREW SCOTT (FIRST STOP YORK TOURISM PARTNERSHIP), JEZ WILLARD (RETAIL SECTOR), MR LEN CRUDDAS (CHAMBER OF COMMERCE) AND MR MARK SESSIONS (MANUFACTURING SECTOR)
APOLOGIES	COUNCILLOR CEREDIG JAMIESON-BALL, MR BRIAN ANDERSON (TRADES UNIONS), MR MIKE GALLOWAY (EDUCATION/LIFELONG LEARNING PARTNERSHIP), MR KEVIN MOSS (FINANCE SECTOR), PROF TONY ROBARDS (UNIVERSITY OF YORK) AND JULIE HUTTON (YORKSHIRE FORWARD)

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**14. DECLARATIONS OF INTEREST**

Members were invited to declare at this point in the meeting any personal or prejudicial interests they might have in the business on the agenda.

Jez Willard declared a personal non prejudicial interest as Chair of York City Centre Partnership.

**15. MINUTES**

RESOLVED: That the minutes of the last meeting held on 25 September 2007 be approved and signed as a correct record.

**16. PUBLIC PARTICIPATION**

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

**17. FUTURE MEMBERSHIP AND WORKING OF THE ECONOMIC DEVELOPMENT PARTNERSHIP BOARD**

Board members received a report which set out a discussion document to outline to the Board proposals for reviewing membership and terms of reference following consideration of the Future York Group

recommendations regarding partnership working at the last meeting of the Board.

The attached note (Annex A) set out a proposal for consideration at the meeting. Comments were invited from the Board prior to seeking agreement to any proposal at a subsequent meeting of the Board. The Board also needed to consider the process for determining representation on the Board. When agreed, this was likely to require an amendment to the Council's constitution and the endorsement of the Local Strategic Partnership.

The Board discussed the following issues:

- Whether four sector representatives were enough
- That the Board did not have the power to ensure action, as detailed in Paragraph 2.2b of Annex A
- Whether the Education sector should be represented on the Board
- Whether 3 councillors were enough as not all parties would be represented
- How the Board could become more transformational and take the lead
- That there was no clear strategic vision and a lack of direction

It was highlighted that the Local Strategic Partnership (LSP) and the Community Strategy, which would be revised in January, contained the vision and direction. It was agreed that the working papers of the LSP should be circulated to the Board for information.

Board members agreed that the next report should present different options on membership for consideration, regarding how many councillors and which sectors to include. It was agreed that options would be refined down prior to the meeting via memos, leaving more difficult decisions to be discussed at the meeting.

RESOLVED: (i) That the input and views from Board Members on the proposal to review membership and the working of the Economic Development Partnership Board be noted;  
(ii) That a report be brought back to the next meeting containing different options on membership.

REASON: To help shape the effectiveness of future action.

## **18. PROGRESS WITH KEY ISSUES ARISING FROM THE REPORT OF THE FUTURE YORK GROUP**

Board members received a report which sought to brief the Board on progress with respect to key recommendations made by the Future York Group.

This Future York Group Report was an authoritative analysis of the local economy based upon a wealth of data and presentations given to the group. There had been a process of consultation on the findings of the

Report and paragraph 5 of the committee report detailed progress with the key recommendations. Whilst considerable progress was being made to implement the recommendations arising from the Future York Group report, it was imperative to maintain momentum to ensure action continued to be made and that progress continued to be monitored.

It was highlighted that all major employers in York now had a named contact at senior level within the Council. Board members noted that there were inconsistencies in the proposed figures for population growth and new dwellings. Officers reported that they had recognised some inconsistencies in the figures and would be feeding this into the Government consultation.

RESOLVED: That the actions set out in paragraph 5 of the report outlining progress in responding to the key recommendations from the Future York Group report be noted.

REASON: To help shape the effectiveness of future action.

**19. UPDATE ON THE ESTABLISHMENT OF A SINGLE TOURISM ORGANISATION FOR YORK**

Board members received a report which updated members on current progress on establishing a Single Tourism Organisation (with a working title of Visit York) for the city and requested endorsement for the actions taken so far.

The report advised that good progress had been made on establishing the Board. The constitution of the new company had been the subject of discussion and negotiation between the Council and the current Bureau Board, given that the responsibilities of the new company were much wider than those of the existing Bureau. The Memorandum and Articles of Association (Mem and Arts) of the new company had been agreed, subject to final approval at a Bureau AGM in December. The Mem and Arts confirm the company's strategic and operational roles, and a Service Level Agreement (SLA) was being finalised between the Council and the new company. This covered what the Council expected the new company to deliver, and ensured proper accountability for public funding. The Council would be asked to agree the Service Level Agreement at an Executive meeting on 18 December.

Board members queried about having offices on the first floor in Blake Street and whether this would be a lost commercial opportunity. Officers reported that no firm decision had been taken and that they would feed back the Board's comments to the steering group.

RESOLVED: That the report be noted and that actions taken so far be endorsed.

REASON: To provide additional support from the wider business community for the contribution that tourism makes to the wider economy in the city

**20. URGENT BUSINESS - DISCUSSION PAPER ON THE CITY CENTRE PARTNERSHIP**

The Chair agreed to take an item under Urgent Business on the City Centre Partnership. This item was to enable an early discussion at the Economic Development Partnership Board (EDPB) on ways of sustaining the activities of the City Centre Partnership following their Board meeting held on 22<sup>nd</sup> November. No further EDPB meeting (which was not a decision taking Board) was scheduled before the next Partnership meeting (which must make decisions about its future). This item would also be considered at the Executive on 18 December 2007.

The report set out a discussion document regarding the City Centre Partnership and proposals for a Business Improvement District (BID). The company had sought to explore with city centre businesses the concept of a business improvement district for the foot streets. Significant research was undertaken, the end result of which was the decision taken at the York City Centre Partnership (YCCP) board meeting on 22<sup>nd</sup> November that it was too early to take the concept further at the present time. The overall high quality of most of the built environment and the services necessary to maintain it in this state, the level of marketing and promotion and the broad appeal of the city were felt sufficiently good enough to preclude the need for a bid to address such issues.

It was reported at the meeting that funding for the YCCP would run out next year and that a report would be going to the Executive before Christmas to consider the resource implications. Options on the way forward were discussed including continuing with the existing model, which was heavily subsidised, to amalgamating it into another organisation. The Chamber of Commerce offered to be involved and provide contacts who would be happy to play a role. It was suggested that a small meeting be held to discuss some ideas and feed back to the group.

As a decision on the future of the YCCP would of been made before the next meeting, Board members requested a report be brought to the next meeting with an update on the YCCP position.

RESOLVED:           (i)     That the Board's input and views on the options for sustaining the work of the York City Centre Partnership be noted;  
                             (ii)     That a report be brought back to the next meeting with an update on the YCCP position.

REASON:                To help shape the effectiveness of future action.

CLLR S F GALLOWAY  
CHAIR

The meeting started at 6.00 pm and finished at 7.05 pm.



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**Executive**15<sup>th</sup> January 2008

Report of the Director of City Strategy

**POST OFFICE CLOSURES****Summary**

1. This report advises Members of the current position in relation to the proposed closure of post offices in the city and updates a report presented to Executive on 27<sup>th</sup> February 2007.

**Background**

2. Post Office Ltd is a separate company within and part of the Royal Mail Group that runs the 14,300 Post Office® branches across the country. Royal Mail Holdings plc is wholly-owned by Government.
3. Post Office Ltd made public their Area Plan proposal for North Yorkshire with Yorkshire East and Keighley on 26<sup>th</sup> November 2007. This plan proposes the closure of four post offices in the city; Clifton, Haxby Road, Micklegate and Fulford. A consultation period began on 26<sup>th</sup> November 2007 and will end on 17<sup>th</sup> January 2008.
4. The report sets out the reasons behind the reduction in the number of Post Offices - the Government has recognised that fewer people are using post office branches, partly because traditional services, including benefit payments and other services are now available in other ways – such as on-line or through banks. The Government has therefore concluded that the shape of the Post Office network has to change and announced a range of proposed methods to place the network “on a more stable footing for the future”.
5. The Post Office has now published a Network Change programme to implement the measures proposed by the Government that involves the compulsory compensated closure (subject to EU State Aid clearance) of up to 2,500 Post Offices from a current network of 14,300 branches. This will be mitigated with the introduction of around 500 service points known as ‘Outreaches’.

**Post Office Ltd’s plans with criteria for proposed closures**

6. In recommending four post offices in the City of York area for closure (Clifton, Haxby Road, Micklegate and Fulford) the Post Office has applied minimum access criteria prescribed by the Government in the Response Document to the national public consultation - nationally;
  - 99% of the UK population to be within 3 miles and 90% of the population to be within 1 mile of their nearest Post Office branch.

- 99% of the total of the population in deprived urban areas across the UK to be within 1 mile of the nearest Post Office branch.
  - 95% of the total urban population across the UK to be within 1 mile of their nearest Post Office branch.
  - 95% of the total rural population across the UK to be within 3 miles of their nearest Post Office branch.
7. 32 Post Offices would remain open in the city, with the principal office remaining at 22 Lendal. Post Office Ltd reports that they are reducing the size of the national network of branches in line with Government requirements and underlines that Network branch use across the country is falling as more customers access services at other places, make use of the internet and have Government benefits paid directly into bank accounts.
  8. In the decision to close offices in the existing network the Post Office states it has, “considered factors relating to geography, the availability of local transport and alternative access to key Post Office services, local demographics and the impact on local economies.” Consultation has taken place with the relevant local authorities in the area as well as the appropriate independent consumer ‘watchdog’, Postwatch, in considering plans for the future of the network.
  9. Post Office Ltd state, “Of the 10.8% of customers who use a branch that will close, 9.1% would have access to Post Office services within one mile as measured by road distance (4.4% being within half a mile of their nearest alternative). In total 99.7% of the population will either see no change or be within a mile of an alternative branch.
  10. Future Service provision for the North Yorkshire with Yorkshire East and Keighley area envisages a network of 271 branches, which the Post Office says will comply with the minimum access criteria set by the Government and will allow 89.2% of customers to make no change to the branch they currently use. In some areas (although not in York) new ‘Outreach’ offices are proposed in twenty-three locations. These will be based in the same community as an existing Post Office and provide Post Office services in third-party premises for a designated number of hours a per week.
  11. The Public Consultation is now underway as the Post Office seeks views on the proposed service provision in the region. Subject to the conclusions of the local consultation period, the Post Office would not expect to implement changes before March 2008.

### **Consultation response from City of York Council**

12. Consultation Response from City of York Council was submitted in March 2007 and made the following responses to the DTI’s questionnaire.
13. While welcoming the commitment to an annual subsidy, the Council felt the Government should place greater emphasis on the social aspects of the Post Office network. In both rural and urban areas the post office provides a link to other services and advice. Further, the Government should recognise the Post Office network as a preferred supply chain for Government services and services such as licensing and Passport Services should be available at all post offices.



14. A full, independent, assessment of the social and business benefit of post offices should be made, and the results made public. The economic importance of Post Offices to other nearby small businesses and amenities should be recognised.
15. The proposed access criteria appears to have been used on the basis of an objective to close 2,500 post offices rather than on the basis of social or community need. Furthermore, it is not clear why radius, rather than population density or social need was used as the principle for determining closure. The access criteria for existing developments conflicts with that required for new housing developments and it is unclear why existing communities should be provided with a lower level of service than new developments.
16. Alongside geographic criteria, analysis of other social inclusion issues need to be considered and these will only become apparent through a demographic analysis of a particular post office's catchments area. Analysis of transport routes should form part of the access criteria particularly since those in deprived urban areas have limited access to public transport.
17. The Post Office network should provide a comprehensive suite of Post Office-based products with an enhanced Card Account and membership of the LINK card scheme in order to provide a free-of-charge cash withdrawal service. The concept of the Post Office as a community services hub should be developed.
18. In terms of Outreach services, the City of York Council's response was that although Outreach was preferential to no service, it did not replace the loss of amenity to the community. In the Post Office proposals made public on 26<sup>th</sup> November 2007, there are *no* Outreach branches proposed for the city.
19. Post Office Ltd. should remain in public ownership. However this does not prevent local communities owning or operating post offices through franchise agreements.

### **Views from Postwatch**

20. Postwatch is the consumer protection body associated with postal services and as such has commented on the proposed closures in the North Yorkshire with Yorkshire East and Keighley.
21. Postwatch scrutinised the Post Office's original proposals and welcomed amendments that were subsequently made to the original plan,. Initial views from Postwatch suggest that the proposals meet the minimum distance criteria set by the Government, however there remain several aspects of the Post Office's proposals over which Postwatch have expressed concern.
  - The proposed closure of three branches in the city of York (borough constituency); migration from which is likely to lead to problems of capacity at the main city centre office at 22 Lendal.
  - Postwatch do not believe Post Office Ltd has fully addressed the possible impact on local economies surrounding some of these proposed closures.
  - Postwatch have also raised concerns over access, Disability Discrimination Act compliance, capacity and retail standards issues at a number of the branches to which customers will be expected to migrate.

22. Postwatch have raised these issues with Post Office Ltd, together with those which apply to other areas across the region, and will continue to do so during the public consultation period. The views expressed here are the initial Postwatch views – final views will be informed by customers’ responses to Post Office Ltd and Postwatch is keen to receive comments and stakeholders to express their opinions.
23. Postwatch has expressed the view to the Council that Post Office Ltd should use their consultation as an opportunity to engage with customers - to both set out their proposed changes and be responsive to feedback. Postwatch would seek that such feedback be positive in nature as this will help secure a better outcome for customers. At the end of the consultation period, Postwatch will write to Post Office Ltd setting out their final view.

### **Branch Access**

24. Post Office Ltd have published data in a Branch Access report which examines how branch closure would affect customers in terms of reaching the alternative and second alternative branch. This includes distance to the alternative branch, duration and times of opening, number of customer serving positions and additional products for sale within the premise.
25. In addition, Post Office Ltd have examined the population age profile living within one mile of the post office, ease of access into the building, the type of shops around the post office and the proximity to an Automated Teller Machine (ATM). Parking at the Post Office was considered too as well as the frequency of bus services, numbers of bus routes, location and distance to bus stops.
26. In terms of posting facilities, the branch access report notes the location of the nearest external posting facilities. A condensed version of the Branch Access Report for each of the post offices proposed for closure has been prepared for Members to look at and can be found in **Appendix 2 to 5**.
27. In terms of the proposed closure of **Micklegate** post office, the 1<sup>st</sup> alternative branch is 22 Lendal which is half a mile away, without the parking available at Micklegate although there are facilities available for disabled drivers. There is no direct bus service available but this branch has good facilities for disabled users and as the main city centre branch, a post shop within the office.
28. The **Haxby Road** branch provides euro and dollar exchange facilities on demand – neither of which are available at the 1<sup>st</sup> alternative branch at Crichton Ave – located in Intake Avenue, Clifton, half a mile distant by road. There is unrestricted parking outside this branch however whereas in the Haxby Road area some parking is limited to drivers with permits. There is no direct bus service between the two branches and for a user with a mobility disability, the steep hill gradient and bridge over the final 150 yds over the York-Scarborough railway line could present difficulties.
29. The **Fulford** branch’s nearest alternative post office is Broadway, 0.7 miles away – both branches have unrestricted parking available and there are bus services run by First Group between the branches every 30 minutes with a 250yd walk to the bus stop from the Fulford branch. The bus journey takes 5 minutes. Should a customer choose to walk, the route is level with pavements and pelican crossings. While the Fulford branch has steps at its entrance, Broadway has better access for wheelchair

users via a ramp. Both branches provide other services, but the Fulford one includes newsagency services in addition to cards, stationery and lottery services.

30. The closest alternative branch to **Clifton** is the Crichton Ave branch located at 1 Intake Avenue. This branch is just over three-quarters of a mile from the Clifton branch and there are limited bus services between the two – an hourly service run by Green Line and Veolia. A more frequent service at 10-15 min intervals is available to the city centre main office at Lendal but the bus stop for this service is a third of a mile from the Clifton office. The Clifton branch is located within a Spar mini convenience store while the Crichton Ave branch offers a more limited service of cards and stationery. Limited parking is available at both the Clifton and Crichton Ave branches.
31. The Post Office have researched the population age profile within one mile of each branch together with the proportion of households that have one or more cars or vans. The data is taken from the 2001 Population Census. The population in the areas varies between 10,500 to 30,000 but the proportions in the age groups chosen are broadly similar; Aged 0-15%; 12 to 17%, Aged 16 to retired; 65 to 71% and Retired people; 15 to 16%.

### **Possible social and economic effects of branch closures**

32. Members will be very aware of the socio-economic role which post offices play in both rural and urban areas – particularly for elderly citizens. The Post Office and its staff provide a focus for services where pensions can be drawn and bills paid in the local area but also a place to meet others and maintain contact with other members of the local community.
33. Closing local branches and forcing customers to travel to alternative offices inevitably increases travel and congestion – either with increased use of private cars or public transport and as the distances involved are between 0.5 and 0.8 miles to the nearest alternative branch, post office closures may lead to increased use of private cars rather than public bus services and consequent increased pressure on parking spaces. Indeed, any increased travel apart from walking or cycling will lead to an increased ‘carbon footprint’ for individuals. For some customers, those with certain disabilities or who are elderly, increased distance to use their post office will be at best unwelcome and possibly difficult – where for example a bus or car now has to be used for a wheelchair user. A local post office for anyone with mobility problems is a community asset and is not easily replaced with its nearest alternative.
34. There are other adverse external consumer effects that will occur when a busy post office closes - the consumers they draw to their area and the business activity those consumers generate is lost. Often the post office is a key business to an area attracting customers who then shop and provide income for other businesses in the same street. Should the post office close, other businesses will suffer a drop in turnover as those customers are drawn elsewhere. In some peripheral streets the boost to trade provided by the post office can be marked.
35. For small businesses too the post office can form a vital link in their business process – providing a range of services including importantly a parcel carrier, provider of insured packets for sending valuable items to customers and so on.
36. In moving to using an alternative post office further away from their place of work, small businesses will incur increased costs both financial and in terms of time. In

addition longer journeys will raise the amount of distance covered by the company's cars and vans and use of fossil fuels in most cases. Companies in using post offices are less likely to use public transport if they have many parcels to carry and since time is more precious to them – time spent waiting at bus stops is unproductive.

### **Council relationships with the post offices**

37. In terms of the Council 's own relationship with the Post Office, four accounts are maintained;

- 1) Schools use the Post Offices to pay school meals money to the council.
- 2) COYC Libraries also use the Post Offices to pay money to the council.
- 3) Care and Nursing homes do the same
- 4) Payments are also made to the council through Post Offices with a link to the Alliance and Leicester.

38. The Cashiers' department receive approximately 100-120 invoices each week from Post Office Ltd. These are for the following range of services;

- 1) Council Tax – this can be paid by members of the public at Post Offices either through the "allpay" system without a charge, or the Post Office charges the customer if the customer does not bring their bill with them to the counter.
- 2) Council Rent - paid through Post Offices with similar conditions as above.
- 3) Any payments classed as sundry debtors
- 4) Invoices for bulky goods – Commercial services invoices for collection of household items can be paid at Post Offices
- 5) Invoices for Warden Calls
- 6) Social Services
- 7) Over-payment of housing benefit

Customers paying by cash may be subject to additional charges.

### **Comment upon the approach of the Network Change Programme**

39. The programme is driven by the Government's desire to cut losses in the network of £2m per week in 2005/06 and the intention of closing 2,500 branch offices to reduce costs rather than by an examination of social need in a particular area or the business viability of a particular branch.

40. Although the DTI established minimum access criteria for the population, no regard has been paid to the social role of post offices in communities and how this could be preserved and built upon. Similarly, little heed, if any, has been paid to the needs of small businesses for whom the Post Office provides a key link between themselves and their customers.

41. This is not the first round of post office closures (the most recent closures were in 2005 in York) and there are concerns such a piecemeal approach rather than the application of strictly business criteria may lead to further closures in the future. Such an approach gives rise to uncertainty and does not allow stakeholders such as the Local Authority to consider proper evaluation of alternative provision models.

42. Driven by a target of 2,500 fewer sub post offices, will the Post Office seek additional closures if rural branches for example are successful in campaigns to avoid closure – although a case can be made for the important role a post office plays in an urban environment, it is inevitably stronger in a rural community.
43. The Government have failed to grasp the opportunities presented by the post office network to allow greater commercial freedom for post offices and provide new products and services to their customers – working with other organisations such as local authorities or as a platform for providing a wider range of government services to the general public. Already certain services such as applications for a road-fund licence or Passport services are not available at all branches.

### **Consultation**

44. The public are aware of the Network Change Programme through local media and support from Members. The York Press are running a campaign against the closure programme and have collected over 2,000 signatures from politicians, businesses and members of the public.
45. The public have been able to obtain information and documents upon the proposed closure of offices in North Yorkshire with Yorkshire East and Keighley from the Post Office, Postwatch and from the City of York Council website.

### **Corporate Priorities**

46. “The Council will provide strong leadership for the city using partnerships to shape and deliver the Community Strategy for the city” and “We will listen to communities and ensure that people have a greater say in deciding local priorities.”

### **Options**

47. The options are open for Members to respond to the Post Office Network Change Programme as they deem appropriate, using this report and the points raised in paragraphs 39-43 as a basis for their discussions.

### **Analysis**

48. There is no analysis of options.

### **Implications**

49. **Financial:** None
50. **Human resources:** None
51. **Equalities:** None
52. **Legal:** None
53. **Crime and Disorder:** None
54. **Information Technology:** None
55. **Property:** None

## Risk Management

56. In compliance with the council's risk management strategy. There are no risks associated with the recommendations of this report.

## Recommendation

57. Executive is requested to use the comments set out in paragraphs 39-43 as a framework for the Council's response to the closures.

Reason: To emphasise the Council's view on the role that Post Offices play within the community at large.

## Contact Details

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### Chief Officer Responsible for the report:

Bill Woolley  
Director of City Strategy

Report Approved

Date

Wards Affected: Clifton, Fulford and Micklegate

All

For further information please contact the author of the report

## Background Papers:

<b>Post Office Ltd.</b>	Network Change Programme, Area Plan Proposal for North Yorkshire with Yorkshire East and Keighley.
<b>Post Office Ltd.</b>	Network Change Programme Appendix
<b>Postwatch</b>	Letter to City of York Council on Network Change programme
<b>City of York</b>	Report to Executive 27 <sup>th</sup> February 2007

## Appendices:

<b>Appendix 1:</b>	Post Offices remaining in the network
<b>Appendix 2:</b>	Clifton
<b>Appendix 3:</b>	Haxby Road
<b>Appendix 4:</b>	Micklegate
<b>Appendix 5:</b>	Fulford

## Appendix 1

Post Office Branch Name	Address	Address
Acomb	65	Front Street
Beckfield Lane	147	Beckfield Lane
Bishopthorpe	25/27	Main Street
Bright Street	37	Stamford Street East
Broadway	48	Broadway
Brockfield	60	Brockfield Park Drive
Central	22	Lendal
Copmanthorpe		Main Street
Crichton Avenue	1	Intake Avenue
Dringhouses	14	Tadcaster Road
Dunnington	29	York Street
Eastholme Drive	18	Eastholme Drive
Foss Mount	191-195	Huntington Road
Gerard Avenue	16	Gerard Avenue
Haxby	41	The Village
Heslington		Main Street
Heworth	73	East Parade
Huntington	43	North Moor Road
Market Place	4	Colliergate
Melrosegate	204	Melrosegate
Naburn		Front Street
New Earswick	20	Hawthorn Street
Skelton	52	Fairfields Drive
Stockton on the Forest	92	The Village
Strensall	53-55	The Village
Tang Hall Lane	192-194	Tang Hall Lane
Upper Poppleton		Station Road
Walmgate	101	Walmgate
Wheldrake		Main Street
Woodthorpe	61	Moorcrodt Road
York Road	3	Regent Building, York Road
Hopgrove	48	Hopgrove Lane South

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## Appendix 2

Indicator	Branch Proposed for Closure	1st Alternative Branch	2nd Alternative Branch
Branch Name	Clifton	Crichton Avenue	York
Address	122 Clifton Green, York	1 Intake Avenue, York	22 Lendal, York
Total opening hrs.	49.5	46	50.5
Customer positions	3	3	10
Additional products	Euro/Dollar on demand currency and on-line lottery	None	DVLA, On-demand currency and on-line lottery
Population age profile (within 1 mile of branch)	Occupied households: 13773; Population 23368; Population Aged 0-15 - 16%, Population Aged 16-Retired 67%; Population Retired - 15%; Households 1 or more car or van -65%	Occupied households:13160 ; Population 28031; Population Aged 0-15 - 17%, Population Aged 16-Retired 65%; Population Retired - 16%; Households 1 or more car or van -64%	Occupied households:17665 ; Population 34727; Population Aged 0-15 -12%, Population Aged 16-Retired 71%; Population Retired - 16%; Households 1 or more car or van -61%
Retail Type	Spar mini convenience store	Cards and stationery	Post shop
Ease of access	Access via a ramp with handrails	Level access with a threshold strip at the entrance	A ramp at one of the entrances, internally there is space for a wheelchair
Retail environment	Greengrocers, public house and guest houses	Lloyd's Pharmacy, fish and chip shop	City centre location with numerous retailers
Proximity to ATM	ATM within 200 yds of the branch	There is an ATM in the branch	There is an ATM in the branch
Terrain between branches		Terrain is level between branches with footpaths and street lighting along the route	The terrain is level between the branches
Road distance from Proposed Closing Branch (miles)		0.80	0.89
Parking at Branch	There is limited parking nearby	There is roadside parking available outside the branch	There are designated disabled parking bays outside the branch and further parking facilities nearby
Bus operating co.		Green Line & Veolia	
Bus route no.		30 / 31 / 31a / 31x / 58	30 / 31 / 31a / 31x / 58
Bus service frequency		Hourly	Every 10-15 minutes
Location of bus stop	200 yards from the branch	150 yards from the branch	600 yards from the branch
Bus journey length		4 minutes	10 minutes
Disabled access to bus		Yes. Raised kerbs	No
Free/concessionary bus		Yes	Yes
Other transport links		None	None
External Posting facilities	There is a post box outside the branch	There is a post box outside the branch	There is a post box outside the branch
Additional branches	Bright Street	Eastholme Drive	Market Place

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## Appendix 3

Indicator	Branch Proposed for Closure	1st Alternative Branch	2nd Alternative Branch
Branch Name	<b>Haxby Road</b>	<b>Crichton Avenue</b>	<b>Foss Mount</b>
Address	132 Haxby Rd	1 Intake Ave	191-193 Huntington Road
Total opening hrs.	46	46	56.5
Customer positions	2	3	2
Additional products	Euro/dollar on-demand currency, national lottery	None	Euro/Dollar on-demand currency
Population age profile (within 1 mile of branch)	Population 30142; Population Aged 0-15 17%, Population Aged 16-Retired 65%; Population Retired - 16%; Households 1 or more car or van -63%	Population 28031; Population Aged 0-15 - 17%, Population Aged 16-Retired 65%; Population Retired - 16%; Households 1 or more car or van -64%	Population 28870; Population Aged 0-15 - 18%, Population Aged 16-Retired 63%; Population Retired - 17%; Households 1 or more car or van -66%
Retail Type	Londis mini supermarket and off licence	None	Newsagents and off licence
Ease of access	The pavement adjacent to the branch has been raised to give level access	Level access with a threshold strip at the entrance	There is a raised pavement area to give ramped access
Retail environment	Lloyds TSB Bank, Blockbuster video sandwich shop	There is a Lloyds Pharmacy and a fish and chip shop	None
Proximity to ATM	Lloyds TSB bank within 20 yds	There is an ATM within the branch	There is an ATM within the branch
Terrain between branches		Mostly level terrain apart from the final 150 yds where the approach over a bridge is quite a steep hill	The terrain between the two branches is generally flat
Road distance from Proposed Closing Branch (miles)		0.50	0.80
Parking at Branch	There is parking in side roads, however some of these are permit zones	There is unrestricted parking directly outside the branch	There is a small layby and unrestricted roadside parking. There is also a forecourt area which could accommodate car parking but is only accessible if the layby is not being used.
Bus operating co.		No direct service	First York
Bus route no.		None	5
Bus service frequency		None	Every 20-30 minutes
Location of bus stop		None	150 yds
Bus journey length		None	5 minutes
Disabled access to bus		Yes, raised kerbs	Yes, raised kerbs
Free/concessionary bus		None	Yes
Other transport links		None	None
External Posting facilities	Free-standing posting box outside the branch	Free-standing posting box outside the branch	Free-standing posting box on public land
Additional branches	22 Lendal	Market Place	Heworth

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Indicator	Branch Proposed for Closure	1st Alternative Branch	2nd Alternative Branch
Branch Name	<b>Micklegate</b>	<b>York</b>	<b>Market Place</b>
Address	95 Micklegate	22 Lendal	4 Colliergate
Total opening hrs.	49	50.5	49.5
Customer positions	2	10	4
Additional products	Euro on-demand currency	on-demand currency, DVLA and on-line lottery	on-demand currency
Population age profile (within 1 mile of branch)	Occupied households: 15752; Population 30441; Population Aged 0-15 - 12%, Population Aged 16-Retired 71%; Population Retired - 16%; Households 1 or more car or van -62%	Occupied households: 17665; Population 34727; Population Aged 0-15 - 12%, Population Aged 16-Retired 71%; Population Retired - 16%; Households 1 or more car or van -61%	Occupied households: 17491; Population 34676; Population Aged 0-15 - 12%, Population Aged 16-Retired 70%; Population Retired - 16%; Households 1 or more car or van -61%
Retail Type	Stationery and cards	Main post office with post shop	Cards and limited stationery
Ease of access	The branch has level access	The branch has access via a ramp and an automatic door	The branch has level access
Retail environment	The branch is in the city centre and there is a full range of shops, public houses and restaurants	The branch is in the city centre and there is a full range of shops, public houses and restaurants	The branch is in the city centre and there is a full range of shops, public houses and restaurants
Proximity to ATM	There is an ATM at the railway station 600 yds away	There is an ATM machine in the branch	There are no ATMs available within an area of 150 yds of the branch
Terrain between branches		The terrain between the two branches is fairly hilly.	The terrain between the two branches is fairly hilly.
Road distance from Proposed Closing Branch (miles)		0.50	0.60
Parking at Branch	There is roadside parking available nearby	There are parking facilities available for disabled users nearby	There is a car park available within 400 yds of the branch
Bus operating co.		There is no direct bus service available	There is no direct bus service available
Bus route no.		Not applicable	Not applicable
Bus service frequency		Not applicable	Not applicable
Location of bus stop		Not applicable	Not applicable
Bus journey length		Not applicable	Not applicable
Disabled access to bus		Not applicable	Not applicable
Free/concessionary bus		Not applicable	Not applicable
Other transport links		None	None
External Posting facilities	There is a freestanding post box nearby	There is a post box nearby	There is a post box within the branch. There is also a free-standing post box within 100 yds of the branch
Additional branches	Walmgate Bar	Bright Street	Dringhouses

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Indicator	Branch Proposed for Closure	1st Alternative Branch	2nd Alternative Branch
Branch Name	<b>Fulford</b>	<b>Broadway</b>	<b>Heslington</b>
Address	94 Main Street, Fulford	44 Broadway	13 Main Street, Heslington
Total opening hrs.	46	46	46
Customer positions	2	3	3
Additional products	On-site lottery	Euro on-demand currency, DVLA, on-line	On-demand currency
Population age profile (within 1 mile of branch)	Population 10519; Population Aged 0-15 - 12%, Population Aged 16-Retired 71%; Population Retired - 16%; Households 1 or more car or van -72%	Population 19603; Population Aged 0-15 - 12%, Population Aged 16-Retired 70%; Population Retired - 16%; Households 1 or	Population 13999; Population Aged 0-15 - 14%, Population Aged 16-Retired 68%; Population Retired - 17%; Households 1 or more car or van -71%
Retail Type	Cards, newsagents and lottery	Stationery and Cards	None
Ease of access	There are steps at the entrance to this branch	The branch has access via a ramp	There are at steps at the entrance to this branch
Retail environment	Shoe shop, pharmacy, cycle shop, hair studio and estate agents	Co-op local store, greengrocers and hairdressers	There is a bakery, two banks and a pub
Proximity to ATM	ATM located within the branch	External ATM at Co-op store	Locate at Barclays and Nat West Banks within 20yds
Terrain between branches		Terrain is level. The route is through an urban area of York. There are pavements on both sides, street lighting and pelican crossings.	Terrain is level.
Road distance from Proposed Closing Branch (miles)		0.7	1.6
Parking at Branch	Unrestricted roadside parking on both sides of the road, with a pelican crossing within 50 yds of the branch	There is unrestricted parking for the parade in a side road nearby, with additional parking on The Broadway	There is limited off-road parking which is limited to 30 minutes in any hour nearby, with additional roadside parking nearby. Permits are in use.
Bus operating co.		First	First
Bus route no.		22 23 24	22 23 24 28
Bus service frequency		Every 30 minutes	Every 30 minutes
Location of bus stop	Within 250 yds of the branch	Within 100 yds of the branch	Within 600 yds of the branch
Bus journey length		5 Minutes	5 Minutes
Disabled access to bus		Yes	Yes
Free/concessionary bus		None	None
Other transport links		None	None
External Posting facilities	Freestanding post box outside the branch	Freestanding post box outside the Co-op	Integral post box sited in exterior wall of the the branch
Additional branches	Walmgate Bar	Market Place	Melrosegate

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## **POST OFFICE CLOSURES – ANNEX 6**

1. On November 29<sup>th</sup> 2007, a meeting of Council passed a motion opposing proposed closure of post offices in the city and requested that;
  - (a) The Chief Executive and Leader of City of York Council write to the Secretary of State for Business, Enterprise and Regulatory Reform to oppose the proposed branch closures in the City of York Council area;
  - (b) Officers prepare a report, to be received by Members within three months of this motion being carried, on negotiations with the Post Office and the financial implications to the Council, and residents, of expanding use of 'over the counter' transactions at sub post offices for council services, bills and charges;
  - (c) The Chief Executive write to The Press confirming the Council's support for their 'Cut the Closures' campaign.

### **Letter to the Secretary of State**

2. Under part (a) the Chief Executive wrote to The Rt. Hon. John Hutton MP, Secretary of State for Business, Enterprise and Regulatory Reform, on 11th December 2007. The Chief Executive reported the motion passed by Council to the Minister, and the call by Council for the Minister to intervene and for the Post Office to;
  - a) Review with a view to ending the branch closure programme and open new branches where needed;
  - b) Remove the Royal Mail restrictions on the Post Office to open up further business opportunities for the network;
  - c) Stop removing government business from post offices;
  - d) Carry out a review of which additional government functions could be carried out through the post offices;
  - e) Invest in the Post Office Network.

### **Letter to The Press**

3. Under part c) of the Council motion passed in November, the Chief Executive wrote to the editor of The Press, Kevin Booth, setting out the Council's position on post office closures, reported the motion to the editor and stated the Council's full support for the Press' 'Cut the Closures' campaign.

### **Post Office Services**

4. The motion passed by Council required officers to prepare a report, to be received by Members within three months of the motion being carried, on

negotiations with the Post Office and the financial implications to the Council, and residents, of expanding use of 'over the counter' transactions at sub post offices for council services, bills and charges. In respect of this the Director of Resources has provided the following information.

#### Current Arrangements

5. The current arrangements are that citizens can pay Council Tax and some other Council bills over the counter at Post Offices. At present there are about 110 such payments made each week, a total of about 5,700 per year. The Post Office charges £1.95 per transaction for this. The Council does not have information about which Post Offices these payments are made at. The Council does not pay the £1.95 transaction charge to the Post Offices, although this would be possible. The transaction charge is paid by the customer at the time of payment.

#### Value for Money

6. The £1.95 charge is considerably more expensive than the costs of other forms of collection of council tax and charges. Direct debits are by far the cheapest and 65% of council tax payers use this methodology. It costs less than 2p per transaction. Standing orders, debit card payments by phone and even payments sent in by cheque are considerably cheaper to process than the Post Office charges.

7. The Council's main form of face to face collection, which is comparable to the Post office service is via the Council's City Finance Centre cash office. The costs per transaction here were £1.35 last time they were calculated, but this hasn't been done recently. It may be feasible or even desirable to close the City Finance Centre at some point in the future and transfer to other forms of collection at which point consideration could be given to the role Post offices could play.

8. The current plans are to review the City Finance Centre in the run up to the move to Hungate, with a view to not having face to face provision within the Hungate public area of the Council offices. It is important to recognise that the City Finance Centre cashiers service deals with a wide range of income collection and payment activities, some of which are public facing and many of which are back office functions. The future of all of these services needs to be reviewed before the move to Hungate.

#### Other Considerations

9. There are a number of other significant issues to consider in making any change to collection arrangements and these would apply to whatever financial services the Council may contemplate transferring to Post Offices or other collection agencies. These issues are

1) Systems and Processes - The Council needs to get timely, accurate information from the collection agent in order to be able to know who has paid

for what, when. This information must be capable of being quickly and cheaply uploaded into the Council's various financial systems in order that personal account balances can be updated, recovery action ceased, collection figures updated, bank accounts reconciled etc.

2) Timeliness - the money collected by the collection agent must be credited to the Council's accounts swiftly. Any delay and thus cashflow and interest implications compared to direct payments into the Council's accounts adds to the relative costs of collection agency options. With well over £150m per year being paid into the Council, excluding government grants, it is clear that even a day's delay on such significant sums would be extremely costly for the Council.

3) Changing Technology - It is far from clear how payment technology will change over the next few years, but it is almost inevitable that it will change radically. It is certainly feasible that there will be substantial increases in on-line internet payments and that Oyster Card/Bank card touch and go type technology will be developed for small to medium value payments previously made by cash or cheque. Such developments will probably sound the death knell for traditional cashier and 'till' based payment transactions.

### Conclusions

10. Although there is a significant piece of review work to be done in order to identify the optimum way forward for the Council's cash collection services before the move to Hungate, there is no indication that any move to making greater use of Post Offices would be beneficial. The information contained above indicates that Post Offices are already relatively expensive and would probably become even more so. The council services that Post Offices could offer are not likely to be beneficial in terms of systems, processes, timeliness and modern technology.

### **Petition presented at Council 29<sup>th</sup> November 2007**

11. A petition was presented at the November 2007 Council by Cllr Douglas on behalf of residents of Clifton Ward objecting to the proposed closure of post offices in their area and this was referred to the "Executive or appropriate Committee" for consideration.

12. The petitioners "Acknowledge the vital role of local Post Offices which serve the Clifton Ward in the City of York Council. We call upon the Post Office not to close any Post Office in the Clifton Ward and ask the City of York Council to promote the use of local Post Office in the provision of its services and payments".

13. The petition includes 414 signatures and Members' agreement is sought to forward the petition to Post Office Ltd. Comments on the proposed closures are included in the main body of the report to Executive.

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**Executive**15<sup>th</sup> January 2008

Report of the Director of Neighbourhood Services

***Community Leadership and Neighbourhood Management*****Summary**

1. A notice of motion has been received on Community Leadership and Neighbourhood Management. Under standing orders, this requires an officer report to the Executive on the implications of the notice of motion.

**Background**

2. The notice of motion states:

*“Council believes that residents should have the ability to influence the local provision of services. It recognises the importance of Neighbourhood Management and the need to link the Local Strategic Partnership and Local Area Agreement to neighbourhood initiatives rather than imposing decisions from the top. By listening to the local community, services are made more responsive whilst at the same time promoting democracy and participation.*

*Council proposes an approach to community leadership and neighbourhood working that recognises the key role that local councillors play in leading and inspiring communities to take pride in improvements that are driven by residents themselves. Current thinking demands that local councils step back from the traditional role of service provider and instead provide increasingly localised services that don't assume ownership by the Council but whose development has been shaped by local residents. It recognises that one size doesn't necessarily fit all. We believe that this Council must drive service improvement by empowering, building confidence and supporting residents. This will increase democratic participation.*

*Council requests the Executive to report back to Council on:*

- i) the possibilities for increasing localisation and devolvement of services to the community level;*
- ii) progress with Neighbourhood Charter or Action Plans;*
- iii) citywide consultation at household level, engagement and reporting provisions needed to ensure ward level delivery meets local expectations, and;*
- iv) the extension of participatory budgeting and partnership delivery models.”*

## **Consultation**

3. The group leaders were presented with an officer briefing on Community Leadership and Neighbourhood Management on 7<sup>th</sup> December 2007. The briefing outlined a range of potential Neighbourhood Management models. It was agreed that, following feedback from the group leaders, officers should prepare a report for the Executive. A report has been placed on the forward plan for an Executive Meeting on 26<sup>th</sup> February 2008.
4. At the meeting of the Executive leader and Advisory Panel for Neighbourhood Services on 17<sup>th</sup> October 2007, it was requested that officers bring a report to the January 2008 meeting concerning an update on Neighbourhood Action Plans. This report has been completed and will be presented to the EMAP for Neighbourhood Services on 21<sup>st</sup> January 2008.

## **Options**

4. Members could decide either:
  - (a) to note the notice of motion at this meeting and refer it to Council on 24 January 2008 for consideration; or
  - (b) to note the motion at this meeting and ask Officers to bring a more comprehensive position report on its implications to the Executive in February, when the Director of Neighbourhood Services reports to the Executive on potential neighbourhood management models.

## **Analysis**

5. Option (b) above is recommended as it would enable Officers to look in more detail at and respond more comprehensively on the notice of motion. It would also allow Officers to set out the implications alongside the issues raised in the forthcoming report on neighbourhood management models.
6. Having considered the report referred to in paragraph 5 above, the Executive would then refer the motion and relevant parts commenting upon it in the officer report to the next available full Council meeting on 10 April 2008.

## **Corporate Strategy**

7. The aims set out in the notice of motion referred to in paragraph 2 above could be said to support the following core values and/or directional statements set out in the Council's Corporate Strategy 2007-2011:-

'Encouraging improvement in everything we do' (Corporate Value);

'We will listen to communities and ensure that people have a greater say in deciding local priorities.'

The full implications of delivering the approach raised in the motion will be set out in the report to the Executive in February 2008.

## **Implications**

- **Financial**
8. There are no financial implications to this report at this stage.
- **Human Resources (HR)**
9. There are no HR implications to this report at this stage.
- **Equalities**
10. There are no equalities implications to this report at this stage.
- **Legal**
11. There are no legal implications to this report at this stage.
- **Crime and Disorder**
12. There are no crime and disorder implications to this report at this stage.
- **Information Technology (IT)**
13. There are no IT implications to this report at this stage.
- **Other**
14. There are no known other implications to this report at this stage.

## **Risk Management**

15. There are no risk management implications to this report at this stage.

## **Recommendations**

16. Members are asked to consider deferring any consideration of this motion until Council on 10 April, 2008, to enable a full analysis on the implications to be included in the report to the Executive in February 2008 on neighbourhood management models.

## **Contact Details**

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Safety)

### **Chief Officer Responsible for the report:**

Terry Collins  
Director of Neighbourhood Services

**Report Approved**  **Date** 21.12.07  
Terry Collins  
Director of Neighbourhood Services

**Report Approved**  **Date** 21.12.07

**Wards Affected:**

**All**

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

**Background Papers:** None

**Annexes:** None





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**Executive****15 January 2008**

Report of the Director of People and Improvement

**Review report: a new approach to city management****Purpose of Report**

1. Members have asked in the 'policy prospectus' (the 12-month agreement made in May 2007 between the four Group Leaders on political management arrangements for the Council) to look at a new approach to city management, involving extended public consultation arrangements, improved communications with residents (including the introduction of a monthly news-sheet), development of devolved decision making arrangements for local communities and capacity building for the voluntary sector.
2. This paper reports on the scope and progress of the four parts of this, which are being managed across a number of different directorates within the Council.

**Extended public consultation arrangements**

3. We aim to ensure that consultation across the council is coordinated, understood and acted upon corporately through a new consultation strategy in the spring, written by the Head of Marketing and Communications.
4. Included in this strategy would be new methods of consultation that are becoming available to the council such as on-line consultations and the increased opportunities to understand the aspirations of neighbourhoods through the Neighbourhood Action Plans. The strategy will also cover the way we capture, and respond to, the needs of Black and Minority Ethnic (BME) communities and other 'hard to reach' groups.
5. The strategy will contain a protocol defining the quality and ethical standards required of all council consultation.

**Improved communications**

6. The key focus for improved communications is the production of a monthly publication to residents. Members gave approval in principle to a report on 24 July 2007 that concentrated on improving direct communications with the people of York by establishing a monthly council publication delivered to every household. On 25 September they said that to allow for financial and procurement issues to be resolved, and for a longer term approach to be taken to commissioning the civic newspaper, there should be a full Official Journal of the European Union (OJEU) procurement, using either the open or restricted route. The financial and procurement issues are currently being taken forward.
7. The Head of Marketing and Communications will present a paper to Corporate Management Team (CMT) in January 2007, which will look at ways to ensure a greater understanding of the council's work, and thereby improve residents' perception of the council. This will feed into external and internal communications strategies as part of the Organisational Effectiveness Programme in the spring of 2008. These strategies will be designed to link explicitly the council's communications to the corporate strategy.

#### **Development of devolved decision making arrangements for local communities**

8. The Director of Neighbourhood Services is taking a report to the Executive on 29 January. This will deal with Neighbourhood Management within the council in light of the Local Government White Paper – Strong and Prosperous Communities, and will seek guidance from members on the future delivery of neighbourhood management in York, taking into account the range of opportunities that presents. A major part of this will be the development of devolved decision making and members will be given several different options how this might be done.

#### **Capacity building for the voluntary sector**

9. The council has worked in partnership with the voluntary and community sector (VCS) to make sure that the VCS voice is heard and supported in key citywide planning processes, such as the Community Strategy and Local Area Agreement (LAA). There is the significant yearly funding from the council to VCS organisations, linked to grants for one-off projects or activities, discretionary rate relief and service level agreements, although this funding has come under some budgetary pressure in recent years. Some directorates also contract with voluntary and community organisations for the provision of specific services. Engagement with the VCS is via the York Compact which aims to encourage good working relationships between the Council and VCS organisations for the benefit of all in York. It is based

on the national Compact between Central Government and VCO organisations.

10. Within the current LAA there is a commitment to support the growth of the sector and consider the proportion of services in selected public service areas delivered by the VCS. The council remains committed to the VCS and is interested to see what role it could take in encouraging the development of social enterprises in accordance with national governments drive to develop the growth of the 'Third Sector'.
11. A City Strategy review of the council's funding of the VCS will look at how to build capacity in the sector as matter of urgency. The review will be completed in the context of the Without Walls (the city's Local Strategic Partnership) and the ongoing refresh the Community Strategy. It will also examine whether funding is consistent across all aspects of the council.

#### **Delivery of services at community level**

12. Within the Group Leaders' policy prospectus there is a request for a report on the management of estates at a local level. This will examine options for a more joined-up approach at neighbourhood level so that members of the public can be sure of a co-ordinated response on issues relating to street scene problems, repairs, tackling anti-social behaviour and community safety. This is a complex network of crucial services and a report is currently scheduled to come to the Executive on 29th January subject to the agreement of the Group Leaders.

#### **Consultation**

13. CMT and officers from the directorates involved have discussed this issue.

#### **Options**

14. As this paper reports scope and progress, this section is not applicable.

#### **Analysis**

15. As this paper reports scope and progress, this section is not applicable.

#### **Corporate strategy**

16. The following elements of the corporate strategy are particularly relevant to this paper:
  - the corporate value 'delivering what our customers want'

- the direction statement 'our ambition is to be clear about what we will do to meet the needs of our communities, and then to deliver the best quality services we can afford'
- the direction statement 'we will listen to communities and ensure that people have a greater say in deciding local priorities'.

**Implications**

17. As this paper reports scope and progress, this section is not applicable.

**Financial**

18. As this paper reports scope and progress, this section is not applicable.

**Human Resources (HR)**

19. As this paper reports scope and progress, this section is not applicable.

**Equalities**

20. As this paper reports scope and progress, this section is not applicable.

**Legal**

21. There are no legal implications

**Crime and Disorder**

22. There are no crime and disorder implications

**Information Technology (IT)**

23. There are no IT implications

**Other**

24. There are no other implications

**Risk Management**

25. There are no risk management implications

**Recommendations**

26. To ask members if these four issues cover the entire scope of what is set out in the policy prospectus.

27. To note the status of each of the elements.

**Contact Details**

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**Executive**15<sup>th</sup> January 2008

Report of the Easy@york Programme Director

**Easy@york options for Phase 2****Summary**

1. This report sets out the business case for a second phase of the easy@york programme, which will extend the reach of the current York Customer Centre (YCC) and to establish a single, one-stop shop for face-to-face contact in the Hungate Building by 2010. It also sets out a revised analysis of the benefits and savings of the first phase of easy@york.
2. The business case assumes that the improvement activity will be funded by the efficiency savings that it generates. This must clearly be aligned with the primary focus to improve customer service delivery.

**Background**

3. easy@york is a programme of work to transform the way in which the City of York Council delivers services to its customers, using technology and changing processes to make the services more efficient and accessible to customers. The programme has delivered a first phase of services which include: -
  - York Pride Action Line – Street Cleansing, Refuse, Pest Control, Bulky Goods Collection, Highways, Street Environment, Abandoned Cars
  - Switchboard
  - Planning and Building Control
  - Revenues
  - Housing Benefit and Council Tax Benefits (still in development)
4. Face to face contact was initially in scope but as the programme became more defined it was decided that there was insufficient space in any existing buildings to bring this together coherently and so it was decided to focus on telephone and web access channels.
5. In order to deliver improvements that are both customer focussed and efficient the Programme has developed a service improvement methodology which uses a systems approach, identifying key outcomes for each service. Using detailed analysis of performance data, drawing on the experience of existing staff and applying external challenge, we have refocused service objectives to make them more customer centric, redesigned processes and configured the

new technology solutions to make these processes faster, more accurate and more responsive. This has already led to significant efficiencies and step changes in performance.

6. The technical solution comprises: -
  - Customer Relationship Management System (CRM)
  - New web site and Content Management Solution (CMS)
  - Geographical Information System (GIS)
  - Integration hub to establish a single person and property data set for the entire Council and dynamically link this to the CRM and also use this to connect up back office systems
  - Contact Centre Telephony solution
  - Online e-consultation package
7. In addition to the services of our suppliers, we established a dedicated Programme team to develop, define and deliver a broad range of changes to working practices, organisational structures, policy refinements, technical designs, implementation, testing and training activities. The changes that the programme has brought about have touched every area of the Council but have brought significant change in Resources, City Strategy and Neighbourhood Services. The Programme Office has successfully used the OGC Managing Successful Programmes (MSP) methodology and developed a robust and skilled Programme team who will form the base of the team for the next phase.

## **Phase 1 Benefits**

8. It is important to reflect on the benefits achieved through Phase1 when considering a proposal for Phase2. The YCC went live with new processes and systems in February 2007. They have not yet had a full year of live running yet benefits are being achieved on customer services, efficiency of service and in particular on speed of process. It is unusual that a Programme can deliver a return on investment so quickly and reflects the quality of the work done in partnership with service areas. The current processes form a solid basis for moving forward.
9. There are now 112 users of the systems across 12 different teams, both on the telephone and face to face. The systems are directly accessed by two contractors. The applications and processes are popular with staff, but even more importantly they are well received by our customers who self serve. Staff are still struggling with the discipline of recording what they have done with service requests and providing updates within the CRM system. But this is essential in managing and controlling the work effectively and to support service planning..



10. We predict that in the first 12 months over 2.8m transactions will be made through Phase1 services. The following details the estimates Year1 outturn and the % increase in expected volumes since the July report.

- 694,000 customer calls – up 11%
- 41,000 emails - up 9%
- 14,000 e-forms - up 16%
- 40,000 phone and web payments - up 74%
- 1.8 million web visits - up 15%
- 215,000 web transactions. - up 2%

### 11. Customer Service

- 99% of customers satisfied with the service
- 850 calls per week are being directed through the speechserver, which is over 31 % of all signposting (switchboard) requests
- Savings in excess of £29k have already been reinvested into the handling of service requests because switchboard type requests have reduced by 29%
- Customer complaints reduced by 91%, down from 2352 per annum to 101 (over the last 6 months).
- Website on track to handle 1.8 million visits in the first year. Job vacancies, Parking, Tourism, Neighbourhood Services are the most popular 'hits'.

### 12. Self Service

- 27 self service e-forms available. On average 11% of YPAL service requests are coming through this route (144 per week), although over 550 were received during w/c 19th December 2006 which was 29% of the YPAL work received.
- 948 student council tax discount applications were made through self service (93% of all applications)
- Four of the city's largest letting agencies wish to have an online link to the Council Tax services. This will increase the process and accuracy of billing and speed up collection.

### 13. More efficient services

- 40k electronic payments in the first year – saving £64k in processing costs
- 250k visits to the Planning Portal
- On track for 500 online planning applications

- 70% of all Council Tax Service requests are fully automated with no work undertaken in the Back Office.
- 18% increase in service requests since go-live.
- 90% of all jobs undertaken within SLA
- 96% of all jobs done within 1 day of the SLA

14. Significant growth in YPAL Service Requests (by phone)

2005 – Average of 84 service requests per day  
 2006 – Average of 121 service requests per day  
 2007 – Average of 176 service requests per day

Over the same period, performance against service level for YPAL has been:

2005 – Unknown  
 2006 – 73%  
 2007 – 91% of all jobs.

15. The tables below provide information in more detail on the performance of the York Customer Centre and illustrate the improvements made in the handling of phone calls. Table 1 illustrates the percentage of telephone calls answered by YCC staff within 20 seconds. As can be seen, performance has improved significantly since early summer and the service is currently answering close to 100% of all calls within 20 seconds.

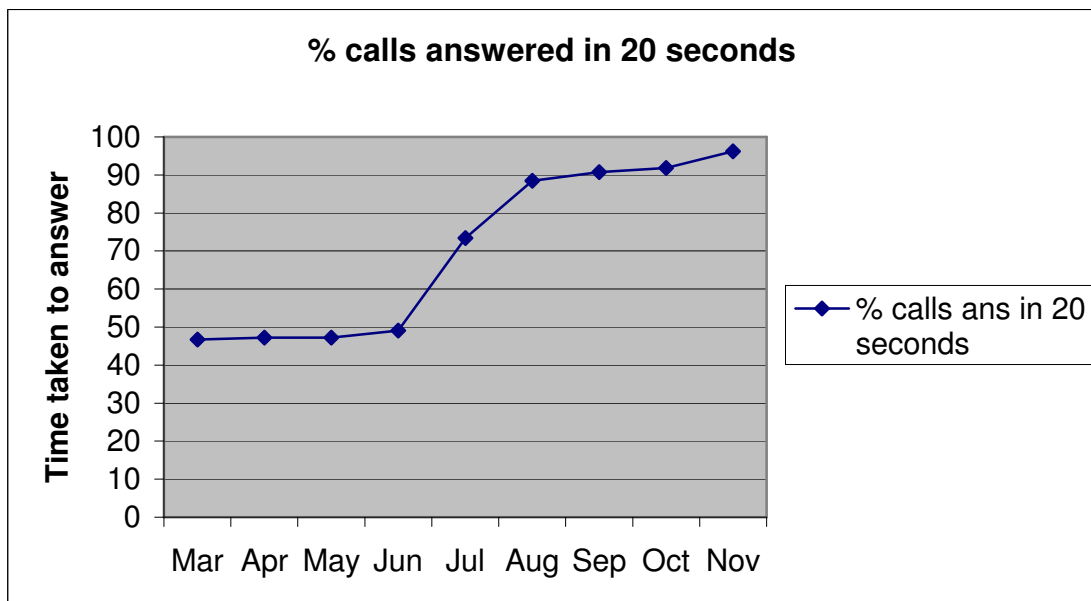


Table 1

Table 2 illustrates the total number of calls offered to the YCC and the percentage of those calls that were then answered.

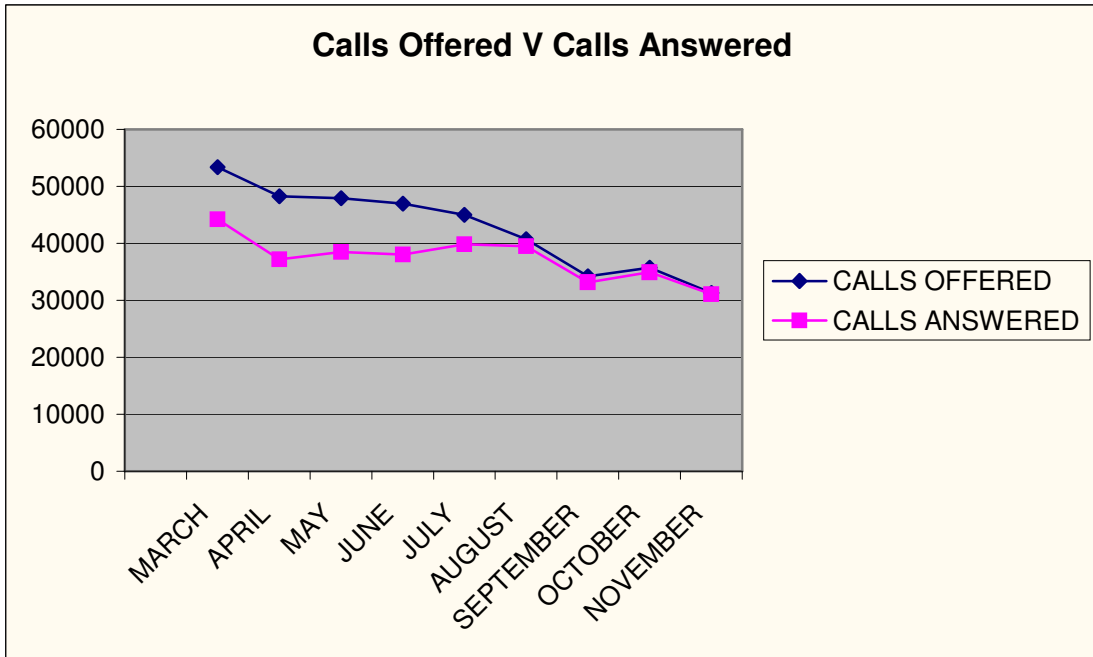


Table 2

Table 3 illustrates the percentage of calls abandoned. This means the number of telephone calls where a customer has been holding on the telephone for more than 20 seconds and has put the phone down before being answered. In any call centre, the objective is to make sure that this number is as low as possible.

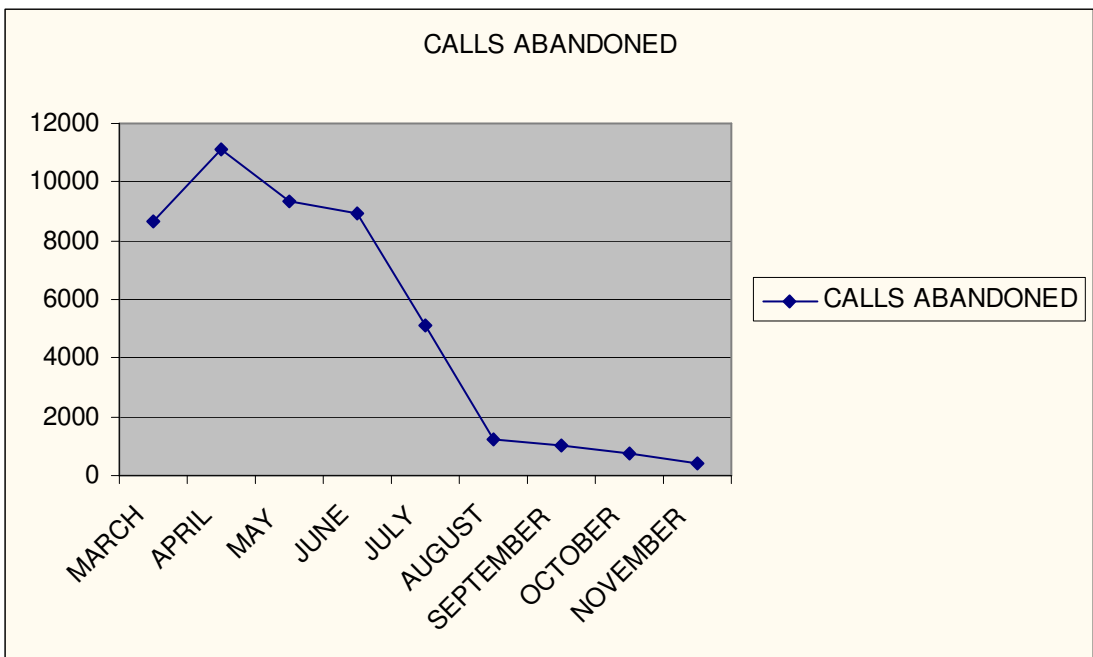


Table 3

Table 4 illustrates how quickly calls have been answered. It reflects the percentage of calls answered within specific time frames such as between 11 and 20 seconds. As can be seen, the YCC is currently answering over 90% of calls within 10 seconds.

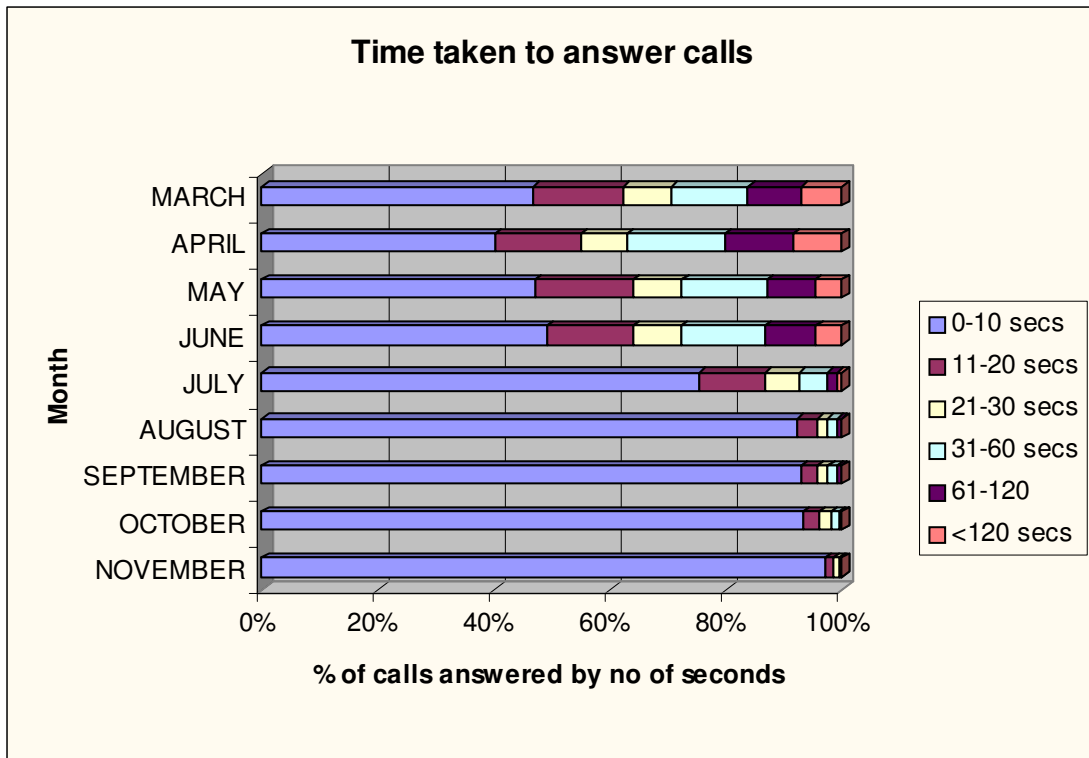


Table 4

## Key Lessons Learnt From Phase 1

16. ***The partnership between the Programme and the Service needs to be more strategic from the outset.*** Work on driving through business change to this extent can't be based on a bottom up approach. During Phase1, some engagements were not set in the context of where the services were going strategically and therefore the outcomes were not as good as they could have been. There has to be a shared objective from the outset and clearly set out and documented set of goals. Directors need to be fully aware and signed up to these. Of particular importance is getting the leadership of the work right. This means that AD's of the services working with the Programme need to be involved in the decision-making and accountable for delivery.
17. ***Service based communications.*** Service areas need to work with the Programme on the business case for change and need to help identify the drivers and impetus for change. Once this is done, it is critical that the service take the lead for communicating this business case to staff.
18. ***Easy@York Board.*** The Board is very successful at shaping and driving the Programme, where the representation is right. As part of Phase2, a new structure will be required that puts the projects at the heart of Directorates but still ensures that the Board can make decisions in the context of CYC's strategic priorities and in support of the Programme's objectives.

19. **Issue Resolution/Disputes.** The Programme needs a protocol for handling issue resolution. During Phase1, the issues were referred from the Programme Manager but there was not an obvious route for parties outside of the narrow project/service teams. This will need to be in place before Phase 2. Executive may want to be involved in any arbitration on benefits realisation issues. The decisions made must be visible to all parties.
20. **Communications** - communications between the programme and the services involved need to be improved. This would lead to achieve better engagement and more effective planning.
21. **Corporate Change agenda.** The easy@york Programme has worked in isolation from some key projects and it is recognised that the organisation needs to consider how to join up the major CYC projects/programmes/initiatives to ensure that the overall change effort is coordinated and effective.
22. **Marketing.** The Programme and YCC suffered through the decisions not to inform staff and customers more widely of the changes being made. In particular external marketing needs to be more up front in Phase2 now that it has been demonstrated that the Programme and Services have the ability to deliver.

## **Strategic drivers for Phase 2 of easy@york**

23. There are a number of unavoidable drivers for a further phase of easy@york. City of York Council has a long standing commitment to customer care and Easy@york will continue to consult customers (and internal stakeholders) as part of the solution design to ensure that we give customers what they want and need.

## **Corporate Objectives**

24. The easy@york Programme is a key delivery mechanism for the Organisational Effectiveness Programme (OEP) and has a significant contribution to two other Corporate Strategy Priorities and a Corporate Imperative.
  - **Delivering what our customers want** - This will be delivered by transferring the main strands of the council's customer contact into the York Customer Centre, improving the quality of the experience of people contacting the council, increasing the range and availability of ways in which people can contact the council and by promoting the use of more efficient ways for customers to enquire, book and pay for council services. In addition we will use the information from the consultation and customer comments and complaints to improve the way that the council responds to, and uses, feedback from customers. Easy@york, though not the sole delivery agent, is absolutely essential to the delivery of this outcome. The transfer of decision making to the person dealing with the customer (either on the phone or in the field) encourages and enables staff to use their

discretion and initiative to deal with the precise nature of the customer request and do their utmost to satisfy the customer.

- **Encouraging improvement in everything we do** - This will be delivered by undertaking further work to improve efficiency and the quality of services provided to our customers. Easy@york is assumed to be an essential part of this work.
- Improve the quality and availability of decent affordable homes in the city - This will be delivered by improving over 1,400 council homes which will be done in part by improving the efficiency of the council house repair service.
- **Improve the actual and perceived condition and appearance of the city's streets, housing estates and publicly accessible spaces** – Delivery of the York Pride Action Line through the York Customer Centre with associated re-engineering of end to end processes has already contributed to improvements in street based services, improving delivery, giving customers better feedback on progress, making these services more accessible to customers, and making performance information more transparent so that further improvements can be made.
- **Hungate** - A future phase of easy@york is also fundamental to the move into the Hungate building in 2010. This is being designed with a single point of customer contact for face to face and telephone contact for all Council Services. It assumes that 20% of all staff will not be desk based and that we will use the space flexibly based upon the nature of the tasks we are undertaking and that space will not be allocated by Directorate or team. The need to change our customer contact and the processes of working which sit behind that contact will be a key driver to the future phases of the easy programme. Without a further phase of easy@york the assumptions which underpin the Admin Accom Programme will be seriously jeopardised.

## **Developing the Business Case for Phase 2**

25. A series of options for Phase 2 were presented to an Urgency Committee on 3<sup>rd</sup> August. At that meeting, Members agreed: -

“That the option for a future phase ....be recommended (to deploy the full easy@York approach on major customer facing services) and a further report be brought to Members in the Autumn containing robust figures for possible capital costs and revenue savings and targets;”

and

“That it be agreed that additional funding for easy@york Phase2 be made available from Prudential Borrowing to a maximum of £2.5m where it can be supported by identified efficiencies and savings options that would repay the level of additional investment required, and that Local Public Service Agreement 2 (LPSA2) funds be allocated in line with the new bidding process, in support of the Local Area Agreement (LAA), with any easy@york related bid needing to demonstrate its contribution to the LAA and compete for funds accordingly.”

26. Over the last three months the Programme team have worked with senior service managers and to review the services considered for inclusion in the scope of Phase 2 to firm up the scope and the financial business case for the second phase of the Programme. An analysis has been undertaken to

establish the scope for process improvement within these service areas, to establish the desired customer outcomes and make an assessment of potential financial savings. In support of this work, contact has been made with other top performing Councils to establish what ideas/approaches CYC could adopt from others to further improve its services. Alongside this, further work has taken place with our IT suppliers to understand what benefits could be achieved through the utilisation of the IT systems already purchased in phase 1 of the Programme.

27. On 23<sup>rd</sup> November a budget paper was presented at a Leader's meeting that concluded: -
- A reduced Programme scope be considered for Phase 2 as some services originally included in the scope of a potential programme were unlikely to generate financial savings, although significant customer benefits could be demonstrated
  - A larger proportion of the work programme be brought 'in house' to both reduce the Programme cost and to develop internal expertise in system integration and the overall design of our technical architecture, which would enable us to support and sustain these developing technologies in the long term .
  - In order to start the Programme in January (and therefore finish before the move to Hungate), recruitment needed to start immediately to strengthen the Programme Team. This would be underwritten from phase 1 funding.
28. The Programme was asked by the leader to give further consideration as to whether Warden Call could be incorporated back into the proposed scope for Phase2. An analysis of this is included in para 34 and it is incorporated into Option 3.

## Scope of Phase 2

29. The following services have been reviewed with a view towards including them in a second phase. An annex has been created for five of these services in order to provide further detail on what is proposed. In order to determine whether services should be part of Phase2, an analysis of the services has taken place to establish
- Whether there is scope to either achieve savings through the proposed joint working or whether services are able to pay, on a time and materials basis, for the easy@york Programme Team to work with them.
  - Whether the individual service areas want to work with the Programme and have the capacity to contribute resources towards the work that needs to be done.
  - Analyse the risk involved in delivering easy proposals alongside broader changes happening within the service.
30. Following meetings with service areas it is proposed to include within the scope of Phase2, the following: -

- Housing Management & Housing Repairs
  - Advice, Information & Referral for HASS and Children's Services
  - Corporate Recruitment
  - Improvement of Neighbourhood Services – Phase 1 services
  - Licensing
  - Mobile Working
  - Parking
31. During the consultation process, Directorates raised the issue of how face to face customer contact for services which were not in the scope of easy phase 2 would be delivered following the move to Hungate. The design of the One Stop Shop is currently taking place outside the Programme as part of the Admin Accom programme but there are no detailed plans or resources allocated within that project to analyse current service provision and redesign into the Hungate building.
32. The kinds of services that this would affect are: -
- YOT
  - Planning and Building Control
  - Environmental Health
  - Homelessness
  - Visitors to LCCS reception
  - Tourist Enquiries
  - Animal Health
  - Partners and professionals visiting Hungate
33. This poses a risk to the Hungate Programme. If face to face customer contact can only be managed by the YCC One Stop Shop for some but not all services, we will be handling an unknown volume of customer visits in a fragmented and unsatisfactory fashion. This will place great strain on the YCC will not deliver a joined up customer experience.
34. Executive is asked to consider whether they wish to include this work in scope of easy Phase 2 and this is set out in option 3.

## **Out Of Scope**

35. After having considered how the Programme could achieve the twin objectives of being self funding but also incorporate the services with the highest volume of customer contacts, it was judged unviable to include the following: -
- Life Events
  - Electoral Registration
  - Warden Call
  - Corporate process redesign for handling white mail for Hungate
  - Income collection in specific areas
  - Develop additional face to face customer contact points in Libraries, Children's Centres and possibly Secondary Schools
36. At a meeting with CMT in July, it was agreed, following steers from Members, to include these as out of scope unless there was an overwhelming reason to



include them. To date the Programme still believes that the work programme already proposed is sufficient and there does not seem to be the capacity to deliver additional services.

37. At the budget panel meeting in November, members queried the omission of Electoral Registration and Warden Call. On the former, members accepted that savings could not be achieved but were disappointed to lose the customer service benefits that could have been achieved. On Warden Call, there was more enthusiasm to undertake the work. From the Programme's perspective, there are two key questions, can sufficient savings be achieved from what will be a relatively expensive engagement. A potential savings area might be the ability to use the Warden Call staff during the evening to process YCC emails if they were trained to do this work. It isn't apparent that there are enough potential savings to make this worthwhile. A second factor is the impact on HASS. This Directorate already has a challenging change programme and has agreed to incorporate projects in Adult Social Services A&I, Housing Repairs and Housing Management. This will mean that they are working with the programme for 18 months and it is unlikely that they have the capacity to support a fourth engagement. For this reason, the Programme would not recommend the inclusion of this service in phase 2 but it has been included in the options section so that Executive can make the final decision on scope.

## **In scope**

### **38. Housing Management & Housing Repairs**

39. Initially the focus of this work will be to implement a more efficient end-to-end Housing Repairs Service and then extend the scope of this unit to handle all aspects of Housing Management.
40. HASS and Neighbourhood Services are currently reviewing how to make the repairs service more effective. At present there are issues regarding the access for customers to the service and then the relatively high incidence of customers not being at home when service staff visit to carry out repairs. In addition the service considers that not enough jobs are completed first time and the number of re-visits to complete the task needs to be undertaken.
41. The easy team will look to support the existing review to better understand the service issues and influence the design of new processes. However the team will take a leading role in broadening the access to the service through the development of an on-line housing repairs service. From the initial work that has been done, we will look to deliver an application similar to that used in Bolton MBC and Hounslow Homes. Both these systems are compatible with the technology used in York and will enable us to shift a number of phone calls onto the web channel. The Programme will aim to achieve an uptake of 25% of transactions on the web channel.
42. Also in scope will be the development of a more effective booking system for service staff. A booking option will be provided on the web for routine repairs and staff within the Housing Service will be able to book repairs for those requests made by phone. Work will be undertaken to devise more effective 'routes' around the city. Currently work is planned without recourse to how far

- staff will need to drive or how busy the major roads are at that particular time of the day.
43. The existing review is likely to make some recommendations as to how the HASS and Neighbourhood Service Teams need to work together in order to make the processing of work as effective as possible. It is suggested that the communications between the teams are not as effective as it needs to be. The Programme will work to ensure that the new business processes will work effectively irrespective of where staff are located and that an effective performance monitoring system is in place to ensure that process failure can be identified and addressed.
  44. Work on Housing Management will commence towards the end of the Housing Repairs engagement although it is recognised that it would be undesirable to undertake the two pieces of work in isolation. As part of the Housing Management work a key objective will be to help existing tenants to self serve for services they want. Work will be taken forward to improve the provision of the on-line account information so that customers can, for example, make rent payments.
  45. In addition the estate management function will be supported by an expansion of the mobile working initiative, to allow services to be provided in customers homes and in estate offices. Where appropriate this will remove the need for customers to travel to city based reception areas.
  46. The service is already exploring choice based lettings and may well work in partnership with others to deliver this. The Programme will support the work to enable York to receive and manage applications through this process.
  47. For both Housing Repairs and Management, the Programme will look to improve the efficiency of call handling. It is estimated that 8 staff are employed in this activity. In part this will be done through the development of a single view of the customer's history (account) to enable staff to give effective and accurate advice. This will reduce the current burden of having to check in more than one place for customer information. In addition the Programme will use its experience in developing shift patterns to ensure that staff are deployed in a way that best matches customer demand.
  48. Finally, routine telephone and email enquiries for these services will be handled in a generic YCC staff pool to make the most of the economies of scale that this offers.

### **Advice, Information & Referral for HASS and Children's Services**

49. The work in this area will focus on a review of the Advice and Information Team (A&I) and its relationships with other service teams in Housing, Children's Services and Adult Social Services with the objective of increasing customer access to the service, improving the overall quality of customer service, the quality and consistency of information provision and improving the end to end efficiency of processes and the use of resources.

50. The work of the A&I team has evolved over a number of years and the service is having difficulty meeting the changing requirements of its key stakeholders, representing a broad range of services, and maintaining high standards of customer service. HASS have carried out an analysis of the existing service which has highlighted a number of areas for improvement: customers cannot always get through to the service, clear information about service eligibility is not always available to staff or customers. This leads to inappropriate referrals and unrealistic customer expectations and referral information is often incomplete requiring further work in other teams. There is also continuing reliance on paper-based systems and often information has to be re-keyed. The programme will build upon the analysis work already carried out by HASS and support the design and implementation of improved business processes supported by the easy@york technology solution.
51. To improve customer's access to the service the programme will improve the management of the phone channel by applying the YCC model and technology for call handling and distribution to ensure that customers can always get through first time and in the majority of cases have their enquiry dealt with at the first point of contact or be effectively signposted. In addition we will aim to reduce the number of calls by actively encouraging the use of the web as an alternative channel to access the service.
52. Also in scope will be the establishment of the web as an effective alternative access channel. The easy team will work with the service to ensure that it contains comprehensive and up to date service information and transactional e-forms that allow customers to apply for services or carry out self-assessments of their eligibility. This could include on-line applications for Blue Badge Parking Permits (as successfully implemented by Lincolnshire County Council) and General Needs and Carer's self-assessments (as implemented by Kent County Council). Currently 60% of calls for adult social services are from relatives and friends of those who need help rather than the elderly and vulnerable. There is a significant opportunity here to enable such people to self-serve for the information they need rather than have to call or visit to find out basic information about the services offered.
53. To improve the quality of customer service the easy team will work with the service to develop CRM scripting and CMS content to make available clear information about service provision and eligibility rules. This technology will be available to staff in the YCC and A&I teams to ensure that customers have a consistent experience and that staff are supported with the appropriate tools.
54. Use of the CRM will also mean that all customer contacts can be effectively tracked and managed with appropriate priority allocated to particular cases.
55. Through integration between the CRM and the existing systems (framework-I, RAISE and Northgate Housing) a single customer search will be implemented which will overcome current time-consuming and difficult procedures to search a number of systems and reduce the need to seek again customer information which is already held.
56. The wide range of applications and referrals currently generated by A&I will be reviewed with service stakeholders in Housing, Children's and Adult Social Services to determine their requirements before redesigning these referral

processes and creating specially designed e-forms to gather all the required information. Where appropriate forms can include business rules and eligibility criteria so that it is possible to assess immediately whether a customer is eligible for a service. The data collected in the e-forms can be transferred directly by integration with back-office systems to avoid re-keying. The process redesign will review the roles of all teams currently involved in a referral/assessment process and aim to ensure that the shortest and simplest route between a customer request and a service being delivered is achieved.

57. Other work will include a review of the requirement for external partners to be able to make referrals and seek information about existing customers. Currently enquiries from this source represent a significant proportion of the calls handled by A&I. An alternative solution to address this requirement using the easy@york technology solution might be possible.

## **Corporate Recruitment**

58. Initially the focus of this work will be to implement an e-recruitment system for CYC. This is an early step in the work that needs to be done to restructure the way in which vacancies are managed and filled. Efficiency savings will be made through the better control and advertisement of vacancies. In particular there is scope to reduce some of the expenditure on national advertising by focussing on publications where we have had good responses and through the use of online recruitment advertising.
59. We currently spend £1m p.a. on temporary staff and we have an average time to recruit of 2 months. The establishment of an e-recruitment system would also support the establishment of a talent pool with prospective staff being able to create online profiles and be sent regular updates about vacancies. The effective management and use of a talent pool has been shown to reduce the time to hire staff and therefore reduce the reliance on recruitment agencies and temporary staff and reduce the cost to the council.
60. The online recruitment system will allow the business to manage incoming work in a more organised and dynamic way. At present, many of the processes are paper-based and require relatively high levels of labour-intensive duplication. A web-based solution will drastically reduce administration time. The introduction of more structured workflows will also help managers deal with their responsibilities more effectively. There will be savings to be made from reducing the amount of clerical application forms posted out (stationery and postage costs) and their subsequent handling.
61. The online system will enable improved communications with applicants and will generally create a more modern image of the council, helping to establish us as an employer of choice and thus attracting good quality candidates. Management Information on recruitment is currently poor as activity is distributed across the whole organisation. One advantage of what is proposed is that it will provide HR management with a clear insight into applicant trends.
62. It is proposed that future work centres on some of the recruitment process involving managers. For example it would be proposed to manage the sifting and scoring of candidates on line and link posts to data within the HR/Payroll

system to ensure that rules on establishment figures were not breached. This would save a great deal of back office administration and provide more control to the process. The issue of invitation to interview letters would be handled automatically, probably by email. The key objective would be to remove around 80% of recruitment administration, from the organisation.

63. There are proposal to replace the HR/Payroll system or consider business process outsourcing in 2008/9. In order to make the most of any new arrangements we need to re-engineer business processes to make them faster and more efficient and provide better management information. Whilst easy phase 2 will be able to make inroads into recruitment processes it is likely that much more significant savings could be driven out if all other HR processes were included in the scope and it is therefore recommended that this be incorporated. This could include sickness absence management, occupational health referrals, leave recording, changes of circumstance, expenses claims, attendance recording, induction etc.

### **Neighbourhood Services Phase 1 Refresh**

64. There is an agreed need to re-visit the CRM based processes within Neighbourhood Services and also to extend the reach of these business processes. Phase 1 of the Programme was able to achieve a more effective customer facing operation for Neighbourhood Service customers, in terms of the YCC. It is a significantly better and more efficient than its predecessor, YPAL. However despite this and the work that was done within the Phase 1 Programme to standardise service policies, limited benefit has been felt within Neighbourhood Services back offices.
65. There is now an appetite to re-engineer the way in which the back office services work to allow service requests to be moved to operatives without the need for administrators to handle the interface between the YCC and service areas. This will have the benefit of speeding up the transfer of work and ensuring that the most urgent work is prioritised. A key enabler for this work will be the provision of mobile devices, supported by more dynamic back office processes. The Programme intends to re-engineer all the current CRM processes in order to reduce the administration by at least 60%.
66. It is also proposed to extend the reach of the CRM to incorporate areas such as drainage. An analysis will be made of the customer requests made in the YCC for what are currently 'out of scope processes' and where it is viable to undertake development work, it will be progressed.
67. In support of the work above, more needs to be done to improve the data available to customers on the website. The wide range of services available could be more effectively marketed and we would explore the approach taken in other councils where customers can see a list of available services and SLAs. Work would also be done to better capture the range of containers distributed across the city. There is still failure demand in the current processes because YCC staff do not have the correct data about whether residents have refuse bags, bins or what the recycling arrangements are. Although 90% of the data may be correct we need to tackle the areas where there is a mix of refuse collection arrangements.

68. Work needs to be progressed to provide an optimum work scheduling/booking tool. This is required for Pest Control Officers and also the 'Bulky' contractor. It is proposed to deploy a more flexible solution that can also be made available to the public for appropriate on-line booking.
69. Also, the Programme wishes to look at how the Street Environment function could be better supported by the CRM. There are work flow management functions that we believe could allow SEOs to manage their caseloads in one place and help them track progress with work being done on their behalf. This would give better visibility in the YCC as to what they are doing and allow customers to be updated at regular intervals. It would also allow more ownership of work amongst the SEOs and provide visibility to the section managers about what the work priorities are. Processes would need to be suitable for deployment in the field through handheld devices.
70. Finally, we propose a review around the volume of work that Neighbourhood Services staff input into the CRM to understand why this is necessary. There is anecdotal evidence that work that should sit in the YCC is being handled at the depot. It is important to work towards a model where the vast majority of customer contact and service requests are made via the YCC or web.

## Licensing

71. The Programme has only had a cursory look at this service but on the basis of initial review there seem to be opportunities to modernise the way this service is delivered. It does have a pretty high level of customer contact and they would benefit from the incorporation of the customer facing elements into the YCC. There are obvious efficiencies in the way that the application and renewal of licences is handled, particularly as the service currently has little by way of IT support.
72. It is proposed to undertake the licensing work towards the end of the Programme. At that time a more detailed analysis would need to be made of what benefits can be achieved, and how the licensing process would need to operate.
73. One key decision would be on the scope of licensing. There is a lot of permit/licensing activity outside of the team in Neighbourhood Services. It is the Programme's view that all this activity would initially be in scope and then a decision would need to be made about the criteria that would determine what was left outside of the Programme work.

## Mobile Working

74. There is a corporate project delivering Flexible Working which incorporates mobile working, hot desking etc, home working and the provision of mobile devices. The Project Board is led by Steve Waddington. The remit of this project is very broad and incorporates the HR strategy and policy aspects of supporting and enabling flexible working as well as the technology provision and business process changes to exploit the potential of flexible working.

75. The easy Programme is a stakeholder in this group, as many of the processes being designed can be improved by deployment directly to staff undertaking the work. The Programme is keen to undertake an active role as part of the corporate project for the delivery of mobile working for phase 1 and 2 services but there is no clear link between easy and many other aspects of the mobile working project. E.g attendance management policies or deployment of mobile phones and PDA's.
76. In the meantime the programme will deliver mobile working where it sits clearly within the remit of the easy programme and will work with the Corporate Flexible Working Project Board.

## Parking

77. The Director of City Strategy has recently undertaken a review of Parking Services and a report was issued to Executive on 25<sup>th</sup> September 2007. There were a number of recommendations within this report that could be taken forward as part of a future phase of the easy@york Programme.
78. It is not proposed to engage with work regarding the terms and conditions or working practices of parking wardens as it is expected that this work will be done as part of the job evaluation exercise. Therefore any easy@york engagement would be aimed at the administration of the system and ways in which it can be better tailored to customer needs.
79. The Programme would seek to extend the reach and effectiveness of the pay by phone scheme. A target model would be built upon the service operating in Westminster, where a full range of services can be obtained over the telephone, often by using automated services. The service operating in York would seem to be popular with drivers but more would be done to extend and promote the scheme.
80. The service currently handles payment of Parking Charge Notices (PCNs). As part of the work, it will be proposed that work be handled in the YCC alongside income collection for other services. This will allow the CYC to benefit from the economies afforded by a larger skills pool. At present payment of PCNs online is not available. This functionality will be developed and introduced onto the Council website. It is proposed that the PCN's include information to encourage drivers to pay online.
81. The income collection work outlined above would be done as part of a review of financial procedures to ensure that they were efficient and effective and met the requirements of audit. It is expected that a level of financial investment would need to be made in the financial systems. Investment in the IT/Telephony systems would need to be made by the Programme but as has been demonstrated in Phase1, the move to on-line or telephone payments saves significant sums in the medium term.
82. Work would also be undertaken on the application and renewal of permits. There are currently 25 different permits available in York and there are different types of verification requirements across those permits. The Programme would seek to use some of its data matching abilities to seek to

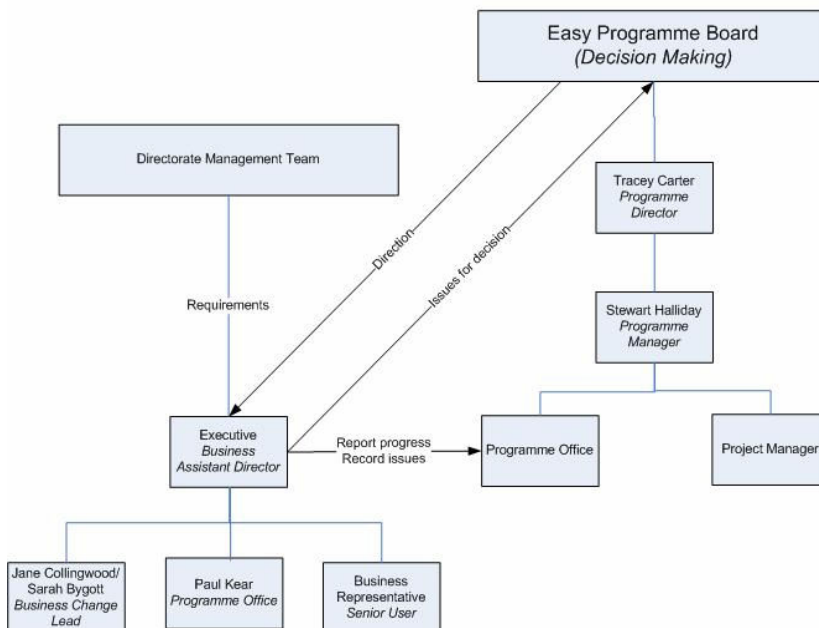
remove the need to simply check an individual is resident at a particular address and therefore speed up the application process for some customers. We would also review the need for such a complex range of permits with the service. It is thought that provision and renewal of some permits could be made available online using some of the techniques deployed in other Phase 1 services.

- 83. An area where we believe a significant administrative saving can be made is in the handling of appeals and objections. Initially the handling of this work would be extended to open up the web channel and also to utilise resource based in the YCC. But the real savings would come in reducing the number of interactions between the service and customers. The Programme would seek to ensure that clear rules exist (building on existing protocols) and are communicated widely. A better rules based process would then be introduced for the majority of appeals and objections. This process would be supported through the provision of the CRM and where necessary integration with existing systems where still required.

### Governance Arrangements

- 84. It is proposed that the governance arrangements are changed for individual projects within the Phase 2 Programme. This will not compromise the requirements of Prince 2 or MSP but is being done to ensure more effective engagement and visibility of the easy@york Programme.
- 85. One of the key lessons learnt during Phase 1 was that the lack of engagement/ownership at a senior level within Directorates had an adverse effect on the quality of project outcomes. In particular, where this occurred, the re-engineering phases and design were not challenging enough and services were not transformed to the extent to which they could or should have been. Additionally without senior management engagement it is not possible to quickly progress issues that are presenting a barrier to successful implementation. For Phase 2 the following model is proposed :-

Governance for easy@york Phase 2





86. The most significant change since Phase 1 is that we intend to establish a mini board for each of the projects, reporting to the relevant Directorate Management Team as well as the easy@york Board. It is expected that each Directorate will identify an AD to sit on the Project Board. Decision-making and steers will continue to be given by the easy board and issues will be tracked and managed by the easy programme office. However the work being done will be visible to Directorates and there will be a line of accountability from the Project Managers to them.
87. Another key change, again building on lessons from Phase 1 is to develop a Project PID for each stage. This will set out what the Programme is doing and the relative responsibilities of both parties. This initiation document will need to be agreed by the lead AD in a Directorate before significant work starts. This will ensure that everyone is clear about what the scope of the work is. All other controls will be rolled forward from Phase 1.

## **Options**

### **Option 1**

88. End easy@york after Phase 1 in May 2008. Telephone services would remain direct into the back offices with an acceptance that any efficiencies from aggregation of the resources will not be made. We would be unable to use the Hungate space flexibly as teams would need to be located together as they are now. We may not be able to meet the desk ratios required for Hungate, as existing processes will mean people still need to be office based.

### **Analysis of Option 1**

89. The Council would not be able to deliver a large number of the customer focussed and efficiency actions outlined in the OEP and the Corporate Strategy. This would have a significant detrimental impact upon the CPA and our reputation with customers. We would not be able to generate efficiency savings by rationalising processes and migrating customer contact to cheaper channels of access.
90. It would threaten the viability of the move to Hungate as current designs assume a single point of customer contact. We would need to develop multiple customer reception points in the Hungate building, potentially on all floors.

### **Option 2**

91. Commence Easy Phase 2 with the recommended scope of
  - Housing Management & Housing Repairs
  - Adult Social Services, Advice, Information & Referral
  - Corporate Recruitment and HR Processes
  - Improvement of Neighbourhood Services – Phase 1 services
  - Licensing
  - Mobile Working for easy processes
  - Parking

92. easy@york will deliver the majority of our face to face contact in Hungate but non “easy” services will continue to be delivered as they are. This would result in a single One Stop Shop in Hungate but with separate reception points for non-easy services which would be designed by the Admin Accom project.

### **Analysis of Option 2**

93. This option would deliver customer service improvements and would support the move to the Hungate Building. It is likely that the savings identified earlier in the report are realisable and that the Programme can be fully funded (see financial implications section). This would assist in delivering the corporate Strategy and could deliver (with the right level of innovation from Directorates) further savings for each Directorate to be used in future budget rounds. The scope of this option is ambitious - it requires a faster pace of change than phase 1 and is predicated on guaranteed savings as well as improving service and it is against the clock (Hungate). However the Programme team believe that with the right drive and support from the whole organisation that a programme of this scope can be delivered. The Programme would run two streams of development activity running in parallel but delivering alternately to ensure that we can manage the impacts of development, testing, training and go live upon each business and on the programme team and the technical infrastructure.
94. A risk of this approach relates to the links between the easy work and other change initiatives happening across the organisation. If we do not design the remainder of our customer contact then we could still appear fragmented and there would still be risks that the design of Hungate would be unsuitable. The tight timescale is in itself a risk as any slippage on any stream will have significant knock on effects on other streams and therefore on the whole programme (and ultimately on the Hungate Project.)
95. The Timetable for this Option is set out in Annex 3.

### **Option 3**

96. Commence Easy Phase 2 with an extended scope from that recommended in Option 2 to include two of the following three options: -
- a. **The design and provision of face to face contact in Hungate** for the out of scope services e.g. face to face customers who currently come to our receptions in GHS, North Street, 9 St Leonard’s, City Finance Centre etc. This includes services like YOT, Homeless customers, customers needing to be signposted to a range of Council services, Environmental Health, Planning etc. We do not currently understand the full scope or complexity of this piece of work. It may need to include service design for a “business” reception as well as a “customer” reception. It would be difficult at this stage to estimate any savings from this piece of work
  - b. **Revisiting the Highways Service** – Building upon work done with other service areas further improvements could be made to the Highways service with regard to the reporting and resolution of defects and issues. Savings are deliverable if back office process changes are made.

- c. **Warden Call** – If we create a large scale YCC then it is likely that there will be a duplication of call handling facility with the Warden Call Service. Bringing the call handling aspects of Warden Call into scope could flush out these inefficiencies however there are grave risks in undertaking this work in a rush. There are significant technical issues that would need to be overcome, the HASS directorate is already taking on 2 large work streams and a third would be difficult to accommodate. The service is subject to external changes in delivery which could impact upon the business case for inclusion in easy. This level of complexity and doubt would be difficult to manage in a programme that would be stretched to deliver an already huge scope. It is therefore not recommended that this be included in Option 3 when this is presented to Members.

### **Analysis of Option 3**

97. An expanded scope could deliver more improvements and more efficiencies. The inclusion of non easy face to face contact would give more certainty to the workability of customer contact in Hungate and would help Directorates to co-ordinate their preparation and transition activities.
98. However in order to accommodate any aspect of Option 3, the Programme would need to expand and run three streams of work. This would cost more and would stretch the Programme management resource, introducing a risk to the whole programme (if we undermine fundamental planning and control activity then we may miss significant issues or fail to realise benefits). The overall timeline of the Hungate aspect of the Programme is immovable and hence we would need to consider whether the organisation can cope with an increased level of change. The inter dependencies between streams of work become more critical with any delay having an even larger knock on effect.
99. The Timetable for this option is set out in Annex 4. As you can see, the work required to assess, design and implement face to face contact for out of scope processes would need to start early in order to inform Hungate design and then re-commence approaching the move to Hungate. In the middle of this work we would have limited time and we would only be able to implement either Highways or Warden Call. The savings arising from Highways are more predictable and hence these have been used in the financial analysis of Option 3. These would be needed to fund the third stream of work.
100. In summary Option 3 is recommended on the basis of running a third programme team to deliver out of scope face to face contact in Hungate and Highways but not Warden Call.

### **Potential Costs and Funding**

101. The financial models for Options 2 and 3 are set out below. The costs are split into
- **One off costs** which cover the provision of a Programme Team to deliver the work and the implementation of any IT systems required to deliver the programme but do not include any costs for the involvement of staff within directorates.

- **Ongoing costs** which cover the support and maintenance of any new IT systems and reflects the maintenance costs of the whole programme from 2013 onwards.

102. The estimated costs in the report have been compiled using the most up to date knowledge available and include a contingency element The Funding model assumes that :-

- We carry forward the underspend from easy@york Phase 1 which is expected to be in the region of £989k
- Receiving LPSA 2 reward grant (in full) for the Housing Benefit target and this being allocated to EASY. This will be subject to a separate application process.
- That easy phase 1 revenue budgets continue to be allocated to the programme beyond the initial 7 years in order to fund the ongoing support and maintenance costs.
- We are able to resolve some technical accounting issues - the cash flow for the programme would require some prudential borrowing (capital) when the majority of the spend will be revenue. This is still being worked on.
- The achievement of significant savings in service areas as a result of the business change work proposed. This element poses a high risk to the funding of EASY 2 and requires careful monitoring.'

103. Option 2 would generate a surplus of £158k over the 7 year period.

<b>Option 2</b>	07/08	08/09	09/10	10/11	11/12	12/13	13/14	14/15	Total
	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000
Programme costs	-	775	797	245	-	-	-	-	1,817
IT costs	-	460	-	-	-	-	-	-	460
Contingency	-	77	80	24	-	-	-	-	182
<b>Total 1 off spend</b>		1,312	877	269	-	-	-	-	<b>2,459</b>
Support & Maint		100	100	106	100	100	486	486	<b>1,478</b>
<b>Total spend</b>	-	1,412	977	375	100	100	486	486	<b>3,936</b>
Savings	-	82	250	300	300	250	250	250	1,682
Grant Funding	-	-	196	-	-	-	-	-	196
Existing Budgets	989	-	-	-	-	-	614	614	2,216
<b>Total Funding</b>	989	82	446	300	300	250	864	864	<b>4,094</b>
<b>Net costs</b>	-989	1,330	531	75	- 200	-150	- 378	- 378	<b>-158</b>

104. The costings for Option 3 are based on the same assumptions but include costs for a third team of analysts for two years to run the additional work stream. They also include savings of £50k pa from re-engineering back office Highways processes. These potential savings were identified from work done in phase 1. Option 3 would generate a surplus of £122k over the 7 year period.

<b>Option 3</b>	07/08	08/09	09/10	10/11	11/12	12/13	13/14	14/15	Total
	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000
Programme costs	-	883	943	296	-	-	-	-	2,123
IT costs	-	460	-	-	-	-	-	-	460
Contingency	-	88	94	30	-	-	-	-	212
<b>Total 1 off spend</b>		1,431	1,038	326	-	-	-	-	<b>2,795</b>
Support & Maint		100	100	106	100	100	486	486	<b>1,478</b>
<b>Total spend</b>	-	1,531	1,138	432	100	100	486	486	<b>4,273</b>
Savings	-	82	300	350	350	300	300	300	1,982
Grant Funding	-	-	196	-	-	-	-	-	196
Existing Budgets	989	-	-	-	-	-	614	614	2,216
<b>Total Funding</b>	<b>989</b>	<b>82</b>	<b>496</b>	<b>350</b>	<b>350</b>	<b>300</b>	<b>914</b>	<b>914</b>	<b>4,394</b>
<b>Net costs</b>	<b>-989</b>	<b>1,449</b>	<b>642</b>	<b>82</b>	<b>-250</b>	<b>-200</b>	<b>-428</b>	<b>-428</b>	<b>-122</b>

105. The savings profile for phase 2 and 3 is set out below.

	08/09	09/10	10/11	11/12	12/13	13/14	14/15	Total
	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000
HASS A&I	12	25	25	25	25	25	25	162
Housing Mgt		50	50	50				150
HR recruitment		100	100	100	100	100	100	600
HR advertising	50	50	50	50	50	50	50	350
Neighbourhood Serv.	20	25	25	25	25	25	25	170
Parking			25	25	25	25	25	125
Licensing			25	25	25	25	25	125
<b>Option 2 Savings</b>	<b>82</b>	<b>250</b>	<b>300</b>	<b>300</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>1,682</b>
Highways		50	50	50	50	50	50	300
<b>Option 3 Savings</b>	<b>82</b>	<b>300</b>	<b>350</b>	<b>350</b>	<b>300</b>	<b>300</b>	<b>300</b>	<b>1,982</b>

106. The level of savings to be taken by the Programme does not reflect the potential total savings from the engagement. When we undertake the detailed scoping, each service will have options to push forward with more radical change that could deliver further savings or increase the capacity of the service to deal with existing demand or service pressures.

107. Directorates have been consulted on the level of projected savings and have agreed the approach being recommended. A detailed model for realising savings needs to be developed and an approach is set out below. Any savings made as part of the Housing work will relate to the HRA and therefore a clear account needs to be made to link the costs of work undertaken and any savings generated, directly to the HRA

108. It can be seen from this analysis that either Option 2 or 3 is affordable and can be financed in full.

## Benefits Realisation for Phase 2

109. A key objective within Phase2 will be the identification, tracking and realisation of benefits. There is no real exemplar for doing this within the Council and it is inevitable that some external support will be required to get this right.
110. The simple objective from the Programme's point of view is to ensure that we can demonstrate the savings we have made before resources are transferred from Directorates. This needs to be done in a way that is transparent to all parties. In addition for the non-cashable savings such as those achieved through improvements in customer service, there needs to be a process by which they can be evidenced.
111. An assessment of benefits that has emerged from Phase 1 is reproduced in part at Annex 1. Although detailed, much of this analysis was done after the projects commenced and therefore the baseline was not easy to establish. During Phase 2 there will need to be a method of baselining costs and performance data well before the projects commence.

### How we might do it

112. The easy@york Benefits Management approach will aim to ensure that desired business change or policy outcomes have been clearly defined, are measurable, and provide a compelling case for investment. An initial mapping exercise will take place to identify opportunities to make improvements in:
  - Service quality
  - Productivity/efficiency
  - Staff morale/motivation/organisation
  - Improved financial management
  - Risk Reduction
  - Business results/KPI/BVPI achievement/improvement
113. These benefits will be incorporated into a register that will be owned by service areas but tracked and updated by the Programme. For each benefit, a Benefit Profile/definition will be developed. This purpose of this profile is to describe all aspects of the benefit including ownership, measurement and it's relation to, and impact upon, other benefits.
114. Although it is intended that benefits will be tracked and measured by the Programme Office and will be reported to Directorate Management Teams and periodically to CMT, some work will need to be done to get an effective tracking system in place.
115. Responsibility for realising the benefits sits with Directorates and the AD who acts as executive on the project boards will be the focal point for ensuring that this work progresses smoothly and will be responsible for agreeing the transfer of funds when the planned benefits are available.

### Benefits Planning

116. The first step will be to collate a list (which can then be represented as a map or register) of benefit opportunities.
117. The way in which this will be done is by :
- Top-down benefits mapping from outcomes to enablers – what are the benefits opportunities, and what needs to be in place in order to enable their realisation?
  - Addressing the “as-is” issues faced by the business – what are the problems/obstacles/bottle-necks/failure points in the current process, that are either already known or are identified via a process mapping exercise?
  - In designing the “To-Be” – what are the governing principles/constraints/features, that need to be incorporated into any future model?
  - Stakeholder-based, for example by looking at the impact of the processes on key customers or on different business units or agencies
118. For each benefit, a Benefit Profile/definition will be developed. The purpose of this profile is to describe all aspects of the benefit including ownership, measurement and it’s relation to, and impact upon, other benefits.
119. All benefits will be tracked and measured by the Programme Office and will be reported to Directorate Management Teams and periodically to CMT as part of the scheduled Programme updates.

## Implications

120. The implications of Phase 2 of the easy programme are:-
- **Financial** - Sian Hansom – incorporated into the report
  - **Human Resources (HR)** - further consultation required with Head of HR about how the HR change aspects of the programme would be resourced. In the past the programme employed a dedicated HR advisor to implement structural changes but in phase 2 we feel that this work should be done by the Directorate HR teams to ensure that the change is consistent with other work in the directorate.
  - **Equalities** - There is potential for the work of phase 2 to assist with the exercise of equalities customer profiling but there needs to be a clearer scope for this work from the Equalities team before this can be assessed.
  - **Legal** – The extension of existing support contracts is being negotiated
  - **Crime and Disorder** – no implications
  - **Information Technology (IT)** – Joint Workplans have been agreed with the Operational Head of IT

## Risk Management

121. Option 1 represents a high corporate risk to the Council and is included in the Corporate Risk register under the description “Failure to deliver Transformational Government”. And “failure to deliver the Hungate project”. There are no other mitigations for these risks.

122. Option 2 would mitigate the above risks, but the lack of clarity over how out of scope services would be delivered face to face in Hungate presents a new risk which would also be classified as high impact and high probability.
123. Option 3 would mitigate the risks already identified above but because of the lack of clarity regarding the nature and extent of the out of scope customer contact, the agreement of this option would represent a risk in itself. Further work is recommended to analyse what is needed for Hungate and to develop proposals to build this in to the programme at a later date.
124. All options present a risk that sufficient savings will not be identified to fund the programme or that savings will not be driven out. The Programme will need to develop a robust model for bringing these savings to fruition and CMT will be engaged to monitor progress on delivery.

## **Consultation**

125. Significant consultation has been undertaken with customers which was set out in the report to Urgency in August 07. Further detailed consultation will take place with customer in each service area as part of the preparation work on each work package.
126. Directorates have been consulted about the model of engagement, the scope of work, the potential level of savings and the timetable for implementation.
127. CMT have been consulted on the proposals within this document and recommend that Option 3 is taken forward. CMT consider that the full HR programme be taken forward in a third stream of work and that Highways Service should be further improved. Warden Call will be considered for transformation after Phase2. The full scope being recommended is –
  - Social Services Advice, Information & Referral
  - Housing Management
  - Housing Repairs
  - Parking
  - Licensing
  - Neighbourhood Services Refresh
  - Highways Refresh
  - E- Recruitment
  - HR processes
  - Customer Contact Design for Hungate

## **Recommendations**

128. Executive is asked to review the benefits of Phase 1 of easy@york.
129. Executive is asked to agree Option 3, as set out in paragraph 126 above.



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**Report Approved**  **Date** 4/1/08

*Co-Author's Name*  
*Title*  
*Dept Name*  
*Tel No.*

*Chief Officer's name*  
*Title*

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

**All**

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

**Background Papers:**

**Annexes**

Annex 1 – Benefits of Phase 1

Annex 2 - Descriptions of potential Phase 2 services.

Annex 3 – Timetable for Options 2 & 3

Annex 4 –Approach

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**Benefits Realisation for Phase 1**

1. During the first year of running we project that easy@york phase 1 will handle over 2.5 million customer transactions (of which 0.9m will be require a Council response/action). In the past these transactions would have been spread across all directorates and it would have been impossible to report on the activity as a whole.

- 694,101 Customer phone calls
- 41,000 emails
- 14,000 e-forms
- 23,000 Phone and web payments taken
- 1.8 million Web visits
- 215,000 web transactions

**2. Better quality and more accessible Customer Services**

- a. 99% of YCC customers are satisfied with the service received from the YCC.
- b. 67% of customers are satisfied with the council's website
- c. Switchboard call volumes have dropped by 29% since the service transferred into the YCC as calls are now answered first time creating fewer repeat calls and measures have been taken to reduce unnecessary calls. This equates to a saving of £29k.
- d. Calls left on the answerphone are down from 9.4% to 0.1%. These calls give rise to outgoing calls – saving of £7.2k per year. Customers are more satisfied when they don't have to use an answerphone.
- e. Reduced % of calls that were unanswered by the Back office - 40% of all calls to the Switchboard were unanswered and bounced back to the switchboard. This is down to 4.4%
- f. Of these 15.7% of all calls could not be successfully redirected and were not answered at all. This has reduced to 0.01%
- g. Significant use of web site – 701k visits from 477k visitors since it went live in February. Projected to be 1.8 million visits per year.
- h. 91% reduction in YPAL complaints – down from 2352 per annum to 101 in six months e.g. 202 per annum
- i. Customers able to use e-mail and e-forms to contact us twenty-four hours a day, seven days a week (24/7). We have processed 5526 emails and 679 online e-forms since go live. 21 forms are now live but not advertised yet and it is expected that usage will increase significantly when we promote the forms. The Government white paper on Strong and Prosperous Communities indicates that the cost of a face-to-face contact is approx £16.20 whilst web contacts cost just £0.12. Even with relatively low initial volumes of e-forms this would give rise to an annual saving of £70k, though these savings are not realisable where demand from customers has risen

- j. 9.9% of all customers now raise more than one service request thus reducing the number of calls they need to make to us.
- k. Back offices around the Council are reporting the improvement in the quality of the information that is captured by the YCC. This prevents time being wasted in chasing up service request and results in a better customer experience.
- l. Council policies on service delivery standards are now applied consistently so customers know whether their request can be fulfilled, whereas in the past this was not the case
- m. Services are now more responsive - The transfer of decision making to the front office means that customers are told when their service request will be actioned and can get real time progress reports. Urgent calls are escalated as soon as they are received.
- n. Managers in the back and front office can see when work is about to breach the Service level and take remedial action.

### 3. More Efficient services

- a. YPAL handling 8% more calls and between 2.1% and 12% more service requests using the same resources.
- b. £46k pa saving on staffing in Revenues. Processes are more efficient and new staff structures are flatter. Two posts deleted - admin assistant and junior manager.
- c. Processes have fewer steps, no unnecessary review and inspection activities, no time wasted whilst we batch jobs for despatch to the back office, which are then printed and distributed individually. Jobs are now deployed to the back office in real time and better work management and reporting assures that work is flowed and processed more rationally
- d. Web payments – over 10,000 self-service payments taken in the last year which equates to £16k saved processing time.
- e. Fully Automated Telephone payments introduced – 440 payments a month which equates to £10k per annum reduced processing time. This is without any promotion of the service.
- f. Income Collection done before work is undertaken so no invoices and debts are raised. 156 pre-payments are being taken per month and if each invoice costs a nominal £25 to process we will save £47k per year, in addition to the reduction in the cost of chasing and writing off debts and cash flow benefits.
- g. Internal use of Speech Server to connect internal calls – 856 calls a day, which equates to 1 full time member of staff - £25k pa.
- h. 17,000 visits to the Planning Portal each month – over 200,000 customer contacts are now undertaken via self-service with no need for a visit or a phone call.
- i. Online School admissions used by 3,500 parents and guardians. 25% of all secondary schools admissions were handled on line (national target 5%) with 99% of customers rating the service as good or very good. Though no savings made (manual system still in use) the system has enabled us to

provide statutory returns that would have required 2 additional posts to fulfil manually thus £50k of growth avoided.

- j. E-consultation system used by 2196 respondents for 7 surveys. The largest of these were internal surveys.
- k. New containers – 41% of customers collect the bin themselves saving the need for a weekend delivery giving rise to a £14k pa overtime saving.
- l. Number of YPAL Service Requests left open on the system has reduced from 7% to 0%. All calls are now actioned and signed off.
- m. Reduced the number of calls from customers phoning up after receiving a 1471 message. This used to account for 10% of all calls to the switchboard. Saving of £11k.
- n. The YCC has more capacity than the previous varied mini call centre arrangements and is able to plan to handle exceptional demand created by campaign activities and to handle seasonal fluctuations in demand such as Council Tax Billing.

#### **4. Service Improvement Through Faster Processes**

- a. Bulky goods are now picked up within 5 days of the job being booked, a 93.5% improvement on the previous performance of 53 days. 30 collections are made each day.
- b. Abandoned cars are now picked up within 5 days rather than 6, a 16% improvement.
- c. 90% of all service requests have been undertaken within SLA timescales. 96% are undertaken within a day after the service level target.
- d. 100% of all urgent cases have been dealt with within SLA (Streetscene and Highways jobs that require a one or two day response).

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**Descriptions of Potential Phase 2 Services****Proposal for the scope of work in the Parking Service for City Strategy**

## Context

- Parking in York has a strategic importance and influence upon the City's economic and transport performance. Without an adequate transport system and network the economic vitality of the city would be restricted. Parking when used as a demand management tool for traffic can and does help to keep issues such as congestion in balance, encouraging the use of public transport, cycling and walking. This balance is most noticeable with the transfer from car use and the city's car parks to the park and ride service.
- Decriminalised Parking Enforcement (DPE) was introduced across the whole of the City of York Council area on 8 October 2000.
- Enforcement activity is undertaken 7 days a week ordinarily between 07.45 hours and 21.30 hours, although very occasional exercises may be mounted outside these times in respect of specific enforcement issues. These additional patrols have to be undertaken on a voluntary basis and Parking Attendants are reluctant to work outside contractual hours. Patrols are undertaken on foot and by motorcycle. The service has transport, which is used to move Parking Attendants around from one patrol area to another. A 'Hot Line' system is in operation that allows any individual to report a possible contravention to a dedicated free telephone number. The service is organised such that any call received during normal duty hours is attended within a target time of 30 minutes from receipt of the call. The parking office is open 6 days a week including Saturdays.
- Parking Services is responsible for the day to day running of:
  - Management of the Council's car parks.
  - On and off-street enforcement of the various Parking Regulations.
  - Cash collection from Pay and Display machines.
  - The issue of permits for the resident parking schemes and season tickets and other parking permits.
  - Operation of the Shambles Pay on Foot Car Park.
  - Administration of the council's penalty charge notice processing service and collating evidence for appeals to the independent parking adjudicator.
- Fundamentally Parking Services exists to deliver the following outcomes:
  - Streets that are clear of unnecessary obstructions.
  - Parking areas that are well regulated.
  - A fair opportunity for all to park in areas where parking is permitted.
  - Sufficient income to enable the council to minimise its financial call upon charge payers when delivering council wide services.

- Key information for parking services includes:
  - In 2006/7 Parking Services exceeded its projected financial contribution to the council budget by £193,117, which is only 5% of the budgeted net income.
  - City Council off-street car parking capacity will reduce from 4,344 in 2000 to 2,693 in 2008 with the loss of Kent Street, Shambles and Haymarket.
  - The number of permits issued in 2006/7 was 5,526 for household and other resident permits and 155,000 to visitors.
  - The number of parking charge notices fell from 28,467 in 2005/6 to 23,418 in 2006/7.

*Areas for improvement from the recent review of Parking Services*

Enforcement

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

Administration

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

Public Perception

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

*Strategic change objectives*

- Enable more effective information-sharing capture and visibility across the service.
- Increase the level of enquiries that can be dealt with through the provision of on-line information and a range of self-service requests and assessments to be carried out on-line



- Ensure that staff can access comprehensive, up to date and relevant service and customer information providing staff with the facility to share and communicate information effectively in order to become more efficient in their own work.
- Reduce the end-to-end time of processes initiated by a customer service request. Processes should be designed to try to move the decision-making closer to the customer and to reduce the number of individuals involved in the process. This will mean giving personnel the skills, technology and facilities to provide an efficient and effective customer service.
- Increase overall service efficiency through the re-engineering of business processes to increase the focus on the customer and reduce the cost to the Council.
- Increase the percentage of customer contacts that can be resolved at the first point of contact in a single interaction.
- Improve the accessibility of the service to customers by the effective use of all channels.
- Reduce number of customer contacts in the lifecycle of an appeal/challenge – which may mean increasing initial customer contact time, but with a view to reducing the overall appeal lifecycle time. This will be achieved through acquisition of better quality of data at first point of contact, by following an improved questioning and consideration regimes and providing the customer with clearer, more accurate information about the process after initial contact.
- Establish proactive ownership of case work to ensure that all information required is followed up and that the needs of customers are assessed promptly.
- Modernising the technology and business processes used throughout the directorate (for example through the use of CRM , transactional forms on the website, the YCC call-handling capabilities, EDMS and mobile devices) to lessen the traditional use of paper-based data capture, remove duplication of effort and leading to overall performance improvement, data consolidation and staff mobility.
- Meet government/council targets for the service
- Increase customer satisfaction and confidence with the service

*Description of proposed work programme*

- The Programme would seek to extend the reach and effectiveness of the pay by phone scheme. A target model would be built upon the service operating in Westminster, where a full range of services can be obtained over the telephone, often by using automated services. The service operating in York would seem to be popular with drivers but more would be done to extend and promote the scheme. Investment in

the IT/Telephony systems would need to be made by the Programme but as has been demonstrated in Phase1, the move to on-line or telephone payments saves significant sums in the medium term.

- The service currently handles payment of PCNs (Parking Charge Notices). As part of the work, it will be proposed that this work be handled in the YCC alongside income collection for other services. This will allow the CYC to benefit from the economies afforded by a larger skill pool. At present payment of PCNs online is not available. This functionality will be developed and introduced onto the Council website. It would be proposed that the PCN's include information to encourage drivers to pay online.
- The income collection work outlined above would be done as part of a review of financial procedures to ensure that they were efficient and effective and met the requirements of audit. It is expected that a level of financial investment would need to be made in the financial systems.
- Work would also be undertaken on the application and renewal of permits. There are currently 25 different permits available in York and there are different types of verification requirements across those permits. The Programme would seek to use some of its data matching abilities to seek to remove the need to simply check an individual is resident at a particular address and therefore speed up the application process for some customers. We would also review the need for such a complex range of permits with the service. It is thought that provision and renewal of some permits could be made available online using some of the techniques deployed in other Phase1 services.
- An area where we believe a significant administrative saving can be made is in the handling of appeals and objections. Initially the handling of this work would be extended to open up the web channel and also to utilise resource based in the YCC. But the real savings would come in reducing the number of interactions between the service and customers. At present the balance in terms of whether a PCN is reasonable or not leans too much towards the customer. The Programme would seek to ensure that clear rules exist (building on existing protocols) and are communicated widely. A better rules based process would then be introduced for the majority of appeals and objections. This process would be supported through the provision of the CRM and where necessary integration with existing systems where still required.

In brief a redesigned Parking function would:

- Direct all callers to the YCC and deal with at least 60% in the first contact and only refer complex cases to City Strategy.
- Give customers and people acting on their behalf a choice of channels and the ability to access the same information and complete self-service forms on-line on the council's web-site.
- Have a F2f service be supported by the same technology and information so that staff delivering the service have the same set of tools and customers are given a consistent service.
- Enable external partners where appropriate to obtain customer

- information via a secure viewer
- Redesign processes to reduce the number of staff/teams handling a customer enquiry.

### *Benefits*

The implementation of the above proposals will release the following benefits:  
An effective customer information and advice function which empowers customers to find out for themselves (on the web) or at the earliest opportunity (F2F/phone) what permits they are entitled to receive from CYC, what the cost of these might be and what other services or options are available elsewhere so they can make appropriate choices.

An effective objections/challenge process leading to shorter customer waiting times for decisions.

An accessible service for customers. People needing to access Parking Services will have a choice of access channels (phone, web or F2F) to seek the information they need about available services and the eligibility criteria to receive them. They will be able to carry out self-assessments and apply for certain services on-line at any time.

Increased capacity to handle customer enquiries – the promotion of the web channel and the more effective management of the phone channel will release staff capacity to handle more enquiries. This will allow the service to address any unmet demand resulting from difficulties currently experienced by customers in getting through.

A consistent high quality customer experience – a single source of high quality up to date service information and structured diagnostic questions will ensure that customers get the same answer and the same service irrespective of who they speak to or the access channel they choose.

A responsive service which takes account of the individual needs and circumstances of customers and identifies appropriate services.

Efficiency savings in the administrative costs of the service - by redesigning the end to end parking processes (building on the existing protocols work)

<b>Proposal for the scope of work in the Recruitment service</b>
<p><b>Scope</b></p> <p>The scope of this project will generally include assessments of HR practices, primarily recruitment procedures and the management of temporary staff.</p> <p><b>General Aims and Objectives</b></p> <p>The purpose of the Easy@York Phase 2 engagement is to improve efficiencies and increase VFM in a specific area of service, consequently improving the council's CPA rankings and driving towards the top level of excellent four-star service.</p> <p>The objectives for each stage of the Council-wide VFM assessment work are:</p> <p><u>Stage 1: Current Phase</u></p> <ul style="list-style-type: none"> <li>• A set of VFM measurements and identification of best practice service standards.</li> <li>• Assemble a preliminary list of targets for service improvement, identified through the Council's corporate strategy and a basic knowledge of HR procedures and figurative data held.</li> <li>• Undergo thorough research on models of best practice and use benchmarking exercises in conducting our own SWOT analysis.</li> </ul> <p><u>Stage 2: Detailed Design</u></p> <ul style="list-style-type: none"> <li>• A series of workshops between Easy, HR and external partners who facilitate our objectives to gain a greater understanding of the nature of each other's work, as well as discussions on specifications and implementation.</li> <li>• A report that provides baseline data and analysis to evidence current service delivery standards, performance, processes, structures, assets, costs, service needs and demand.</li> <li>• A set of service improvement recommendations and identification of common barriers and enablers with 'lessons learnt' being communicated back to the appropriate Heads of Service and middle managers.</li> <li>• A resource plan that identifies the funding, skills and capacity needed to deliver the programme.</li> </ul> <p><u>Stage 3: System Build and Implementation</u></p> <ul style="list-style-type: none"> <li>• Collaboration with all relevant stakeholders in the realisation of the project.</li> </ul>

**Scope**

The scope of this project will generally include assessments of HR practices, primarily recruitment procedures and the management of temporary staff.

**General Aims and Objectives**

The purpose of the Easy@York Phase 2 engagement is to improve efficiencies and increase VFM in a specific area of service, consequently improving the council's CPA rankings and driving towards the top level of excellent four-star service.

The objectives for each stage of the Council-wide VFM assessment work are:

Stage 1: Current Phase

- A set of VFM measurements and identification of best practice service standards.
- Assemble a preliminary list of targets for service improvement, identified through the Council's corporate strategy and a basic knowledge of HR procedures and figurative data held.
- Undergo thorough research on models of best practice and use benchmarking exercises in conducting our own SWOT analysis.

Stage 2: Detailed Design

- A series of workshops between Easy, HR and external partners who facilitate our objectives to gain a greater understanding of the nature of each other's work, as well as discussions on specifications and implementation.
- A report that provides baseline data and analysis to evidence current service delivery standards, performance, processes, structures, assets, costs, service needs and demand.
- A set of service improvement recommendations and identification of common barriers and enablers with 'lessons learnt' being communicated back to the appropriate Heads of Service and middle managers.
- A resource plan that identifies the funding, skills and capacity needed to deliver the programme.

Stage 3: System Build and Implementation

- Collaboration with all relevant stakeholders in the realisation of the project.

- Achieving user satisfaction via use of testing, feedback, modification and training.

#### Stage 4: Go-Live and Benefits Realisation

- Close monitoring of working practices and comprehensive performance review/ M.I.
- Undertake budget and service analysis to test effectiveness of development work.

#### **Existing processes**

The following information has been provided with the assistance of senior HR representatives and other related stakeholders. The processes have been collectively identified as being the As-Is model and follow the guidelines set by the HR and Recruitment strategies. *Note: Many of the processes within the recruitment procedure are binding and cannot be remodelled. These include short-listing applicants, interviewing and reference checking.*

The archetypal recruitment procedure is detailed in Annex 1 as a series of processes. These processes can be measured individually in terms of time and cost.

The present advertising process can involve work moving between parties a total of **seven** times before the advertisement is submitted (see Annex 1).

#### **Areas for Improvement**

##### **Management Information**

- If any HR management require specific data they must approach Pearsons with a view to obtaining it. They do not have direct access or control over this information.
- The recruitment M.I. is strewn over different directorates; therefore if senior HR management wish to obtain collective data they must approach each department individually.

##### **Paper-Based & Replication of Info**

- The majority of recruitment data is paper-based.
- Due to predominantly paper-based procedures, replication of data is common and is labour intensive.

##### **Excessive 'Handing-Off'**

- There are several parties the chain must pass through during the recruitment lifecycle. There is the possibility that one or more of these parties may perform recruitment duties as a secondary function of their job, or have other more urgent work-related duties; the impact this may

have on the end-to-end recruitment process is hugely significant.

- In the event of illness or other work commitments taking precedence, the recruitment chain is liable to breakdown as there is a possibility that there is only one employee responsible for that part of the process. The more obstacles the end-to-end process has to overcome, the greater the likelihood of a listless and costly operation.

### **Casual Admin Pool Issues**

For recruitment to the council's temporary admin pool, there have been a number of areas identified that have potential for service development:

- **There is currently no option to apply for the existing pool online.** There *is* a downloadable application form on our website but as this is a PDF file, this document needs to be electronically converted by the applicant who may have to install additional software to type straight onto the form and send via email. They have the option of printing it and posting it but this may be at an inconvenience to the applicant.
- Upon receipt of completed application forms, **HR distributes literacy and numeracy tests by post.** It is stated on the test how long they have to complete these but in effect they have two days in which to send them back so this can not possibly be regulated, nor can we be certain who is actually completing these.
- Upon receiving these tests back they then need to be **manually marked.**
- Candidate information, whether received via email or by post has to be **replicated** by HR onto an Excel spreadsheet. If staff wish to search for candidates with specific skills they must use conventional 'find' features within Excel.

It has been identified that the time to hire exceeds what the business needs to achieve critical staffing capacity. The talent pool is recognised as the quickest method of filling a vacancy, therefore effective use of this service is key.

### **Proposed Technical Solutions/Options**

#### **The Product**

Implementation of web-based recruitment software that will enable the customer to apply in a much quicker and easier way. From the back office perspective it will facilitate excellent M.I. and management will have the facility to run statistical reports in an array of formats to identify trends and influence future planning.

#### **Exploitation**

Restructure current casual admin pool and more effective marketing of this service, leading to a much quicker time to hire. Provide candidates who were unsuccessful in applying for a permanent position (but shown strong

attributes) the option of joining this new talent pool. This would be with a view to obtaining temporary or permanent employment wherever applicable.

A more proactive method of notifying our talent pool members when any new positions arise. This can be done automatically via email and SMS and linked to the recruitment software, eliminating the need for staff to perform this task.

### Standardising the Service

Recruitment process to be standardised throughout the whole authority meaning all staff will effectively be using the same software.

Staff deal with incoming recruitment duties via **structured workflows** (see below). This dynamic approach allows multiple members to access a task schedule and will eliminate the danger of the recruitment chain being held up due to staff absence.

The screenshot shows a web browser window displaying the 'Bristol City Council Site Administration Facility'. The page title is 'Shortlist' and it contains a table of applicants. Each row in the table includes columns for Applicant, Email, Telephone, Status, and three action buttons: 'Accept Applicant', 'Reject Applicant', and 'Withdraw'. A red arrow points to the 'Reject Applicant' button for the second applicant, Mrs Binou Anil (492).

Applicant	Email	Telephone	Status	Accept Applicant	Reject Applicant	Withdraw
Miss Juliette Abbott (7252)	juliette_abbott@yahoo.co.uk		Online	Accept Applicant	Reject Applicant	Withdraw
Mrs Binou Anil (492)	binouanil1@yahoo.com	07909984674	Online	Accept Applicant	Reject Applicant	Withdraw
Quaslate Anna (1257)	yoanNgRps0@adminuser.com	0780693529	Print	Accept Applicant	Reject Applicant	Withdraw
Mrs Rita Balla-Davis (1353)	zb_davis@hotmail.com	0117 9247436	Online	Accept Applicant	Reject Applicant	Withdraw
Mrs Kim Beavis (435)	kimbeavis@blueyonder.co.uk		Online	Accept Applicant	Reject Applicant	Withdraw
Mrs Susan Boxall (418)	sue_boxall@btinternet.com	0117 9720422	Online	Accept Applicant	Reject Applicant	Withdraw
Miss Denise Bradenbury (1183)	denanna@hotmail.co.uk	01179390736	Online	Accept Applicant	Reject Applicant	Withdraw
Miss Tracy Bradshaw (1230)	trrea_pumpkin@hotmail.com	0117 330 5279	Online	Accept Applicant	Reject Applicant	Withdraw
Mr James Burbage (998)	taff_soils@hotmail.com	01283814849	Online	Accept Applicant	Reject Applicant	Withdraw
Miss Tracey Claxton (6127)	buster_fort@btopenworld.com	07786831722	Online	Accept Applicant	Reject Applicant	Withdraw
Miss Joanna Daniel (955)	joanna_daniel@btinternet.com		Online	Accept Applicant	Reject Applicant	Withdraw
Miss Michelle Davies (432)	miche1111@yahoo.co.uk	07920 152327	Online	Accept Applicant	Reject Applicant	Withdraw
Mrs Shelley Davies (664)	mikebethshel@fsmail.net	01275 831418	Online	Accept Applicant	Reject Applicant	Withdraw
Miss Amanda Davis (1507)	amandaxdalisio@hotmail.com	0117 330 1362	Online	Accept Applicant	Reject Applicant	Withdraw
Mrs Karen Fifoot (609)	kandsfifoot@aol.com	0117 9517359	Online	Accept Applicant	Reject Applicant	Withdraw
Mr Chris Fisher (404)	chris.fisher@bristol.gov.uk	0117 9222979	Online	Accept Applicant	Reject Applicant	Withdraw
Mrs Judith Ford (818)	judith.ford@bristol.gov.uk	011792939327	Online	Accept Applicant	Reject Applicant	Withdraw
Miss Laura Franklin (1328)	l.j.frankin@hotmail.co.uk	07810632322	Online	Accept Applicant	Reject Applicant	Withdraw
Mrs Catherine Haines (1567)	cathhaines1@yahoo.com	01373 471699	Online	Accept Applicant	Reject Applicant	Withdraw
Mrs Kate Hale (676)	keehalehalee@yahoo.co.uk		Online	Accept Applicant	Reject Applicant	Withdraw
Miss Laura Hiscox (1226)	leurahiscox@hotmail.com	07988891070	Online	Accept Applicant	Reject Applicant	Withdraw

### Streamlining Processes

As previously identified, the passing of work is somewhat excessive (see primary stages of Annex 1). With the aid of structured workflows, processes can be simplified; the result is work travelling through fewer parties. Annex 2 provides a basic insight of how the process *could* work. *Note: this is by no means conclusive and will invariably differ in certain circumstances.*

The major distinctions between Annex 1 & 2 are the initial procedures prior to the advertisement being submitted. Annex 2 proposes that departmental managers have viewing access to the new talent pool and can handpick a candidate if they deem them suitable for the post. If this happens, HR would be informed with a view to the individual fulfilling the post within five days.

In the majority of recruitment campaigns the post will need to be advertised.

The projected software solution has the capacity to store existing job templates or the option of creating a new one. The relevant department (or HR) can then decide on the media source, of which there are array of options (built to user specification in Stage 3). Once these tasks have been completed

the job goes to the HR workflow, is approved and the advertisement is submitted.

Annex 3 highlights a high level shift from the As-Is and proposed 'To-Be' model.

### **Costs**

- Technical Solution (E-Rec Software): £40,000 - £60,000\*
- Implementation/Consultancy: £100,000\*\*
- Staff Training £2,500
- Hosting £5,500 (Annually)
- Support £1,800 (Annually)

Total initial outlay: **£150,000 - 170,000**

\* This is based on an agreed functional specification. Variation in price is due to optional system add-ons such as integration with payroll systems/CRM, which may include additional BizTalk-type software.

\*\* Implementation costs include testing and a six-month engagement with the Easy programme.

### **Benefits/Savings**







#### Customer Benefits

#### **Technological**

- A job search facility that can be **controlled** in an admin area tailored to the customer's specifications. These are very practical as they are predominantly in **drop-down boxes**, but **keywords** can also be entered in **open** fields.
- Having your own **individual web-space** to view all your past and present applications, and the facility to save and go back into them to make any amendments before submission.

An *optional* facility of being able to increase font size or **translate** the web pages into other languages to attract a broader range of applicants and promote equal opportunities

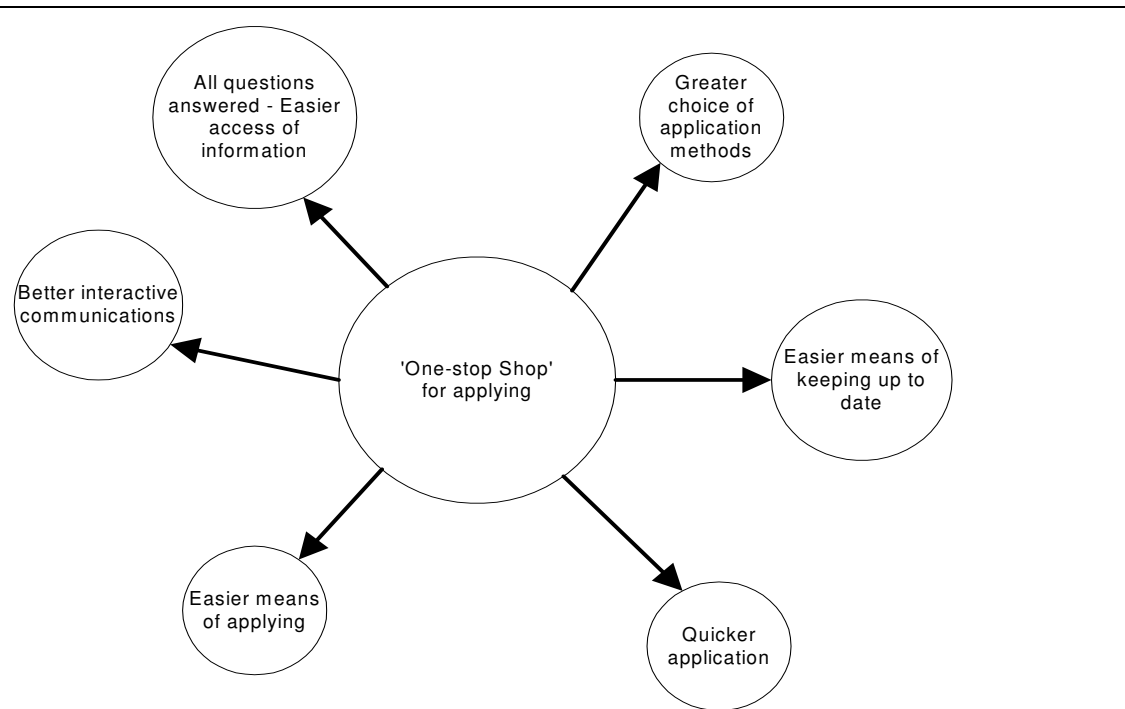


→ Jobs	<b>Your account</b>	Further information
Job vacancies	Hello Marc	Job Links
Jobs - sports employment	You are currently in the 'my account' zone of the Leeds City Council jobs and careers site. This is where you can do any of the following:-	→ My job search
→ See also	<b>My Profile</b>	→ All Jobs
Employment and training initiatives	 <a href="#">Modify my profile details</a>	→ My account
Equal opportunities information	 <a href="#">Subscribe to the RSS feed</a>	→ My applications
Equalities - assessment and consultation	<b>My Job basket</b>	→ My email alerts
	 You currently have no jobs in your basket.	→ My jobs basket
	<b>My Application history</b>	→ Logout
	 You currently have 4 saved online applications.	Site links
	<a href="#">Click here</a> to manage your applications.	→ Using the site
	<b>My Jobs by email</b>	→ How to apply
	 <a href="#">Edit / update your jobs by email details</a>	→ Working for Leeds City Council
	 <a href="#">Log out of your account</a>	→ Looking after Leeds
		→ Equality and diversity
		→ Moving to Leeds
		→ Job profiles
		→ Contact us
		<b>Job Of The Week</b>

### Communicative

- The choice of a **paper based vacancy bulletin** with the ability to flag or un-flag jobs according to their requirements.
- **Alerts** to new vacancies, again tailored to their job requirements, via **email** or **SMS**<sup>1</sup>.
- Being able to send the vacancy to a friend via email or to his or her own **job basket**.
- Links to related topics such as 'Living and Working in York'.

<sup>1</sup> Bristol City Council research states that application rates rise immediately after doing this.



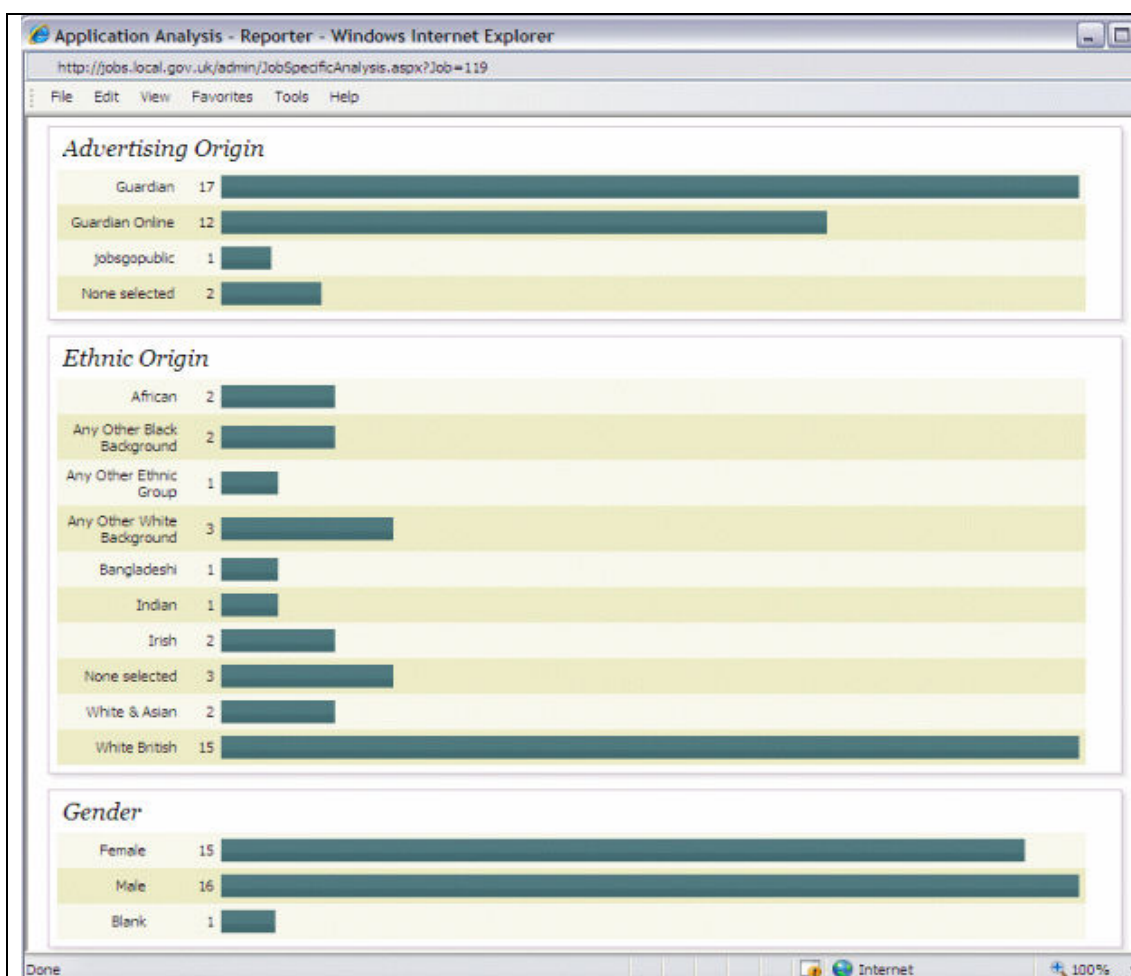
### Employer Benefits

#### **Admin Solutions via Technology**

- Reduction on staff time spent **re-keying** information.
- **Letters/emails** such as rejections/withdrawals can be **automatically populated** at the touch of a button.
- Software can be **linked to staff members' Outlook calendars** for interview scheduling.
- **Templates** can be electronically stored for future recruitment of similar/identical vacancy.
- **Pre-screening** or 'Killer' questions within the application procedure aims to filter candidates and prevent unsuitable candidates/unnecessary work coming through.
- Option of **integration with payroll** systems once candidate has been recruited.

#### **Management Information**

- There are **survey tools** within the application procedure to increase **M.I.** such as where the candidate saw the position advertised (to influence our choice of media).
- Facility to run a vast array of reports for **comprehensive M.I. and statistical data** (equal opportunities, age/location trends etc).

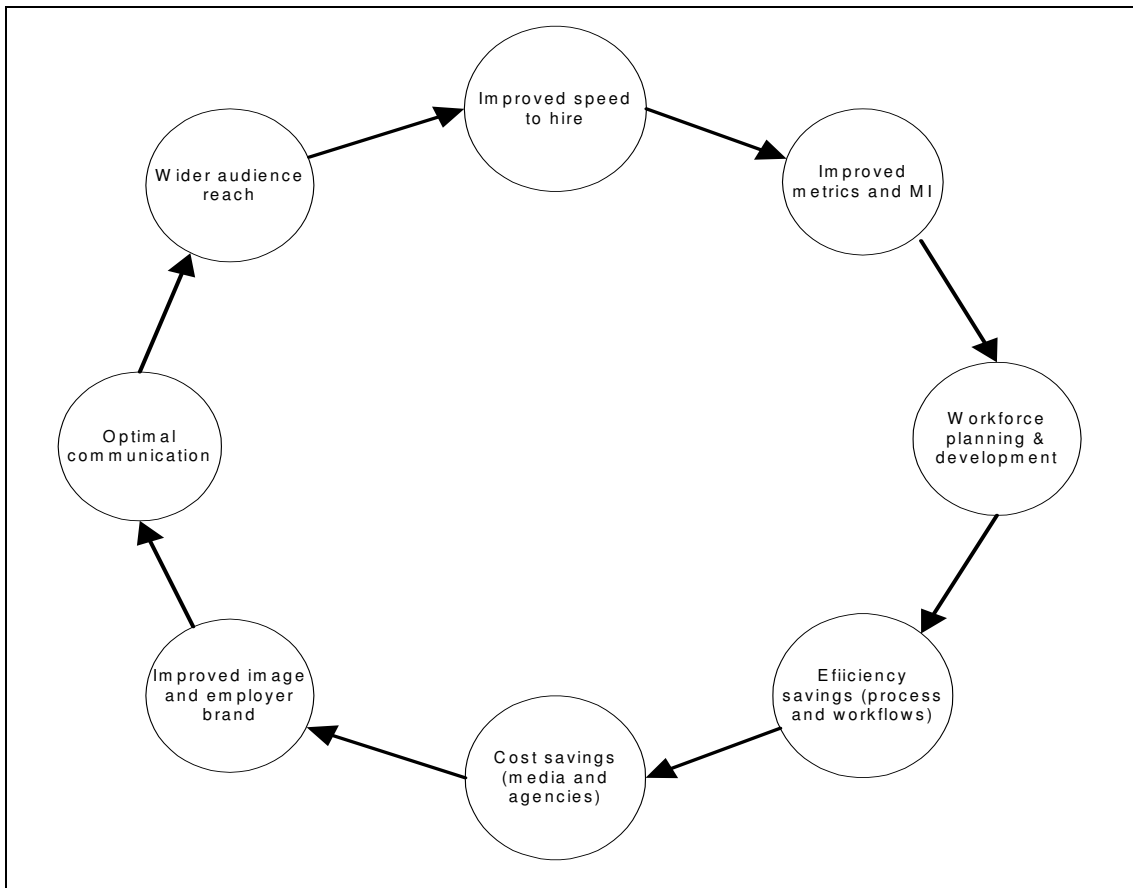


## Security

- Applications are **SSL protected** and **permission-based**; ensuring only designated staff members get to view applicants' details.
- **Equal opportunity forms** are **automatically** separated from the main application at the point of online submission, meaning only appropriate parties have access to these.

## Other Miscellaneous

- Management have the ability to **filter** candidates and narrow search.
- HR can maintain **library** of applications in an electronic **archive**.
- Staff are able to check the **progress** of an application, e.g. vetting stage.
- Scope for modernising talent pool to include casual admin staff and supply teachers (see below).
- **Micro-site facility** for headhunting services.



## Savings

### Stationery Materials

Research suggests that the average cost of sending out paper application packs amounts to approximately £3 – 6 per pack<sup>2</sup>, this includes paper, printing, postage and labour time spent assembling these materials. Since Leeds and Bristol City councils have adopted E-recruitment as the way forward, they receive 85-90% of their applications online, representing significant savings (at present CYC's online application figures are approximately 50%).

### Advertising Expenditure

In having much more job specification detail held on the website the business can make significant savings on traditional newspaper advertising by the use of **signposting**. More concise advertising detailing the fundamentals of the post (title, hours, salary) would be followed by a web address directing the applicant to the new CYC recruitment URL. It is here the applicant will be able to see the job description in more detail, as well as the necessary information on living and working in York.

Current advertising expenditure stands at £491k per annum with the overwhelming majority of this spent on newspaper-based advertising. Around one third of this is for national media rate cards that are invariably expensive. With successful signposting strategies and more effective **branding** of the

<sup>2</sup> Research conducted by Bristol City and Tameside City Council respectively

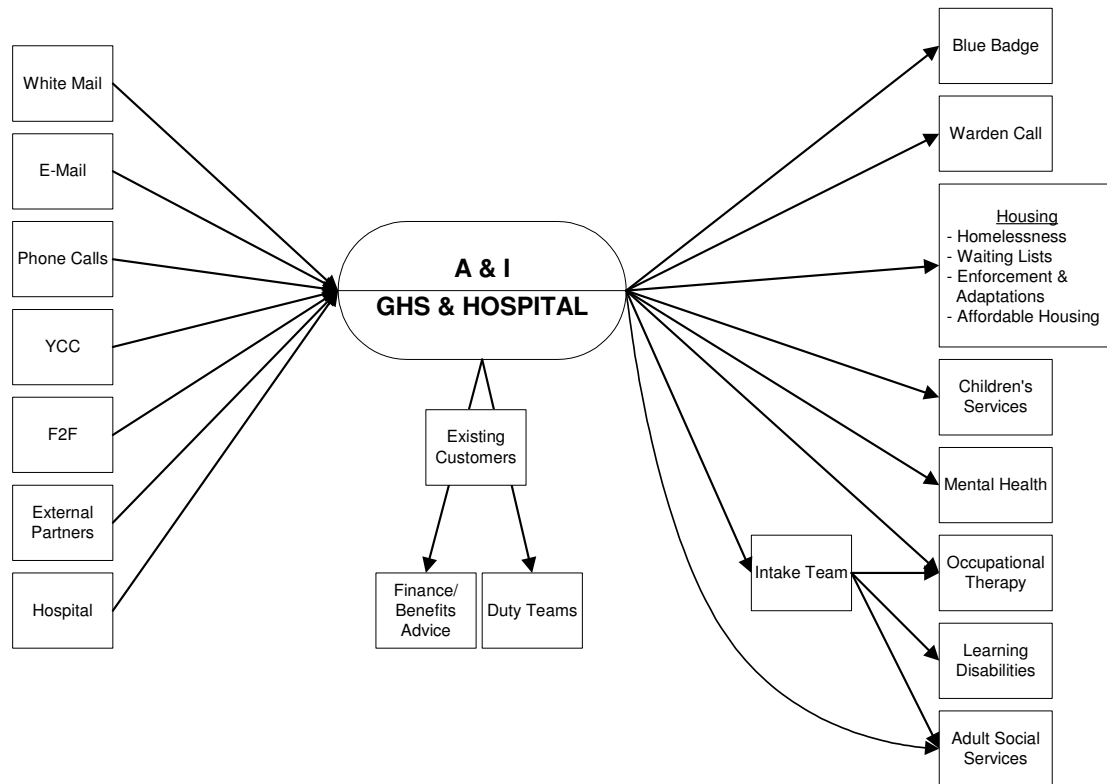
authority's own website, the Easy@York budget panel has projected a likelihood of £50K per annum in advertising savings, predominantly in nationally-based media spend.

### **Administration**

In the present environment it has been identified that there are significant amount of staff man-hours spent carrying out paper-based administration duties. Because of the variations of these procedures it is difficult to estimate the cost to the business in monetary value terms, however it is predicted that there will be annual savings of approximately £75K by upgrading to a universal electronic format. This may be with the relinquishment of an internal post or disengaging with Pearsons and managing our own media involvement (with anticipated superfluous staff hours available after implementation).

## Proposal for the scope of work in the Advice and Information Service for HASS and Children's Services

### *Existing process and service delivery model*



- The current A&I team acts as the first point of contact for all new customers wanting to access children's social care (child protection, children in need etc), adults, learning disabilities, homelessness, occupational therapy and mental health services. The team handles white mail, phone calls (direct and routed by YCC), e-mail and face-to face contacts
- The team is also the first point of contact for external partners (mainly health professionals) wanting information about existing partners (if they do not know direct contact) or making referrals.
- The objective of the service when it was first established in 1996 was to satisfy the customer's enquiry at the first point of contact in 66% of cases.
- The team gives advice and information about the range of HASS services, their eligibility rules and how to apply for them (including homelessness presentations) and gathers customer information for service requests which are then passed through to the relevant back-office teams for assessment and service provision. They also advise of other sources of assistance within the council or externally and signpost or make referrals onwards to relevant organisations as appropriate and assisting people with the completion of forms as required.
- The team also deals with queries from existing customers who do not know who they need to speak to either answering the question or

passing on to the appropriate team

*Areas for improvement*

**Customer Service and Access**

1. **Access to the service** – improved management of the phone channel is needed to ensure that callers can always get through to the right person first time. Alternative ways of accessing the service are also required. This will address the current issue where all types of customers are routed through a single phone channel and callers are not always able to get through at peak times leaving unmet demand and failure demand when customers have to call back.
2. **Customer enquiry Management through establishing the web as an effective alternative access channel** to enable more customers to self-serve for the information about services provided by HASS (including eligibility) as well as by other organisations to meet their particular circumstances. Providing transactional service request and self-assessment forms on-line. Currently, no transactional forms are available and information is generally at a high level with customers being directed to the A&I team for further information.
3. **Quality of customer service** - work is required to provide a reliable and up to date information resource so that requests for basic advice and information can be handled consistently at the first point of contact with only more complex cases being referred on. Currently customers often have to speak to 2 people if they are routed through to the service by the YCC.
4. **Information provision and referral procedures** for internal/external partners need to be web-enabled and self-service to reduce the heavy demand on the service from within CYC and from external partners requiring or supplying information about known customers or making referrals with no current mechanism for filtering these customers to be handled more appropriately.
5. **Develop formal risk assessment criteria** for the prioritisation of customers that can be implemented consistently as part of CRM scripting ensuring that urgent referrals are not delayed. It is essential that any new arrangements are safe and secure to protect confidentiality and to ensure that serious safeguarding children and adult referrals are handled with appropriate urgency.

**Provision of Information**

6. **Quality and consistency of information provision** can be improved by supporting customer interactions with CRM scripting and the provision of a system knowledge base. This supports staff with the right tools to do the job effectively and reduces the dependency on the knowledge, training and experience of individual members of staff, which currently can result in an inconsistent customer experience.

**Improving processes and efficient use of resources**

7. **Improved information gathering for service requests** at the first point of contact is needed so that customers do not have to be contacted again to complete the information required for an assessment. Currently, incomplete information can delay assessments, increase the cost of the transaction and is poor customer service.
8. **Clarity and visibility of business and service eligibility rules** needs to be improved so the timescales and parameters for decision-making are transparent and can be communicated to customers as soon as

possible. This will enable some decisions to be made earlier in the process, help manage customer expectations and ensure only appropriate referrals are created and the % of work being handed off to the back-office services is reduced.

9. **Implement a single customer search** using the CRM to ensure that it is quick and easy to identify customers already known to the service. This will overcome current time-consuming and difficult procedures to search a number of systems, reduce the need to seek customer information which is already held on the system and ensure that a consistent view of customers is available
10. **Maximise the use of electronic forms and document management** to remove current dependence on paper-based referral/assessment information requiring scanning, improve end to end business processes, ensure that ESCR requirements are met and that case-workers can access all relevant case documents remotely.
11. To ensure the **effective deployment of staff** to meet demand patterns across both telephone and face-to-face contact to address the delays and inability to access the service that are currently experienced.

#### *Strategic change objectives*

1. Enable more effective information sharing with partner organisations.
2. Increase the level of enquiries that can be dealt with through the provision of on-line information and a range of self-service requests and assessments to be carried out on-line
3. Ensure that staff can access comprehensive, up to date and relevant service and customer information providing staff with the facility to share and communicate information effectively in order to become more efficient in their own work.
4. Reduce the end-to-end time of processes initiated by a customer service request. Processes should be designed to try to move the decision-making closer to the customer and to reduce the number of individuals involved in the process. This will mean giving personnel the skills, technology and facilities to provide an efficient and effective customer service.
5. Increase overall service efficiency through the re-engineering of business processes to increase the focus on the customer and reduce the cost to the Council.
6. Increase the percentage of customer contacts that can be resolved at the first point of contact in a single interaction.
7. Improve the accessibility of the service to customers by the effective use of all channels.
8. Reduce number of customer contacts in the lifecycle of an assessment – which may mean increasing initial customer contact time, but with a view to reducing the overall assessment lifecycle time. This will be achieved through acquisition of better quality of data at first point of contact, by following an improved questioning and assessment regimes



and providing the customer with clearer, more accurate information about the process after initial contact.

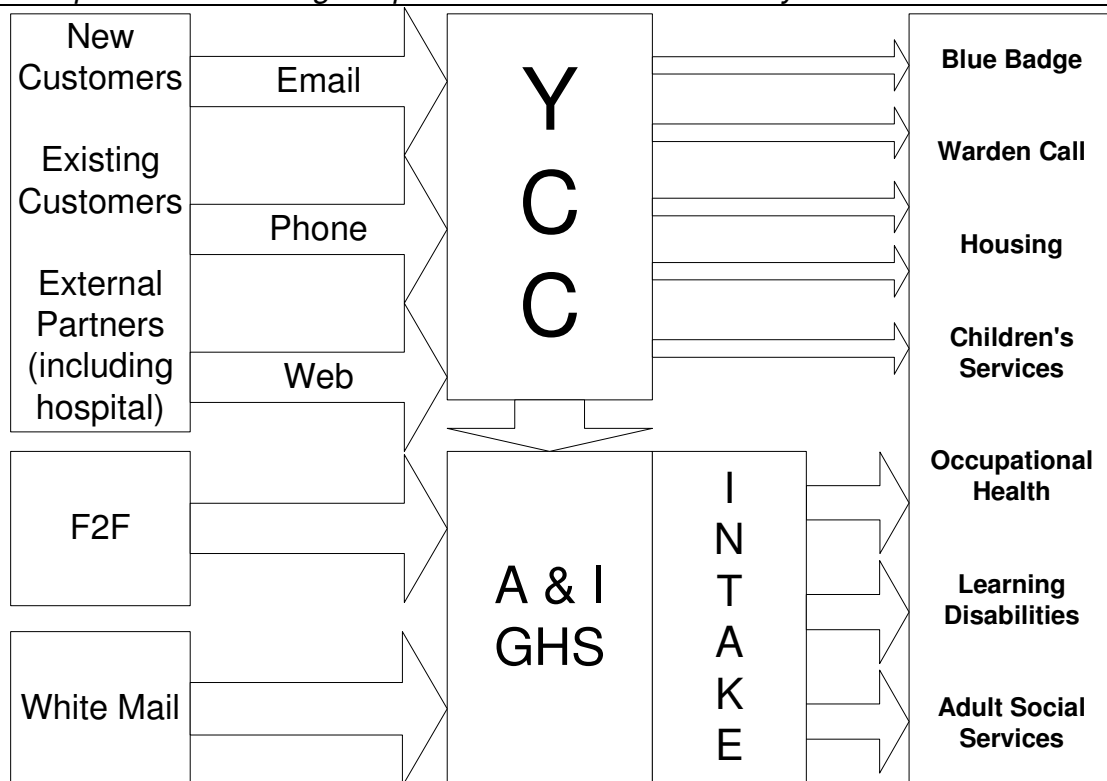
9. Establish proactive ownership of cases to ensure that all information required for an assessment is followed up and that the needs of vulnerable customers are assessed promptly.

10. Modernising the technology and business processes used throughout the directorate (for example through the use of CRM, transactional forms on the website, the YCC call-handling capabilities, EDMS and mobile devices) to lessen the traditional use of paper-based data capture, remove duplication of effort and leading to overall performance improvement, data consolidation and staff mobility.

11. Meet government targets for the service

12. Increase customer satisfaction with the service

*An option for a redesigned process and service delivery model*



*Description of options for redesigned process and service delivery model*

1. Based on the information provided by the existing service, which highlights areas for improvement, and using the design principles developed in Phase 1 of the easy@york programme, an illustrative proposal for the redesign of the service has been drawn up to show one of the options for the future shape of the service. The actual options will emerge from the detailed analysis work that will be done involving all service stakeholders in the first stage of the project.

2. The redesign that is ultimately chosen will be for the interim period (up to September 2010) while the service continues to operate from its existing accommodation. A separate piece of work is planned into the

programme to determine how face to face interactions for all customer-facing services will be transitioned into a new organisational and service delivery model at Hungate.

3. Instead of being directed to the existing A&I team new customers could be directed to a single point of contact within the YCC for telephone enquiries (web enquiries and e-mails can also be channelled to the YCC for handling).
4. Currently 60% of the calls (by volume) handled by A&I take less than 5 minutes which indicates that many of these are simple information provision or signposting calls of the kind that it would be appropriate to handle in the YCC, releasing more time for the provision of expert/complex advice in the A&I team. The analysis phase of the project will show which calls should be handled by each team.
5. Where possible and appropriate (e.g. Blue Badge applications or Warden Call referrals) service eligibility rules and information would be made available using CRM scripting and CMS content to ensure that as many customers as possible would be dealt with at the first point of contact either by giving the information they need or by gathering sufficient information for a full assessment to be carried out.
6. Information for assessments/service requests will be gathered on specially designed e-forms that can be used in the YCC, for self-service and by the A&I team. The forms will include business rules and eligibility criteria so that is possible to assess immediately whether a customer is eligible for a service and should be referred on. The data collected in the e-forms can be transferred directly by integration with back-office systems to avoid re-keying.
7. A&I currently generate a wide range of different applications or referrals on behalf of customers. Building on the work that HASS has already done in this area the project will review each of these with stakeholders in Housing, Children's Services and Adults Social Care in order to determine the requirements of the service that receives them and to achieve the simplest end-to-end process. These requirements and the complexity of the service or assessment involved will determine the appropriate route for the different types of service and customer. In general the aim will be to carry out as much work as possible in the YCC or A&I in the initial contact and then refer on for service delivery direct to the relevant back-office but the cut-off point will be service dependant.
8. It is accepted that more complex enquiries will need to be handled by advisers in the A&I team who will also be dealing with F2F customers and white mail. This team will also be supported by the same CRM and CMS information tools and will be able to make onward referrals in the same way to other teams as required. It is expected though that some services such as warden call referrals, applications for Blue badges and requests for some OT aids will no longer need to be dealt with by A&I.

9. When looking at how assessments are currently carried out it is apparent that some simple service requests could take a different route without the need for a full assessment. The project will review the relationship between the work of the A&I team and the Intake team in particular to ensure that the shortest and simplest route between a customer request and a service being delivered is achieved. One option (illustrated in the redesigned service delivery model) is that the work of the A&I and the Intake teams is more closely integrated.
10. The new service delivery model will put the website at the centre of its relationship with customers. Currently 60% of calls seeking services are from relatives and friends of those who need help rather than the elderly and vulnerable. There is a significant opportunity here to enable such people to self-serve for the information they need rather than have to call or visit to find out basic information about the services offered.
11. Similarly, the A&I service deals with enquires and referrals from other professional agencies that could access or provide the information required using secure web access. The project will assess to what extent it is possible to address this requirement using the easy@york technology solution taking into account the other projects and initiatives already underway in this area.
12. The relationship with the Hospital teams and the A&I service currently located there would be reviewed to ensure that this is consistent with the new service delivery model.
13. In brief a redesigned A&I function could:
  - Direct all callers to the YCC and deal with at least 60% in the first contact and only need to refer complex cases to A&I
  - Give customers and people acting on their behalf a choice of channels and the ability to access the same information and complete self-assessment forms on-line on the council's web site.
  - Have a F2F service also supported by the same technology and information so that staff delivering the service have the same set of tools and customers are given a consistent service.
  - Enable internal and external partners to make referrals and more easily obtain customer information in accordance with agreed information sharing protocols.
  - Redesign processes to reduce the number of staff/teams handling a customer enquiry.

### *Benefits*

The implementation of the above proposals will release the following benefits:

1. An effective customer information and advice function which empowers customers to find out for themselves (on the web) or at the earliest opportunity (F2F/phone) what services they are entitled to receive from HASS, what the cost of these might be and what other services or options are available elsewhere so they can make appropriate choices and have realistic expectations. This will reduce the number of inappropriate referrals.

2. An effective referral process leading to shorter customer waiting times for assessment and care plans ensuring that customers who are eligible for services will start to receive them sooner.
3. An accessible service for customers. People needing to access HASS services will have a choice of access channels (phone, web or F2F) to seek the information they need about available services and the eligibility criteria to receive them. They will be able to carry out self-assessments and apply for certain services on-line at any time.
4. Increased capacity to handle customer enquiries – the promotion of the web channel and the more effective management of the phone channel will release staff capacity to handle more enquiries. This will allow the service to address any unmet demand resulting from difficulties currently experienced by customers in getting through.
5. A consistent high quality customer experience – a single source of high quality up to date service information and structured diagnostic questions will ensure that customers get the same answer and the same service irrespective of who they speak to or the access channel they choose.
6. A responsive service which takes account of the individual needs and circumstances of customers and identifies appropriate services.
7. Efficiency savings in the administrative costs of the service - by redesigning the end to end referral processes between the current A&I team and other teams it is expected that there will be savings in the resource time required for the overall process across the different teams involved.

<b>Proposal for the scope of work in Housing Management and Repairs</b>
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Service Context
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**Housing Management** – Council House repairs, rents, general enquiries, applications and allocations. HASS have identified that there is great potential benefit by using easy@york to integrate elements of the housing service to create efficiencies and a more holistic customer service. A review of the Housing Repairs service is taking place over the next 3-4 month and easy@york is being invited to take part, to identify additional improvements that can be achieved from inclusion in the next phase. Particular interest has been expressed in improving rent collection, waiting list administration, booking and following up on council house repairs (joint service between HASS and Neighbourhood Services) and answering general enquiries. A key objective will be to try to handle as much of the customer enquiry in the first contact without having to refer the customer on.

Breakdown of what is covered by the high level service descriptor:

- Tenancy Management – cover the majority of the face-to-face housing landlord functions, general estate management, low level nuisance, allocations / offer process, annual visits, void management (inc dispersed temporary accommodation), estate improvements, management of handy persons.
- Tenancy Enforcement – cover the high-level enforcement action i.e. injunctions, demoted tenancies, evictions.
- Income Management - current and former arrears recovery, court / evictions process, leaseholder arrears, temporary accommodation (HRA) arrears, recharges / sundry debts, garage arrears, rent setting / reconciliation.
- Housing Registrations - waiting list management (CYC and Affordable Housing), advice on allocations policy, management transfers, nominations to Registered Social Landlords.
- Administration - reception cover (St Leonard's & Acomb), stationary procurement / invoices etc, management of OAP Decoration Scheme and OAP Garden Contract, RTB admin, leaseholder billing and garage management.
- Customer Service team - general telephone enquiries, telephone repairs reporting, repairs follow up, making rent repayment arrangements, coordinating direct debits.
- Responsive Repairs – Inspection and ordering responsive repairs with internal contractor (Neighbourhood Services) via the repairs partnership agreement and with external contractors.

Volume and channels of customer access

- Current Customer visits – 15,200 a year
- Customer Phone Calls – 100,000 a year

Number of staff and budget per service – These figures include front line staff and managers up to service manager level.

<u>Area</u>	<u>Total ftes</u>	<u>Budget Head</u>
Tenancy Management	18 ftes	£496K
Tenancy Enforcement	5 ftes	£122K
Income Management	10 ftes	£277K
Housing Registrations	9 ftes}	£427K
Administration	15 ftes}	
Customer Service team	9 ftes	£210K
Responsive Repairs	7 ftes	£245K

*Areas for improvement*

1. Initially the focus of this work will be to implement a more efficient end-to-end Housing Repairs Service and then extend the scope of this unit to handle all aspects of Housing Management.
2. HASS and Neighbourhood Services are currently reviewing how to make the repairs service more effective. At present there are issues regarding the access for customers to the service and then the relatively high incidence of customers not being at home when service staff visit to carry out repairs. In addition the service considers that not enough jobs are completed first time and the number of re-visits to complete the task needs to be undertaken.
3. The easy team will look to support the existing review to better understand the service issues and influence the design of new processes. However the team will take a leading role in broadening the access to the service through the development of an on-line housing repairs service. From the initial work that has been done, we will look to deliver an application similar to that used in Bolton MBC and Hounslow Homes. Both these systems are compatible with the technology used in York and will enable us to shift a number of phone calls onto the web channel. The Programme will aim to achieve an uptake of 25% of transactions on the web channel.
4. Also in scope will be the development of a more effective booking system for service staff. A booking option will be provided on the web for routine repairs and staff within the Housing Service will be able to book repairs for those requests made by phone. Work will be undertaken to devise more effective 'routes' around the city. Currently work is planned without recourse to how far staff will need to drive or how busy the major roads are at that particular time of the day.
5. The existing review is likely to make some recommendations as to how the HASS and Neighbourhood Service Teams need to work together in order to make the processing of work as effective as possible. It is suggested that the communications between the teams are not as effective as it needs to be. The Programme will work to ensure that the new business processes will work effectively irrespective of where staff are located and that an effective

performance monitoring system is in place to ensure that process failure can be identified and addressed.

6. Work on Housing Management will commence towards the end of the Housing Repairs engagement although it is recognised that it would be undesirable to undertake the two pieces of work in isolation. As part of the Housing Management work a key objective will be to help existing tenants to self serve for services they want. Work will be taken forward to improve the provision of the on-line account information so that customers can, for example, make rent payments.
7. In addition the estate management function will be supported by an expansion of the mobile working initiative, to allow services to be provided in customers homes and in estate offices. Where appropriate this will remove the need for customers to travel to city based reception areas.
8. The service is already exploring choice based lettings and may well work in partnership with others to deliver this. The Programme will support the work to enable York to receive and manage applications through this process.
9. For both Housing Repairs and Management, the Programme will look to improve the efficiency of call handling. It is estimated that 8 staff are employed in this activity. In part this will be done through the development of a single view of the customer's history (account) to enable staff to give effective and accurate advice. This will reduce the current burden of having to check in more than one place for customer information. In addition the Programme will use its experience in developing shift patterns to ensure that staff are deployed in a way that best matches customer demand.
10. Finally, routine telephone and email enquiries for these services may be handled in a generic YCC staff pool to make the most of the economies of scale that this offers.

#### *Strategic change objectives*

- Enable more effective information-sharing with across all units that contribute to the delivery of Housing Services.
- Increase the level of requests for repair that can be dealt with through the provision of on-line information and a range of self-service requests.
- Ensure that staff can access comprehensive, up to date and relevant service and customer information providing staff with the facility to share and communicate information effectively in order to become more efficient in their own work.
- Reduce the end-to-end time of processes initiated by a customer service request. Processes should be designed to try to move the decision-making closer to the customer and to reduce the number of

individuals involved in the process. This will mean giving personnel the skills, technology and facilities to provide an efficient and effective customer service.

- Increase overall service efficiency through the re-engineering of business processes to increase the focus on the customer and reduce the cost to the Council.
- Increase the percentage of customer contacts that can be resolved at the first point of contact in a single interaction.
- Improve the accessibility of the service to customers by the effective use of all channels.
- Reduce number of customer contacts in the lifecycle of an application/service requests – which may mean increasing initial customer contact time, but with a view to reducing the overall assessment lifecycle time. This will be achieved through acquisition of better quality of data at first point of contact, by following an improved questioning and assessment regimes and providing the customer with clearer, more accurate information about the process after initial contact.
- Establish proactive ownership of cases to ensure that all information required for an assessment is followed up and that the needs of vulnerable customers, for example the Homeless. are assessed promptly.
- Modernising the technology and business processes used throughout the directorate (for example through the use of CRM , transactional forms on the website, the YCC call-handling capabilities, EDMS and mobile devices) to lessen the traditional use of paper-based data capture, remove duplication of effort and leading to overall performance improvement, data consolidation and staff mobility.
- Meet government targets for the service
- Increase customer satisfaction with the service

#### *Benefits*

The implementation of the above proposals will release the following benefits:

An effective customer information and advice function which empowers customers to find out for themselves (on the web) or at the earliest opportunity (F2F/phone) what services they are entitled to receive from HASS which regards to Housing. This will reduce the number of inappropriate contacts.

An effective service application process leading to shorter customer waiting times for services ensuring that customers who are eligible receive them quickly.

An accessible service for customers. People needing to access HASS Housing services will have a choice of access channels (phone, web or F2F) to seek the information they need about available services and in the case of repairs be able to see the current service levels and be able to track progress.



They will be able to carry out self-assessments and apply for certain services on-line at any time.

Increased capacity to handle customer enquiries – the promotion of the web channel and the more effective management of the phone channel will release staff capacity to handle more enquiries. This will allow the service to address any unmet demand resulting from difficulties currently experienced by customers in getting through.

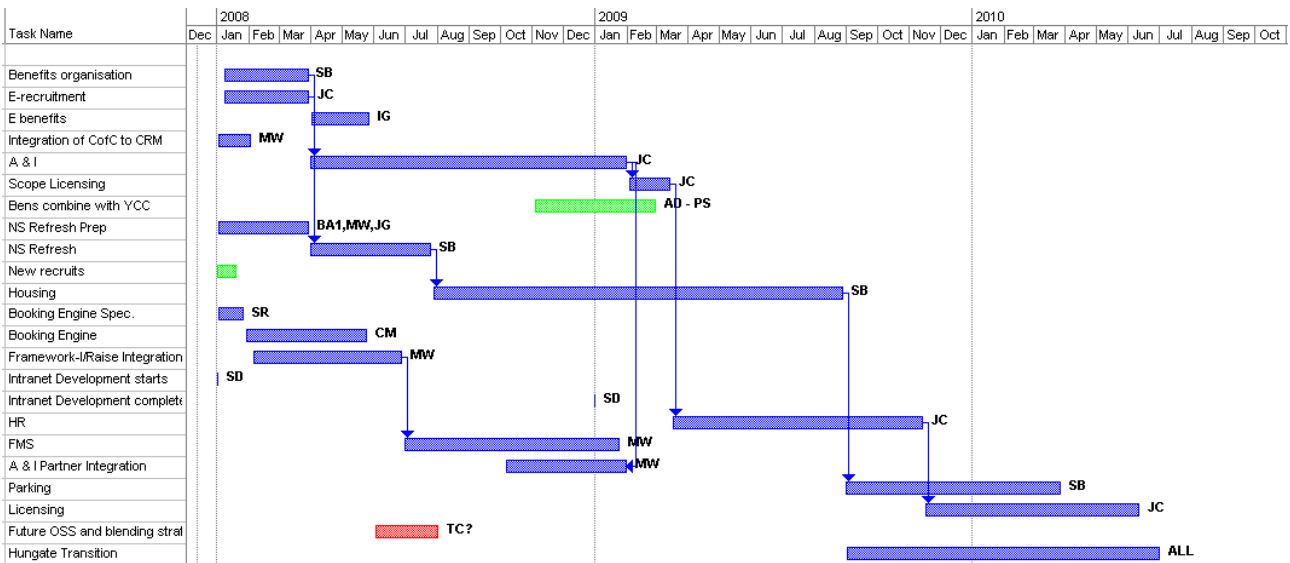
A consistent high quality customer experience – a single source of high quality up to date service information and structured diagnostic questions will ensure that customers get the same answer and the same service irrespective of who they speak to or the access channel they choose.

A responsive service which takes account of the individual needs and circumstances of customers and identifies appropriate services.

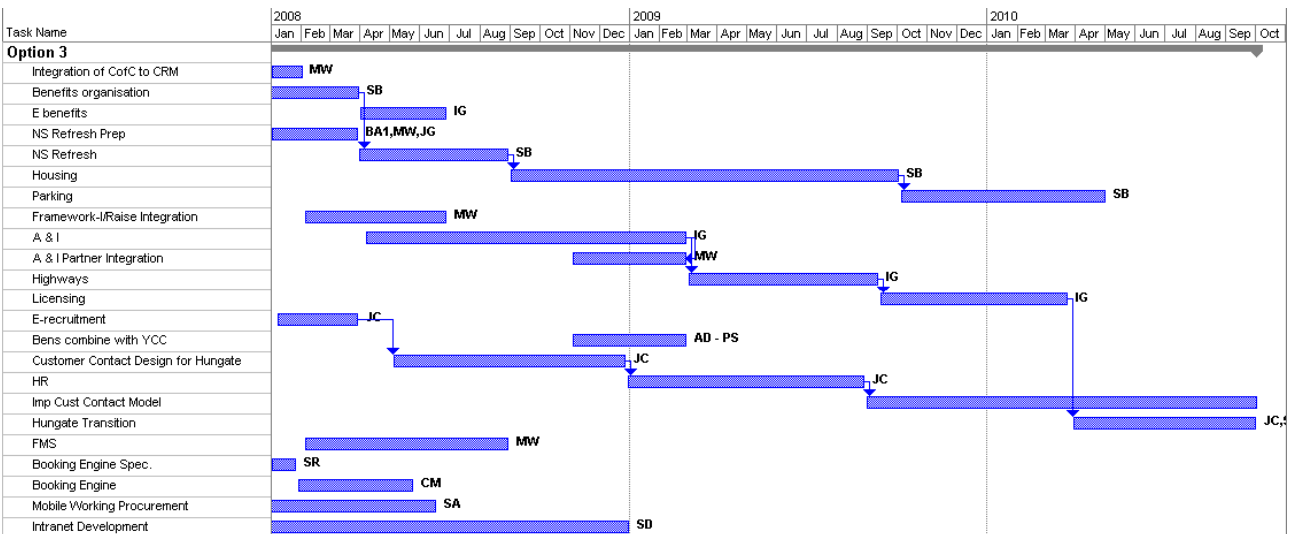
Efficiency savings in the administrative costs of the service - by redesigning the end to end business processes it is expected that there will be savings in the resource time required for the overall process across the different teams involved.

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Timeline for Option 2



Timeline for Option 3



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## Approach to the Development Work Within Easy@york

The principles within this document should also form the basis of any formal contract/agreement/Memorandum of Understanding (MOU) drawn up and signed, between The Programme and the business area.

### The Approach

#### Step 1: Preparation:

Before attempting to initiate any involvement with the Programme a number of key questions need to be answered around the following issues (in no particular order). Where appropriate a method of addressing these preparatory issues is indicated:

- What are the drivers for this work (a strategic planning exercise may be relevant)?
- What benefits are trying to be achieved (may lead to a benefits mapping exercise)?
- What are the required timescales (broadly speaking)?
- Who is available as resource to the work?
- What is the scope of the work? (May require a scoping exercise to take place)
- What are the priorities in terms of which areas to address first, second, etc – if a phased approach is going to be appropriate?
- Who is the main sponsor for the work?
- What is their commitment to ensuring this work is given sufficient priority and focus to be successful?
- What other initiatives/work is currently ongoing in the function/directorate that may impact upon, or be impacted by, this work? (These may be looked at in terms of other projects, IT developments, organisational changes or political events)
- Who is potentially affected by this work (which departments/functions/teams and individuals) – in other words – who are the key Stakeholders (may result in some Stakeholder Analysis to be carried out)?
- What is the current culture of the organisation? (Will require the running of workshops to establish the cultural identity and the key “soft” issues that exist in the business areas being considered).

The following activities/events/processes are recommended:

- Strategic Planning Meeting to clarify objectives, broad timescales, scope, resourcing requirements, priorities and to identify all potential Stakeholders
- Stakeholder Analysis to identify:
  - Stakeholder/Stakeholder Group
  - Perceived benefits for them
  - Changes required to realise the benefit
  - Perceived reasons for resistance
  - Strength of resistance
  - Strategy to deal with resistance
- Benefits Planning – to clarify the benefits opportunities (for all stakeholders) and produce an agreed benefits plan highlighting the benefits inter-relationships (benefits map), along with the Drivers, Measure, Baseline and Timescales for each Benefit
- A Cultural Assessment Workshop (or several of them depending on numbers) to gauge the current culture and identify any management, communication or current process/workload issues that may exist.

## **Step 2: Map and Analyse As-Is Process:**

Before any process can be redesigned it is important to fully understand the existing process. Many people do not understand the value of an As-Is analysis and rather prefer to spend a larger chunk of their time on designing the To-Be model directly. The main objectives of this phase are:

- To identify “quick wins” – changes that can be made that will be immediately beneficial but that will also be carried through (wherever possible) to the full solution – these generally fall into the categories of reducing duplication, bottlenecks, consolidation, simplification and eradication of non-value added activities
- To identify disconnects (anything that prevents the process from achieving desired results and in particular across the interfaces between systems, organisations or people)
- Establish process ownership, and identifies the roles that support the process
- Helps to see actual and potential differences between cycle time and process time
- For each process it is important that process performance measures are identified (and established where they don't already exist – this should link in with the Benefits Plan from Step 1) and set some of the Benchmarks/Baselines for the Benefits Realisation Process
- Establishes performance baselines when creating "to be" processes

- Shows relationships between activities and products

It is also in this phase that the longer-term vision in terms of technology, organisation and service deliverables are refined and agreed.

Resources should be drawn from all relevant parts of the function/business being mapped and the mapping is done in a series of Workshops designed to cover all of the relevant end-to-end processes following a top-down approach – starting at the highest level, over all purpose of the function/business – identifying the key end-to-end processes that exist and then drilling down into each step of the high-level process to define the activities and steps that take place at each stage. Focus should be on which activities contribute towards the delivery of the products and services that the business offers.

Records will be kept of all identified opportunities for improvement (possibly in the Lessons Learned Log).

### **Step 3: Design To-Be process:**

The objective of this phase is to produce one or more alternatives to the current situation, which satisfy the strategic goals, business needs and customer requirements of the function/work area. Innovative practices can be adopted from anywhere, no matter what their source. Having identified the potential improvements to the existing processes, the development of the To-Be models is done, bearing in mind the principles of process design. It is important at this stage that the ultimate objectives of the BPR exercise are clearly defined and understood in terms of:

- The over all Programme/Project Objectives
- The IT strategy and developments
- The Organisational implications and expectations
- The constraints and limitations within which the Project exists (e.g. budgetary constraints, resources issues, deadlines and timescales, risks, dependencies and political limitations)
- The impact of any other initiatives taking place in the Service Area at the same time.

From the point of view of the Easy@york Project the following design principles have been agreed and the “To-Be” Model should be designed to meet these principles:

- **Single Point of Entry to Processes** - Service requests cannot be made directly to contractors/service providers.
- **Capture data at the first point of contact**

- **Movement of work to the individual/team best placed to resolve the request (immediately)** - The processes move a transaction to the individual or team best equipped to resolve it. They do not move work to intermediaries to either check the data capture or prioritise activity. The general intention is to move the data-capture elements of the work towards the front office and the customer and to leave the back-office/business to deliver the specialised services.
- **Access to work queues will be provided** - The ability to review work pending/processed should be provided. This will allow priorities to be changed by exception.
- **No process is held up by a 'checking/reviewing' function** - Work should be queued with the individuals/teams tasked with completing it. There should not be 'holding' points. It may be necessary to set a future date when a case is likely to be resolved e.g. repairing a road, but this should be by exception rather than rule. (There is a cultural challenge here relating to trusting whoever handled the previous process step).
- **Consistent application of business rules** - The 'rules' relating to a service should be applied consistently. Whilst some services carry higher priority, the policy for higher priority work should take into consideration the impact on the "day-to-day" business and any measure of importance/urgency should be applied fairly. In particular, for example, there should not be a distinction between a service request from a councillor and a request from a resident.
- **Review points set for business rules** - The service areas should identify when policy decisions are likely to be reviewed because of things such as budget or organisational changes.
- **Access to systems given to contractors/service providers** - Access to the CRM interface needs to be made available to everyone who carries out a service request. The most practical way to do this may, in some cases, be through hand held devices.
- **Required data will be fed to the CRM by electronic interface or manual input in real time** - The mid level processes assume that information is provided to the CRM system in a timely manner. Provision must be made to ensure that changes in policy, legislation or data, are captured at the time that they are needed or at the time that they become "live", not before and certainly not after. All data that the CRM system needs to enable a transaction to be completed needs to be transferred in real time either by IT integration or manual input.
- **All individuals using the system/related systems will be trained** - Everyone using the CRM or the systems that are integrated to it, must be trained adequately to perform their expected role and in a timely fashion to ensure that their newly acquired skills are useful and employed immediately to aid knowledge retention.



- **There will be a standard reporting set** - Service areas will identify their reporting requirements in advance of system go-live. There will be one reporting set with reports produced to the specification and timescales determined by service areas.
- **Each service area will have one member of staff who can, by exception, run additional reports** - Each service area will nominate one individual who can run additional ad-hoc reports.
- **Cases entered onto the system will only be 'closed' when the transaction is complete** - A case is only closed when the transaction/service request has been met. In some situations this may mean that cases are open for a number of months.
- **Processes seek to remove paper** - The processes are based upon exploiting technology at the expense of paper processes.
- **Measurements and Service Level agreement (SLA's)** - will be agreed for each key step taken in order to resolve a case.

The following activities/events/processes are recommended:

- Workshops with the appropriate people from the business area to look at the end-to-end processes for each "To-be" new process. The attendees need to be very clear that they are designing a process that meets the agreed objectives for the future in terms of performance, efficiency, management information requirements, outputs and interfaces with other business/process areas. Solutions should avoid being couched in terms of what already exists unless it is appropriate to the "To-be" model – for example, just because a particular team structure exists today, it is not necessarily the case that the same team structure is appropriate to deliver the service in the future – this may require a change to job roles, responsibilities and in some cases the total dissolution of a given team where appropriate.
- The outputs of the meeting need to be reviewed by the attendees so agreement is reached on the "To be" model prior to implementation.
- Derivation of Functional Specifications - Functional specifications are the blueprint for how the deliverables from the project will look and work. It details what the finished product will do, how a user will interact with it, and what it will look like. It also enables the management of user expectations and forms a basis for the development of Acceptance Criteria when Test Plans are being produced

#### **Step 4 :Implement Reengineered Process:**

The next step is to develop a transition plan from the As-Is to the redesigned process. This plan must align the organisational structure, IT and information systems, and the business policies and procedures with the redesigned processes.

Additional requirements for the construction of the To-Be components can be added and the result organised into a Work Breakdown Structure (WBS). The following elements need to be given consideration:

- Training programs are initiated and the plan is executed in full scale.
- The transition plan should cover all change management activities, from expectation setting to communication, to training, to guidance documentation needed to effectively accomplish the transition. The plan will include
  - Activity descriptions,
  - Timeframes with key milestones
  - Responsibilities,
  - Affected organizations,
  - Assumptions and references used in developing the plan,
  - Indicators of Successful Transition.
- **Process**—what processes are required at each step to move the organisation to the final “to-be” model? What performance, support and training measures must be in place to support the transition?
- **Organisation structures**—what organisations are impacted by the transition? What is the current organisation structure and how will the relationships transform during the transition?
- **People**—who are the primary staff impacted by the transition? What new knowledge, skills, and abilities are required in the new environment? What training is required to support staff moving into new roles? What communications are required to ensure the staff are aware of changes? What is the timing of the communication and training?
- **Technology**—what is the timeframe for technology deployment? What testing is required? What is the data conversion approach? What is the order in which the implementation activities need to take place?

### Step 5: Post Implementation Activities

A vital part in the success of every reengineering effort lies in constantly monitoring the re-engineered processes. Two things have to be monitored – the progress of the processes and the results.

It is also essential that a feedback mechanism is set up in order that the customer/users understand where to go for help, support and also the means by which any amendments and/or suggestions for improvement can be recorded and assessed. In order to deliver this a number of mechanisms will be established including:

- Change Management process – following sound configuration management principles and ensuring that all change requests are suitably categorised in terms of off-specification reports or changes and dealt with in a timely manner against agreed SLA's.
- Support Desk facilities to give user support on systems issues and problems that occur in the day-to-day operations.
- User Group meetings whose remit will include:
  - The identification and prioritisation of changes
  - Feedback on implemented system performance and functionality
  - A Forum for sharing best practice ideas and opportunities across services
  - Identifying resource to take part in the development and testing of ongoing changes
  - Provide key contacts for communicating updates on system changes and other Easy@york Programme developments
  - Provide a forum for the generation of change ideas and/or suggestions for improvements in both the products and the Programme itself. This will include the discussion of ideas about changes to e.g. Scriptflow/CMS content
  - Provide a first line of support in answering any queries about current practices and implementation.
- Programme Review – conducted within Easy@york to review the Lessons Learned Log and identify any areas for improvement in future Phases of the programme.

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**Executive****15 Jan 2008**

Report of the Director of City Strategy

**Intelligent Transport Systems (ITS) Strategy****Summary**

- 1 This report advises Members of the current position of the Council's ITS Strategy, which utilises the Urban Traffic Management and Control (UTMC) and Bus Location and Information Sub-System (BLISS) and the steps being taken to expand the system and improve reliability.

**Background**

- 2 One of the core elements of the council's transport strategy adopted within its Local Transport Plan 2 is Innovation & Creativity. This incorporates the use of technology to manage traffic as well as providing quality information to the traveling public in a wide variety of formats. This is viewed as a major contributory factor to achieving higher public transport usage and further reducing reliance on private car travel. The need to increase access to public transport is also recognised by the Council at corporate level – "Increase the use of public and other environmentally friendly modes of transport" is one the Council's ten priorities.
- 3 Intelligent transport systems (ITS) have an important role to play in the effective management of the flow of traffic on the city's highways. The Traffic Management Act 2004 introduced a duty upon local traffic authorities to manage their networks to secure the expeditious movement of all traffic, and the continued use of such systems is recognised as assisting in fulfilling this duty.
- 4 City of York Council currently operates an Intelligent Transport System that consists of the Urban Traffic Management and Control (UTMC) and Bus Location and Information Sub System (BLISS), and which provides on-street real-time travel information to the public in areas such as bus arrival predictions, car park occupancy and network conditions. UTMC and BLISS also form the major part of the proposed development of ITS in the City. This report sets out the

current functions being performed by the UTMC and BLISS systems, current issues with them (and solutions), and proposes an ITS vision for their future development.

### **ITS in the wider context**

5 The Intelligent Transport Systems Strategy has a central role to play in the development of transport in the city and will be vital in meeting LTP aims of promoting public transport and cutting car use. Delivering real-time, accurate information to users of the transport system will increase in importance as a tool to reduce reliance on car travel, and the development of ITS is the tool by which this will happen.

6 Increasing levels of technology are available to the general public, and consequently there is an increasing expectation among the public that live, relevant and highly graphical information will be available to them in all aspects of life. Travel and transport must be a part of this. As transport authority City of York Council must be in a position to use such technologies to best serve the traveling public.

7 The development of ITS should therefore, be seen as a key element of York's overall strategy for improving access to transport and reducing transport's environmental footprint in the City. In summary, ITS aims to;

*"Provide Travellers with the right information at the right time in the right format"*

8 To deliver this, the UTMC and BLISS elements of York's ITS will be developed in three main areas;

- Increased use of high quality interactive displays on street and in public spaces;
- Delivery of accurate real time information onto mobile devices and into people's cars and homes;
- Provision of 'near future' predictions, using advanced data analysis techniques to offer improved predictions of public transport and highway operation and conditions.

### **Existing Systems**

9 **UTMC** Consists of a central computer system connected to a range of on-street equipment. The main public facing services provided by UTMC are:

- **Car Park Guidance Variable Message Signs** - uses the message signs located in the City Centre;
- **Car Park Counting** – counting equipment located in the City centre and Park and Ride site car parks that records the numbers of vehicles entering and leaving;
- **Driver Information Variable Message Signs** - uses the message signs on the outer ring road;
- **Dynamic web pages** - gives real-time travel information via the CYC website;

10 **BLISS** is the system that tracks buses running in the City. It provides bus location information, makes predictions about arrival times at stops and allows buses to get priority at traffic signal junctions. It consists of a satellite tracking and radio system installed on each bus monitored by BLISS, a central computing system, on-street displays and equipment in traffic lights. BLISS is also linked to other regional systems and by this means is able to deliver real-time information on mobile phones and via the Internet for any bus service in Yorkshire. The main elements of BLISS are;

- **Automatic Vehicle Location (AVL)** - the system that uses radio and satellite positioning to track the locations of buses;
- **Public Information Panels (PIPs)** – provide basic bus time predictions at bus stops around the City;
- **Traffic Light Priority (TLP)** – equipment located at traffic signal junctions that gives buses priority;
- **Information Kiosks** (also called the Cityspace Smart Columns) - located around the City giving real-time bus and web-based travel information and news on street;
- **Smart Screens** - located at the Park and Ride sites, providing high quality real time bus information.
- **BusNet** – The 'back office' system that allows Council officers and the bus operators to monitor bus location and performance.

### **Current System Use**

11 The uses of the ITS centre around providing real-time information to travellers, providing buses with priority at traffic signal junctions and allowing officers to better manage the network. In brief, the follow uses are made of the system on a daily basis;

- *Car Park Guidance Signs* – Allows driver to make informed choices when parking in the City, and so reduces needless journeys and avoids additional congestion. The system uses a network of 26 variable message signs (VMS) around the city centre (see Annex B for their locations), which are linked to counters in 12 car parks. The system, which updates every 10 minutes, gives information on car park occupancy to drivers between the hours of 1am and midnight, 7 days a week. Shortly after the launch of the system in March 2004 public perception surveys indicated a high level of appreciation and use of the system both by locals and visitors, with 70% of those questioned considering the Car Park Guidance System as either ‘important’ or ‘very important’ when parking in the City . (See Annex A). In May 2006 the system was expanded to use existing Outer Ring Road VMS (see below) to provide car park information to users of the Askham Bar and Grimston Bar Park and Ride sites).
- *Car Park Counting* – Loop based traffic counting equipment located in 13 City Centre Car Parks, (Marygate, Bootham Row, Union Terrace car and coach parks, Monkgate, Jewbury, Haymarket, Shambles, Castle, St Georges Field, Piccadilly, Nunnery Lanes and Esplanade), and 3 Park and Ride sites (Askham Bar, Grimston Bar and Rawcliffe Bar). This equipment counts vehicles entering and leaving the car parks and provides the data displayed on the Car Park Guidance VMS and website.
- *Driver Information Signs* – 19 “Freetext” matrix VMS are located at strategic points around the A1237 Outer Ring Road and main approach routes into the City (see Annex C for their locations). These, as well as being used for car park information at the Park and Ride sites, are used to inform drivers of significant incidents and events affecting the road network. Between January and October 2007, the signs were used for advanced warning of all race meetings, and major events such as the Northern Motor-home Show and the York Festival of Food and Drink. They were also used on over 20 occasions to provide advanced warning of major roadworks and incidents. At other times the VMS are also used to support current road safety themes through the use of Think! Messages covering such issues as drink driving, mobile phone use and the wearing of seat belts. When not in use for any of the above, the signs are left blank.
- *Yorktraffic Website* – Information from the ITS is presented to the public via the Yorktraffic.info website. This site gives live, up to the minute information on car park occupancy, roadworks and incidents current network problems and messages on the VMS. Work is currently underway to redevelop this website using a more user-friendly and interactive mapping style. Initially this redeveloped site will also give information on car park occupancy, roadworks and incidents current network problems and messages on the VMS but



this will be expanded to include live congestion information for the Outer Ring Road and approaches to the City and images from the CCTV system.

- *Automatic Vehicle Location (AVL)* – This is the core of the BLISS public transport real-time information system. AVL operates by each of the buses being fitted with a GPS satellite tracking system and a digital radio. This allows them to broadcast their exact location every 30 seconds to a computer (known as the ‘in-station’) at St Leonard’s Place, and from this the BLISS system is able to carry out its other functions described below. The fitting of AVL equipment to vehicles is central to the operation of BLISS. Only fitted vehicles, or vehicles whose AVL is working correctly can be tracked by the system. Currently in York the following vehicles are fitted with AVL;
  - 70% of First York’s fleet (including all the FTR and Park and Ride vehicles) –This allows BLISS to operate on routes 2,3,4,7,8,9 and 10;
  - All the vehicles used by East Yorkshire Motor Services (EYMS) for the X46 / X47 services;
  - All the Arriva vehicles used between Selby, York and Wetherby (fitted as part of the South and West Yorkshire real-time information scheme);
  - All Coastliner vehicles (fitted as part of the South and West Yorkshire real-time information scheme).

During 2008 it is planned to complete the fitting of the remainder of the First York fleet, which will be assisted by the cascading of AVL equipment from the existing Park and Ride vehicles. Negotiations are also underway with EYMS to ensure the buses they use on their other services into the City are fitted. Technical differences between the York and neighbouring South and West Yorkshire systems mean that we are not yet able to display predictions for Arriva and Coastliner services operating through the City on the PIPs. It is expected a solution to this issue will be developed during 2008/09. On average in November 2007 90% of all First and EYMS journeys on routes operated by AVL fitted vehicles were being tracked by the system. This is up from 63% in January 2007– See Annex D for more details. When fitting of AVL to vehicles is completed it is intended to have all routes operated by First and EYMS tracked and at least 95% of all bus journeys monitored at any time.

- *Public Information Panels (PIPs)* – Located in bus shelters and part of the BLISS system, these displays give real-time information for bus arrival times at 30 bus stops around the City. In most cases, they give ‘countdown’ predictions of the actual arrival times for buses in minutes, or scheduled times where no real-time predictions can be made. In order for the system to work, buses must be fitted with the necessary equipment as described above.

Common reasons why the PIPs fail to make predictions about approaching buses include BLISS on-bus equipment not fitted or faulty; Incorrect data set up or driver log on; and incorrect timetable data available to the system.

- *Traffic Light Priority (TLP)* – TLP uses the same bus mounted technology as the PIPs, to give late running buses priority at traffic signals. Currently 27 traffic signal junctions throughout the City (out of a total of 61) have necessary equipment installed to allow them to receive broadcasts from buses and if appropriate, ensure the bus gets priority. As with the PIPs, this system relies on the buses having the correct equipment fitted and as more are, (as outlined above) so the benefits of TLP in keeping buses to schedule will be more widely seen. It is now the case that where appropriate, new traffic signal junctions are provided with TLP at the time of installation, and existing traffic signal junctions are fitted with it when they are refurbished. Funding is made available each year through the LTP to ensure a rolling programme of fitting major junctions on bus routes with TLP can continue. It is anticipated that all appropriate junctions in the City will be TLP fitted by 2012. It is also planned to start fitting TLP to the City's 48 Pelican and Toucan Crossings during 2008, starting with sites where a real improvement to public transport operation can be achieved.
- *Information Kiosks (Cityspace Columns)* – York now has 6 interactive smart kiosks, (3 in the City centre and 1 each at Acomb, the University and Rawcliffe Bar). These columns provide a range of interactive services including mapping, journey planning and access to news, events and weather as well as real-time bus arrival information. We receive monthly usage reports for the Cityspace Columns that show consistently high levels of usage and appreciation of this equipment. (Details of usage can be found in Annex E).
- *Smart Screens* – 3 new 'Smart Screens' have recently been installed at Park and Ride sites. Final software development work to allow them to draw live data from the BLISS system is currently underway. On completion during January 2008 they will display enhanced real-time information for park and ride users including next departure from the site, next arrival at the site and current journey time to the City Centre. Based on the performance of the first three installations, it is envisaged that Smart Screens will be installed at the remaining two Park and Ride Sites.
- *Bus Net* – Bus Net refers to the 'back office' systems that are part of BLISS. These systems allow officers in the Council, at the bus companies and at the Park and Ride sites to monitor bus location and adherence to schedule. Additionally, it allows bus company staff to produce reports detailing levels of performance of their fleets and services. For Council officers Bus Net is a extremely

useful tool both in identifying problems with bus service operation in real time and undertaking general highway network monitoring. This can assist officers in such activities as controlling traffic signal operation and dealing with periods of particularly heavy traffic in the City. Bus Net includes computer consoles that allows operators to see graphically current conditions of the bus service network and act appropriately.

### **General Operational Issues**

- 12 Some elements of the ITS such as Car Park Guidance and BLISS have now been running for around 5 years and continue to give good service. However as would be expected with such wide ranging and technically complex systems, maintenance issues do occur. In most cases these are resolved in house by CYC staff but for more serious problems maintenance agreements covering systems including Variable Message Signs, the Common Database, communications network and BLISS equipment are in place. This ensures that faults are dealt with quickly. In order to further improve our ability to quickly identify and resolve faults the Network Management Team is currently reorganising resources and this will increase interoperation between the Traffic Team and Traffic Signals and ITS functions and ensure that systems are watched more regularly and faults logged in an increasingly timely manner.

### **Bus Operation Issues**

- 13 The BLISS system continues to demonstrate increasing levels of reliability and is now consistently making accurate predictions to the on-street displays. At present around 90% of bus journeys on routes BLISS operates on are tracked (See Annex D). ACIS, the supplier of the BLISS system hardware undertakes monitoring of all the real time systems they operate in the UK. This monitoring shows York to be in the top 25% of UK real time systems in terms of percentage of possible journeys tracked. On-going monitoring of the system with both on-site and office validation is undertaken to ensure this continues to be the case. This monitoring highlights accurately where the outstanding issues are, and provides a clear means of resolving them. On this basis the core system as supplied by ACIS, which consists of the AVL and prediction system is viewed as working well and reliably. Other than the issue of ensuring all relevant buses are AVL fitted (as discussed above), the main outstanding issues lie with inaccuracies in timetable data supplied by the Operators, and maintenance issues with the on-bus equipment. Work is ongoing with the bus operators and WYPTE, as regional data processor to ensure systems are in place to deal with these issues. It is envisaged that by April 2008 improved procedures will ensure data is correctly compiled and validated (for all operators) and formal maintenance agreements

between CYC, ACIS (the system supplier) and the operators will be operating

### **VMS Messaging Protocol**

- 14 An important element in increasing usage of the system is the need to use the Driver Information VMS more regularly, and in a more consistent manner. To achieve this the Traffic Team are re-organising resources to increase the number of officers able to access the system and set messages on the signs. To allow this development to take place it is necessary to adopt a formal protocol describing the type of messages it is permitted to show on the VMS.
- 15 The VMS Messaging Protocol will also help to alleviate pressure to display messages that are not appropriate. As the VMS are very prominent, regular requests are made to officers for their use, and at the moment these are dealt with on an ad-hoc basis. Having an adopted Messaging Protocol will remove any ambiguity about what messages are permitted to be displayed on the signs.
- 16 Messages suitable for display on the VMS fall into four categories;
  - *Incident Notification* – Messages used to notify drivers of current, serious incidents on the highway network. This can include emergency road and lane closures, diversions and other events that have a material impact on the operation of the network, either in York or on the surrounding road network. Incident notification messages should only be displayed for the duration of the incident and cleared down once the situation has returned to normal. Care must be taken when writing messages that only place names that are recognisable to a wide audience are used and drivers from outside the York area are able to understand locations given. (“A19 SOUTH OF A64” is preferable to “A19 AT DEIGHTON” for instance).
  - *Events Affecting the Transport Network* – Pre-planned messages describing planned events such as roadworks, planned road closures and major events in the City. these messages can tell travellers about events that will be happening over the coming weeks and will require drivers to amend their routes or planned travel times. Only events that are likely to have a major affect on the transport network should be considered but not only highway events – major events affecting bus and train travel can also be suitable for display. For most events only VMS in the vicinity of the event should be used but for major events City wide coverage can be considered. Again, care must be taken when writing messages that only place names that are recognisable to a wide audience are used and drivers from outside the York area are able to understand locations given

- *Road Safety* – Road safety campaign messages can be displayed on the VMS. Generally these should link to and reinforce an ongoing local, regional or national campaign. Examples of campaign messages should use the ‘THINK’ branding (such as “THINK DON’T DRINK AND DRIVE”).
- *Car Park Guidance* – Standard messages used as part of the Car Park Guidance System. These are generally produced automatically by the UTMC system and give drivers guidance to car park spaces on the approach to the City centre and Park and Ride sites. Where data is available these messages will include live car park space information, or else will be static, in form (“DESIGNER OUTLET PARK AND RIDE OPEN” for example). Car Park Guidance messages should not be written manually, and VMS displaying car parking messages should not be used for other purposes, other than in exceptional circumstances.

Beyond these categories all other types of message should not, under normal circumstances be displayed. The VMS are principally restricted to exception reporting of significant incidents and events that have a material effect on the City’s transport network. Increasingly requests are made to use the signs for other purposes that are not directly traffic related and which if accepted would result in increased use of the signs. This would be likely to reduce their impact when used for genuine incidents and events.

- 17 The VMS Messaging Protocol is currently being developed, and will build on the principles laid out above, adding the technical detail required for officers to use it as working guidance. This report seeks member adoption of the principles above as Council policy relating to the use of the Variable Message Signs.

## Options

### Development of ITS Over the Coming Years – The ITS Vision

- 18 A major element of the development of ITS over the coming years will be consolidation. As outlined in this report the City now has a number of systems capable of giving the traveling public accurate real time information and we will continue to expand and develop these, both to increase their scope and further improve reliability. However, as stated in para 8 above there will also be three core areas of major new development or expansion of the UTMC and BLISS elements of ITS over the 5 years;
- *Increased use of high quality interactive displays on street and in public spaces;* This will involve the provision of additional ‘Cityspace’ kiosks. The intention is that each bus interchange point in the City centre, and the busiest stops outside the City centre has at least one Kiosk. Kiosks (or similar) could in the future also

be installed at prominent locations in the foot-streets, district shopping centres and villages. We will also begin to roll-out high quality colour screens at other bus stops around the City, as a replacement for the single colour LED equipment currently used.

- *Delivery of accurate real time information onto mobile devices and into people's cars and homes;* Development work is currently underway to allow real time information about travel in the City to be presented to mobile phones and other personal mobiles devices. This will build towards the aim of providing travellers with accurate information where and when they need it. It is anticipated that a preliminary roll-out of this technology will be made during early 2008. Further expansion of this technology will allow information to be provided in people's homes, using affordable, dedicated hardware and ultimately (as the technology develops) into vehicles. The UTMC and BLISS systems that have been developed to date will form the basis of this expansion in information delivery methods.
- *Provision of 'near future' predictions, using advanced data analysis techniques to offer improved predictions of public transport and highway operation and conditions;* Also building on the current development of the UTMC and BLISS systems, we are now looking at ways of offering an improved level of real time information to the public. This will involve developing UTMC's ability to analyse data from a number of sources and offer transport users detailed information and guidance based on current events. The development of such services, building on the systems currently in place is being driven by York's involvement in 'FREEFLOW' a national research project lead by a consortium of universities and industrial partners that will develop new techniques of managing and analysing large amounts of real time data. York will benefit from this in gaining access to the new technologies it delivers to use as part of the new developments outlined above.

## **Analysis**

- 19 As highlighted above, the further development of York's Intelligent Transport Systems is embedded within the LTP and Members have approved a package of measures under the capital programme for 07/08. These systems demonstrate York's continuing commitment to providing it's customers with high quality travel information and raising public awareness The development of the ITS over the coming years in line with the Strategy outlined above is considered crucial to this.

## Corporate Priorities

- 20 The further development of the real time systems is in accordance with the Council's Corporate Strategy, Objective: "To increase the use of public and other environmentally modes of transport". In addition corporate Aim 1.3: "Make getting around York easier, more reliable and less damaging to the environment" is also relevant.

## Implications

- 21 **Financial** - The development of the UTMC and BLISS systems is included as an aim of the LTP, and funded from the LTP Capital Programme. An indicative budget of approximately £1m was allocated to these systems over the 5 year period from 2006/07. £411k was spent in 2006/07 and £180k is allocated in 2007/08. Owing to reducing LTP budgets the allocations available for UTMC and BLISS will need to be prioritised against other integrated transport schemes. The details of the funding provision for ITS is dealt with as part of the yearly LTP Capital report considered by the City Strategy EMAP.
- 22 **Human Resources (HR)** - Actions will be resourced from within the existing structure.
- 23 **Equalities** – There are no equalities implications.
- 24 **Legal** – There are no legal implications.
- 25 **Crime and Disorder** – There are no crime and disorder implications.
- 26 **Information Technology (IT)** - where necessary, the development of the UTMC and BLISS systems has been undertaken in co-operation with officers from the Resources Group, ITT Section. This will continue in the future. Currently where possible, hardware and communications elements of the ITS is integrated with the appropriate corporate Council systems, to maximise systems efficiencies and such synergies will continue to be sought and exploited in the future.
- 27 **Property** – There are no property implications.

## Risk Management

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

## Recommendations

It is recommended that:

1. Members note the developments being made to expand the ITS systems in the City and continue to improve reliability.
2. Members approve the adoption of the VMS messaging principles as outlined in para 17 above, which will be incorporated into the forthcoming VMS Messaging Protocol, to ensure consistent use of the Variable Message Signs.
3. Members approve the three elements of the ITS Vision as the basis for the development of York's Intelligent Transport Systems.
4. A further review report is presented in 12 months.

Reason:

To ensure the continued development of the ITS and continue to increase it's contribution to the delivery of the Council's LTP objectives.

### Contact Details

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01904 551651

**Chief Officer Responsible for the report:**

Bill Woolley  
Director of City Strategy

**Report Approved**

 tick

**Date** *Insert Date*

### Specialist Implications Officer(s)

*None.*

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

**All**  tick

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

### Background Papers:

*City of York Council - Local Transport Plan 2*

### Annexes

**Annex A – Awareness and Reaction to the VMS Signs**

**Annex B – Inner Ring Road Car Park Guidance Signs – Locations**

**Annex C - Outer Ring Road Driver Information Signs – Locations**

**Annex D – BLISS – Percentage of Bus Journeys Tracked**



**Annex E – Cityspace Smart Column Public Usage Data**

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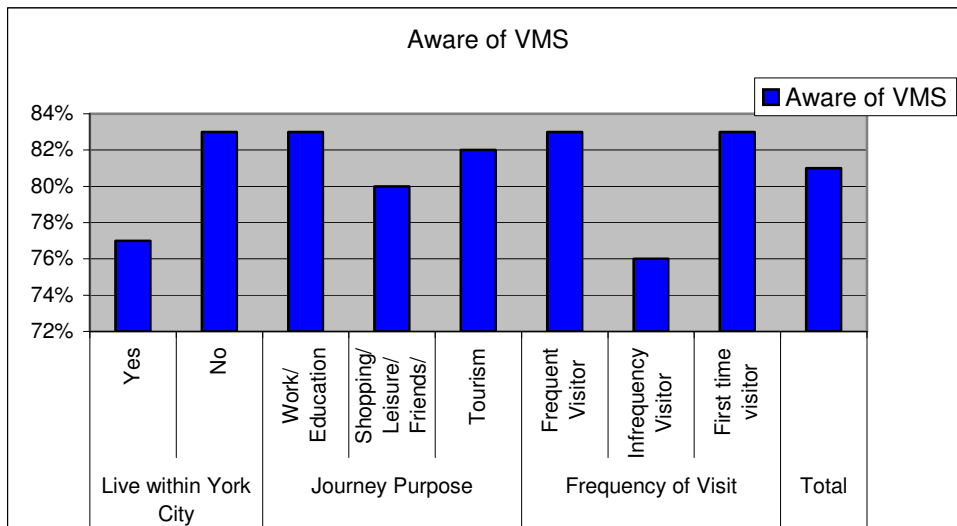
**Annex A**

**Awareness of and reaction to VMS signs**

The information below was captured as part of a survey of people who had parked in the City Centre Car Parks. The on street surveys took place between Monday 8<sup>th</sup> March and Saturday 20<sup>th</sup> March. In total 1006 interviews were conducted with members of the public. Trained market research interviewers administered the questionnaire. Only drivers using specified York car parks were interviewed as part of the survey. Around 100 interviews were conducted at each of 10 car parks namely; Union Terrace, Monk Bar, Shambles, Haymarket, Foss Bank, Marygate, St. George’s Field, Piccadilly, Castle and Nunnery Lane.

The graph below shows that the majority of all respondents (81%) were aware of the Variable Message Signs (VMS) signs. Those that live within York City and infrequent visitors were those least likely to be aware of the signs. However, three quarters of respondents (77% and 76% respectively) in these categories were aware of the signs. 83% of first time visitors had noticed the VMS signs.

**Awareness of VMS**



Base: All respondents

Two thirds (67%) of all respondents stated that they “usually notice signs and take action”. First time visitors (82%) were the most likely to state they usually notice the signs and take action and those that live within York City were the least likely (51%).

People that live within the York City area were the most likely to state they usually notice the signs but ignore them; a fifth (21%) of people that live within York City stated they usually notice but ignore the VMS for car parks.

Overall 13% of respondents stated they don’t notice VMS. Infrequent visitors were the most likely to not notice the VMS (18%).

*How usually react to VMS when visiting York*

		How React to VMS				Total Count
		Usually notice signs and take action	Usually notice signs and ignore them	Usually notice signs and used to take notice but don't now	I don't notice the signs	
Live within York City	Yes	51%	21%	13%	15%	282
	No	73%	10%	5%	12%	722
Journey Purpose	Work/ Education	62%	18%	11%	9%	309
	Shopping/ Leisure/ Friends/ Family	66%	13%	7%	14%	471
	Tourism	79%	5%	2%	14%	207
Frequency of Visit	Frequent Visitor	63%	17%	11%	9%	490
	Infrequency Visitor	66%	11%	5%	18%	278
	First time visitor	82%	4%	1%	13%	218
Total		67%	13%	7%	13%	1004

*Opinion of VMS signs*

Just over half (52%) of respondents felt having VMS for car parks was important and a further 28% thought they were very important to have. Only 7% felt VMS were not important.

People that are first time visitors, tourists or those that live outside of the York City area were the most likely to say that VMS for car parks are very important or important to have (92%, 90% and 85% respectively).

*Importance of VMS*

		Importance of VMS					N=
		Very Important	Important	Neither	Not Important	Not at all Important	
Live within York City	Yes	18%	49%	24%	7%	1%	283
	No	32%	53%	9%	5%	1%	718
Journey Purpose	Work/ Education	26%	50%	15%	7%	3%	309
	Shopping/ Leisure/ Friends/ Family	27%	52%	14%	6%	0%	468
	Tourism	34%	56%	9%	0%	0%	206
Frequency of Visit	Frequent Visitor	24%	51%	16%	8%	1%	490
	Infrequency Visitor	28%	53%	14%	4%	0%	275
	First time visitor	39%	53%	7%	0%	1%	218
Total		28%	52%	13%	6%	1%	1006

In general respondents tended to find VMS useful; 38% of respondents rated the signs as very useful and a further 46% thought they were useful. The results were similar across all categories of people. Slightly more people travelling to York for tourism and first time visitors rated the signs as very useful or useful (48% and 44% each respectively).

*Usefulness of VMS*

		Usefulness of VMS					N=
		Very Useful	Useful	Neither	Not Very Useful	Not at all Useful	
Live within York City	Yes	25%	51%	16%	7%	1%	281
	No	43%	44%	8%	4%	1%	717
Journey Purpose	Work/ Education	32%	48%	11%	7%	2%	309
	Shopping/ Leisure/ Friends/ Family	38%	46%	10%	5%	1%	465
	Tourism	48%	44%	7%	1%	0%	206
Frequency of Visit	Frequent Visitor	32%	48%	12%	6%	1%	488
	Infrequency Visitor	42%	45%	9%	4%	0%	274
	First time visitor	48%	44%	6%	1%	0%	218
Total		38%	46%	10%	5%	1%	1006

Just over a third (37%) of all respondents said they did not know how reliable VMS are. 15% of respondents thought they were correct every time and a third (35%) felt they were correct most times.

First time visitors were the most likely to state they did not know how reliable the VMS were; 76% of first time visitors said don't know. 17% of first time visitors felt they were correct most of the time and only 2% felt they were correct every time.

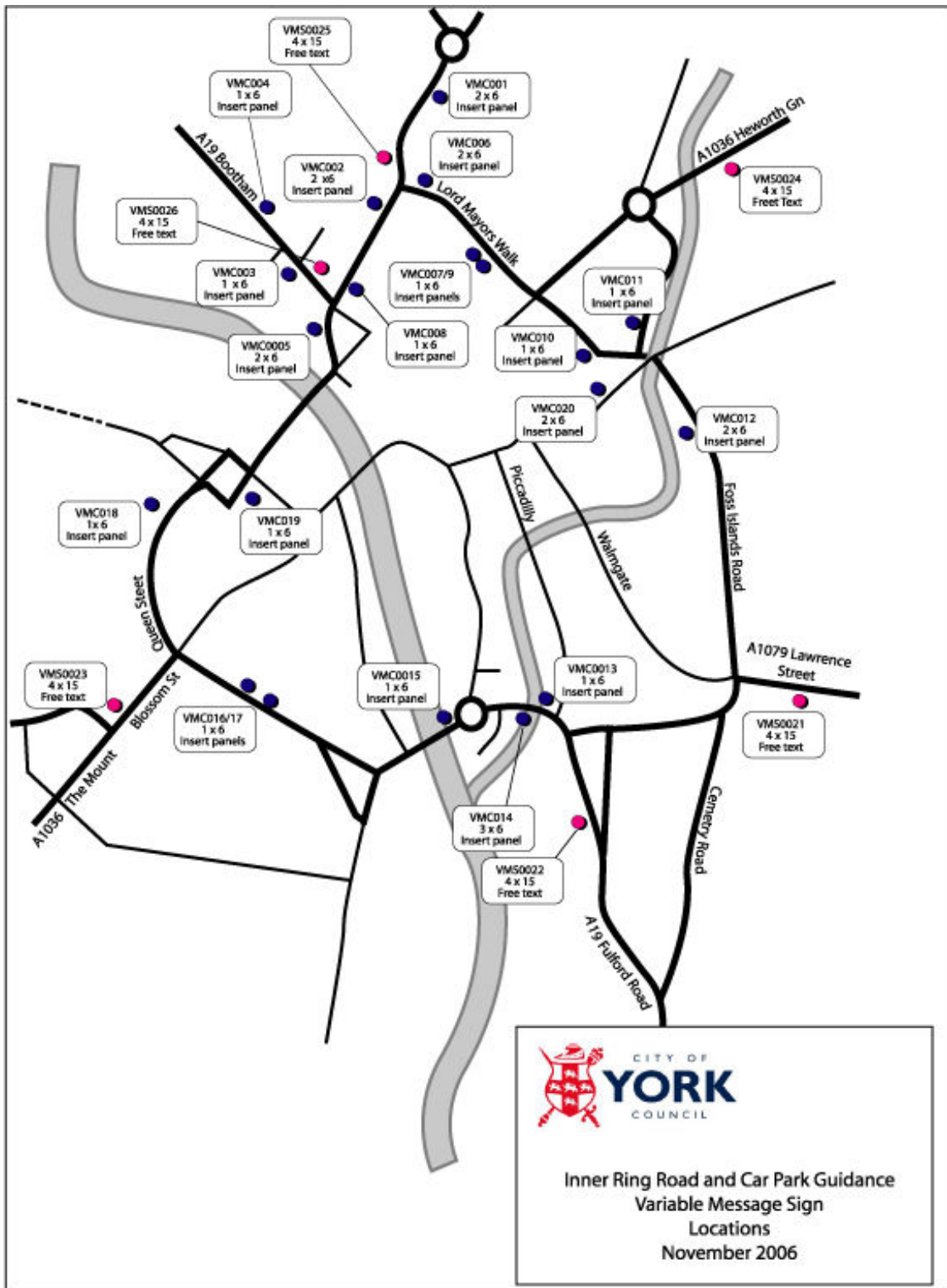
Frequent visitors to York, those that live within the York area and those travelling for work purposes were those least likely to state they don't know how reliable VMS signs are (16%, 22% & 16% respectively) and those most likely to state they felt the signs were correct most times (46%, 45% & 42% respectively) or every time (21%, 14% & 24% respectively).

### ***Reliability of VMS***

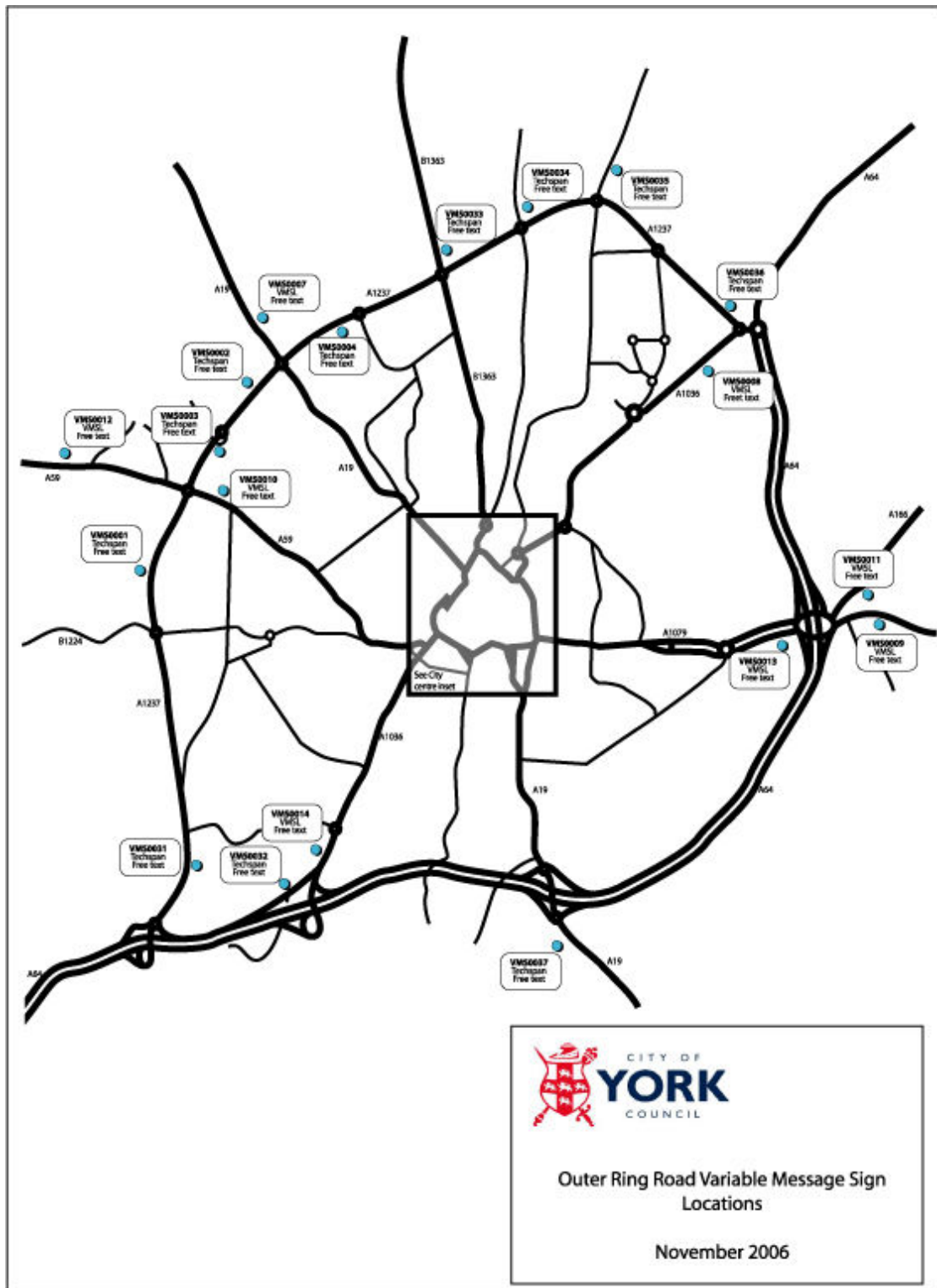
		Reliability of VMS					N=
		Correct every time	Correct most times	Correct sometimes	Hardly ever correct	Don't Know	
Live within York City	Yes	14%	45%	13%	6%	22%	283
	No	15%	31%	8%	3%	43%	723
Journey Purpose	Work/ Education	24%	42%	12%	6%	16%	309
	Shopping/ Leisure/ Friends/ Family	14%	38%	10%	3%	36%	471
	Tourism	5%	18%	5%	1%	70%	208
Frequency of Visit	Frequent Visitor	21%	46%	12%	5%	16%	490
	Infrequency Visitor	15%	29%	9%	4%	43%	279
	First time visitor	2%	17%	5%	1%	76%	219
<b>Total</b>		<b>15%</b>	<b>35%</b>	<b>9%</b>	<b>4%</b>	<b>37%</b>	<b>1006</b>

Base: All respondents

Annex B



Annex C

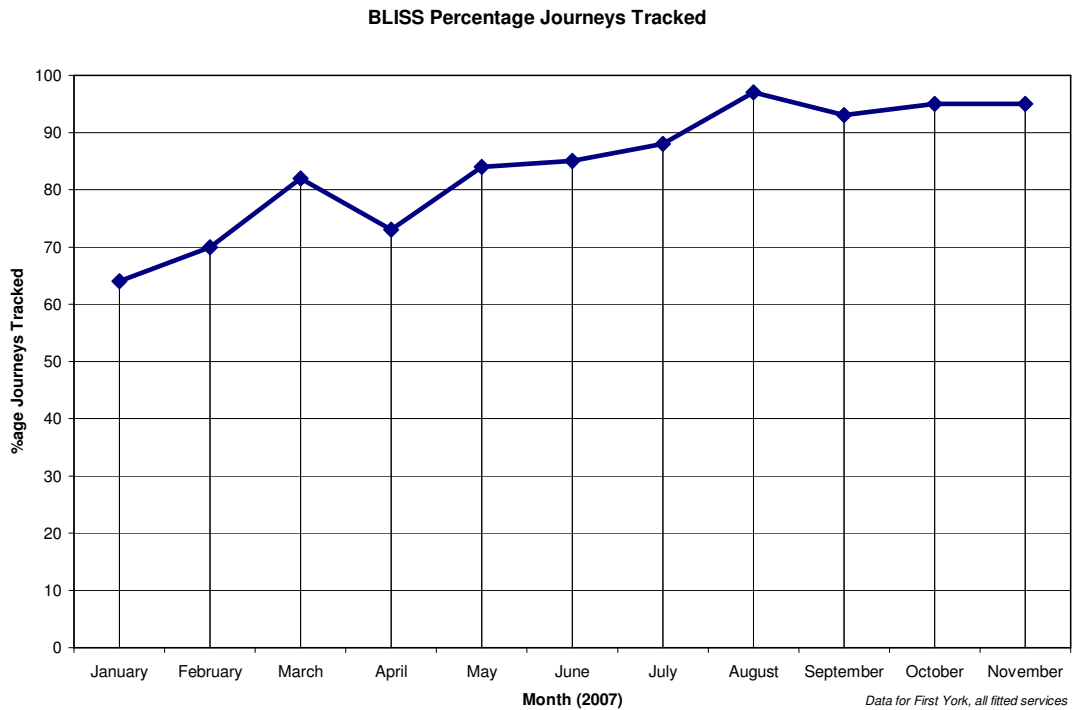




**Annex D**

**BLISS – Percentage of Bus Journeys Tracked**

This Annex shows graphically the improvement in Bliss operation for a number of First services in the City. Each group of bars relates to one service, as listed across the bottom. The height of the bars indicates the numbers of journeys per month that were tracked by the BLISS system, compared to how many journeys were actually made. A bar running the full height of the graph would indicate 100%; i.e. every journey run had been successfully tracked and monitored by the BLISS system. It can be seen from the graph that between January and October 2007 from around 63% to 90%.



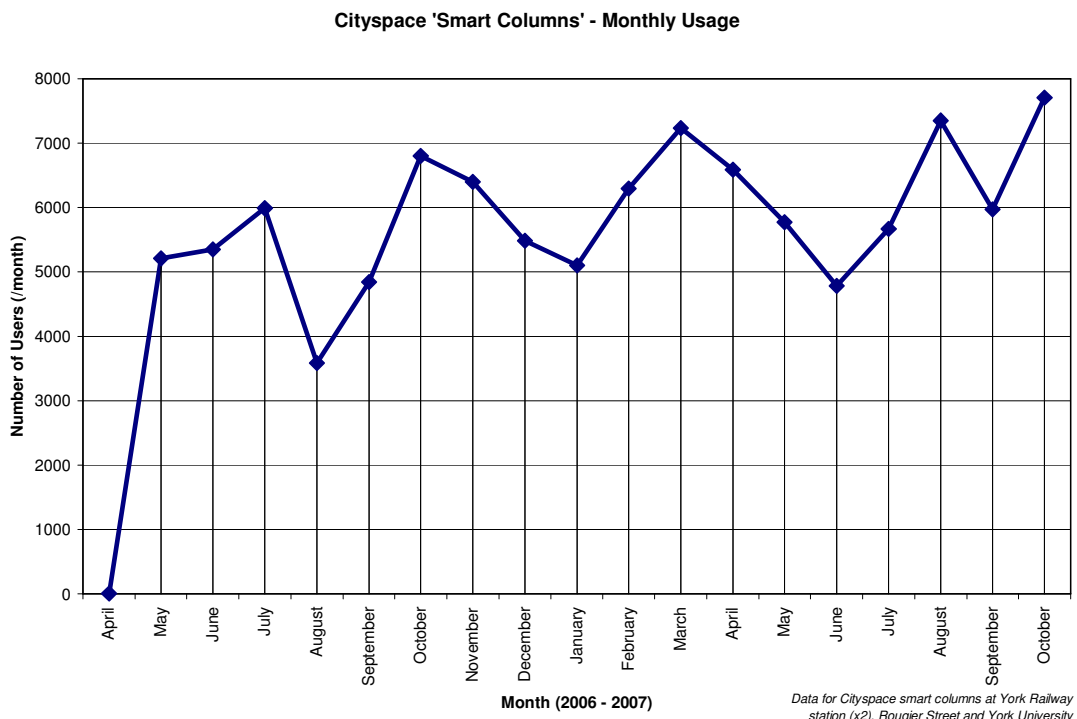
**Annex E**

**Cityspace Smart Column Public Usage Data**

Each month, Cityspace prepare usage data for the Smart Column interactive kiosks. This data provides information covering the use of the Columns outside the Railway Station, on Rougier Street, at the University and at Front Street Acomb. The computer located inside the Column collects the data automatically.

**Monthly Usage Graph - 2005/2006 vs 2006/2007**

This chart shows the total users per month for your network for this year and last year.



## Usage Statistics

The table below breaks down the total usage levels at each terminal, showing more detail. ('Channel' relates to the various services offered by the Smart Columns, such as News, Local Mapping, Travel Information, etc).

SMART COLUMN...	NUMBER OF USERS	AVERAGE USERS PER DAY *	NUMBER OF CHANNELS	AVERAGE CHANNELS PER USER	TOTAL USAGE TIME (HRS)	AVERAGE TIME PER USER (MINS)
Close to Waremart, Front Street, Acomb, York (825)	1,054	35	2,939	2.8	60.88	3.5
Opposite Royal York Hotel, Station Road, York (816)	1,583	57	4,316	2.7	100.72	3.8
Outside McMillans, Rougier Street, York (818)	1,249	45	3,397	2.7	74.62	3.6
Outside York Station, Station Road, York (822)	1,000	33	2,926	2.9	59.76	3.6
York University, University Road, York (820)	1,082	36	3,502	3.2	70.27	3.9
TOTAL	5,968		17,080		366	
AVERAGE	1,194	41	3,416	2.9	73	3.7

*\*To give a true representation of the popularity of an individual terminal, 'Average Users per Day' is calculated by dividing the number of users per terminal by the total number of days during which it was in full operation.*

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**Executive**

15 January 2008

Report of the Director of City Strategy

**Traffic Management Act 2004; Implications for Parking****Summary**

1. This report advises Members of the implications for parking services of Part 6 of the Traffic Management Act 2004 (TMA), which is being implemented on 31 March 2008. The report also requests a decision on the level of the penalties that the Council will charge from 31 March 2008.

**Background**

2. The TMA came into force on 22 July 2004. Members may recall a report that was brought to the Executive on 9 November 2004, which provided a detailed overview of the whole Act. The intention of the Act is to give local authorities additional tools to tackle congestion and reduce disruption of the road network for the benefit of the travelling public.
3. The TMA has seven parts, which deal with traffic management on trunk roads, network management on local roads, management of strategic roads in London, permit schemes for works, street works, the civil enforcement of traffic contraventions, and miscellaneous related provisions. The Department for Transport's (DfT) timetable for implementation of the Act is shown at Annex A. Further reports will be brought to the Executive as and when the statutory guidance is issued.
4. Specifically for parking, the Government's stated aim is to strengthen the existing system of Decriminalised Parking Enforcement (DPE), which will become known as Civil Parking Enforcement (CPE), by providing a regulatory framework, and associated statutory and operational guidance for enforcement authorities across England. It is hoped that this will produce a high level of public understanding and acceptance of CPE, which will, in turn, lead to reductions in congestion and improvements in safety, and management of the highway network.
5. The TMA is an enabling Act, which, as such, grants powers to the Secretary of State to bring in regulations and prescribe by guidance how the provisions of the Act should be enacted.
6. Section 87 of the TMA gives the Secretary of State the power to produce guidance to which local authorities must have regard. The statutory guidance on the civil enforcement of parking contraventions was issued by the DfT in July and the draft operational guidance in August. The guidance in these

documents advises local authorities how to implement the civil parking enforcement provisions in Part 6 of the Act, covering the setting of charges, techniques of enforcement, the exercise of discretion and the consideration of challenges, representations and appeals against the issue of a penalty charge notice (PCN).

7. This report concerns the implementation of the parking provisions in Part 6 of the TMA which replaces part II and Schedule 3 of the Road Traffic Act 1991 and provides for the civil enforcement of most parking contraventions.

## **Consultation**

8. In 2002, the DfT consulted local authorities and a number of representative organisations about proposals to give local authorities outside London the additional powers that had been taken by London authorities since the Road Traffic Act 1991. The responses showed clear support for this approach.
9. Following the successful passage of the Traffic Management Bill in 2004, the Government gave further consideration to proposals to strengthen DPE. DfT held a stakeholder workshop and a number of meetings of the working group involving representations from a wide range of parking stakeholders, including local authorities.
10. The DfT sought views in July 2006 on draft regulations, draft Statutory Guidance, a partial Regulatory Impact Assessment and a Consultation Document that set out the Government's position on Civil Parking Enforcement.
11. Section 87 of the TMA gives the Secretary of State the power to produce guidance to which local authorities must have regard. Where the guidance states that a local authority must do something, then the authority has no choice, as it is a requirement of the legislation. In other areas the guidance makes recommendations about what a local authority should do. Whilst a recommendation may be disregarded, the local authority should be able to demonstrate why it has decided not to implement the recommendation. Annex B describes what the guidance specifies must be done and what is recommended.

## **Implications of Civil Parking Enforcement**

12. DPE was introduced across the whole of the City of York Council area on 8 October 2000. These powers transferred responsibility for most parking offences from the Police to the City Council. Some exceptions, that were retained by the Police, are dangerous parking, obstruction and parking on pedestrian crossings and their approaches.
13. The parking provisions in Part 6 of the TMA extend those parking contraventions to include additional parking offences, introduce the concept of differential penalty charges, allow PCN's to be issued by post in certain circumstances, and make changes to the administrative procedures involved in the processing of PCN's. The introduction of differential penalty charges is covered in more detail below and a comprehensive list of all the major changes is provided at Annex B.

14. At the present time, a PCN which is issued in the City of York Council area is set at £60, with a reduction to £30 if it is paid within 14 days. The £60 charge is applicable for every type of parking contravention irrespective of the seriousness of the contravention. For example, whether a vehicle is parked on double yellow lines causing a hazard to traffic, or a motorist simply arrives ten minutes late back to a car park, a PCN can only be issued for the full £60 fee. The £60 charge has been in place in York since March 2002.
15. In an effort to make the penalty fairer and more acceptable to the public the TMA introduces the concept of differential penalty charges. This means that a higher charge will be made for parking contraventions that cause the most disruption and danger to pedestrians and other road users. Furthermore, in order to give greater protection to residents and disabled badge holders, the higher charges will also apply in resident permit zones and disabled bays. Each type of parking contravention is allocated either a higher-level charge or a lower level charge dependent upon the considered seriousness of the parking contravention. A full list of the parking contraventions that are applicable outside London, together with their allocated differential charge level, is shown at Annex C,

### Options

16. Local Authorities cannot decide which parking contraventions should be charged at the higher or lower rate but they can decide what the higher or lower rate should be for their area. The choice lies between two bands (See Table Below). The Secretary of State recommends that local authorities choose one band for the whole of their area and considers that a variety of bands within an authority's area is not appropriate.
17. A 50% discount for payment within 14 days will apply for all the rates and there will be a requirement to re-set the discount for a further 14 days if a motorist challenges the issue of a PCN, within the initial 14 day discount period, but the local authority, following consideration of the challenge, decides to reject it.

	Higher Rate (More Serious)	Discount Charge (if paid within 14 days)	Lower Rate (Less Serious)	Discount Charge (if paid within 14 days)
Band 1	£60	£30	£40	£20
Band 2	£70	£35	£50	£25
Current Charge	£60	£30	N/A	N/A

### Analysis

18. The Government has included guidance at paragraphs 421, 422 and 424 of the draft 'Parking Policy and Enforcement Operational Guidance' regarding

which band local authorities should choose when setting the penalty charge level for their area.

19. In summary, the guidance recommends that local authorities should choose the band which would encourage compliance with the parking regulations, maintain a high level of public acceptability and produce a system of civil parking enforcement that is self-financing.
20. Bearing the above guidance in mind and the fact that the charge level for this authority is currently £60, it is considered that the charge level consistent with a high level of public acceptability and compliance is Band 2. It is expected that Band 2 will maintain compliance at existing levels and the civil parking enforcement scheme will thus continue to be self-financing.
21. The approval of the charge band needs to be made promptly in order to allow sufficient time for the legal framework and administration to be in place for 31 March 2008 when the TMA regulations will be enacted.

### **Corporate Priorities**

22. Parking Services contribute to the corporate priority to increase the use of public and other environmentally friendly modes of transport.
23. The implementation of the parking regulations of Part 6 of the TMA is designed to improve the system of civil parking enforcement. An efficient parking system will play a part in improving road safety and reducing traffic congestion and associated emissions. This, in turn, will contribute to the corporate priority of encouraging, empowering and promoting people to reduce the environmental impact of their activities.

### **Implications**

#### **Financial**

24. There are additional one off costs in implementing the provisions of the TMA. These consist of upgrading the Parking Office software (15K), Uniform changes for CEO's (10K), Changes to Stationery (4K) and Training (8K). It is expected that these costs can be absorbed within the overall parking budget.
25. Following a detailed analysis, based on the number of PCN's issued for each parking contravention in the previous year, it is estimated that there would be a small increase in the revenue from PCN recovery of approximately 10K, should Band 2 be chosen by Members. If Band 1 were introduced then compliance may fall particularly in the car parks where a PCN paid at the discount rate would only be £20, and the revenue from PCN recovery is also estimated to fall by approximately 90K.

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

26. The Parking Attendants will become known as Civil Enforcement Officers and there will be some additional parking contraventions to enforce such as double parking and parking at dropped kerbs. There is a need to fully train all the Parking Staff in the new regulations. Consultation has taken place with the Parking Attendants and their union representatives on all these changes.



27. It is also recommended, in the Statutory Guidance, that applicants for CEO's undergo Criminal Records Bureau (CRB) checks because they are required to work near schools and similar sensitive areas and will be seen as a uniformed figure of authority. In the absence of a corporate policy on the issue, it has been agreed locally, following consultation with the Parking Attendants and their union representatives that CRB checks will only apply to new applicants.

### **Equalities**

28. There are no equalities implications

### **Legal**

29. The Head of Legal and Democratic Services confirms that the Council needs to comply fully with all the requirements of the 2004 Act if the car parking system is to remain lawful on and after 31 March 2008.

### **Crime and Disorder**

30. There are no crime and disorder implications.

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

31. There is a requirement to upgrade the Parking Office PCN processing system to enable it to be compliant for the new regulations and procedures of the TMA. The existing supplier of the software has identified the necessary changes and these have been agreed with IT.

### **Property**

32. There are no property implications

### **Risk Management**

33. In compliance with the Council's risk management strategy the main risks identified are those that would lead to the inability to meet business objectives (Strategic) and to deliver services (Operational), leading to financial loss (Financial). In stark terms, if the changes to the IT system, uniforms, stationery and the administrative and legal framework, are not implemented then the authority will be unable to issue any PCN's after 30 March 2008 because of failure to comply with the TMA. This would mean that there would be no enforcement of the parking restrictions in the City of York Council area.

## Recommendations

34. It is recommended that:

- a. The content of the report be noted.
- b. Band 2 be chosen as the option for the penalty charge rate to operate from 31 March 2008.

35. Reason: it is considered that the charge level consistent with a high level of public acceptability and compliance, and is likely to provide a self-financing system, is Band 2.

## Contact Details

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**Chief Officer Responsible for the report:**  
***Bill Woolley***  
***Director of City Strategy***

**Report Approved**  **Date** 13/12/07

## Specialist Implications Officer(s)

Financial  
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Legal  
Colin Langley  
Head of Legal and Democratic Services  
Ext No 1004

Human Resources  
Janet Neeve  
City Strategy HR Business Partner  
Ext No 1661

IT  
Tracey Carter  
Head of IT  
Ext No 3419

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

**All**

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

## Background Papers:

Traffic Management Act 2004

Traffic Management Act 2004 – Statutory Guidance to Local Authorities on the Civil Enforcement of Parking Contraventions.

Traffic Management Act 2004 – Draft Parking Policy and Enforcement Operational Guidance to Local Authorities.

Statutory Instruments 2007 Road Traffic, England. The Civil Enforcement of Parking Contraventions (England) General Regulations 2007.

Draft Statutory Instruments 2007. Road Traffic, England. The Civil Enforcement of Parking Contraventions (England) Representations and Appeals Regulations 2007.  
Statutory Instruments 2007 Road Traffic, England. The Civil Enforcement of Parking Contraventions (Guidelines on Levels of Charges) (England) Order 2007.  
Statutory Instruments 2007 Road Traffic, England. The Civil Enforcement Officers (Wearing of Uniforms) (England) Regulations 2007.  
Final Regulatory Impact Assessment (RIA). Proposals to implement the parking provisions of Part 6 of the Traffic Management Act 2004.  
The Traffic Management Act – Report to Executive 9 November 2004  
Review of Parking Services – Report to Executive 25 September 2007

**Annexes**

- A – Department for Transport's Timetable for Implementation of TMA 2004
- B - Main Changes Introduced by the TMA 2004
- C – Parking Contraventions Applicable Outside London from 31 March 2008

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## **Annex A**

### **Department for Transport Website**

#### **Revised Timetable for Implementation of the Traffic Management Act 2004 Regulations (Published 7 June 2007)**

The Traffic Management Act 2004 gives local authorities additional tools to tackle congestion and reduce disruption on the road network for the benefit of the travelling public.

In recent months, the Department has made considerable progress on the delivery of these regulations. We have held public consultations on the Draft Guidance on Intervention Criteria, on regulations for Street works, on regulations for Permits and the Civil Enforcement of Parking. These regulations are all nearing implementation, or have been implemented having considered the responses raised in the consultations.

It is important to take the time to get the regulations and associated codes of practices right, as rushing the project risks creating regulations that are unworkable or will not stand the test of time.

The timetable has been updated to reflect:

- 1) An increased time period for industry and highway authorities to prepare for implementing the regulations.
- 2) Revised understanding of how long it will take to ensure that the regulations are consistent and robust.
- 3) The need to reassess external influences impacting on the development of the regulations.

<b>Wave 1</b>			
	<b>Estimated date for full public consultation</b>	<b>Estimated date of laying / making regulations</b>	<b>Estimated date of regulations coming into force</b>
<b>Guidance on Intervention Criteria</b>	July - September 2006 ✓	March 2007 ✓	March 2007 ✓
<b>Notices, Directions and Restrictions</b>	October - November 2006 ✓	Summer 2007	Early 2008
<b>Fixed Penalty Notices</b>	October - November 2006 ✓	Summer 2007	Early 2008
<b>Section 74 Over Staying Charges</b>	October - November 2006 ✓	Summer 2007	Early 2008
<b>Permits</b>	November 2006 - February 2007 ✓	Summer 2007 *	Early 2008 *
<b>Civil Parking Enforcement</b>	July - September 2006 ✓	Mid 2007 *	Early 2008 *
<b>Civil Bus lane and moving traffic enforcement</b>	TBC	TBC	TBC
<b>Inspection of Blue Badges</b>		Mid 2006 ✓	September 2006 ✓

✓ Indicates activity completed

\* Affirmative procedure: dependent upon Parliamentary timing

The TMA regulations are intended to give local authorities the powers to keep traffic flowing efficiently and get the best out of their transport network, helping towns and cities to thrive. It is important that we get the regulations right which means consulting thoroughly with the many organisations and local authorities concerned. Due to the complexities involved, the timetable for implementation is indicative only and may be subject to change.

Wave 2 and Wave 3 timetables have not yet been agreed and will be added at the appropriate time.

## **Annex B**

### **Main Changes Introduced by the Traffic Management Act**

#### Part 6 of the Traffic Management Act 2004 (Parking Regulations)

The main changes from Part II of the 1991 Road Traffic Act::

- 1) Decriminalised Parking Enforcement (DPE) will become known as Civil Parking Enforcement (CPE)<sup>1</sup>.
- 2) Parking Attendants will be renamed as Civil Enforcement Officers (CEO's)<sup>2</sup>.
- 3) Special Parking Area (SPA) and Permitted Parking Area (PPA) will be known as the Civil Enforcement Area (CEA)<sup>3</sup>.
- 4) Local Authorities will be able to set up a Special Enforcement Area (SEA) where double parking and parking at dropped footways will be enforceable. A SEA must be within a CEA or cover the same area as one<sup>4</sup>. It is understood, following information received from the Department of Transport (DfT), that the CEA will automatically become an SEA without the need to make application for permission to the DfT. However, the enforcement of double parking and dropped kerb contraventions is unlikely to be available on 31 March 2008 because it has now been recognised that there is a need for legislation to remove the requirement for signing of the restriction not to double park or park at dropped footways.
- 5) Parking on Pedestrian Crossings, and their zig zag approaches, will become enforceable by Local Authorities as well as the Police<sup>5</sup>.
- 6) Different parking penalties will apply for different contraventions<sup>6</sup>. Local Authorities must choose a higher charge of £70 or £60 (discounted to £35 and £30 for early payment) and a lower charge of £50 or £40 (discounted to £25 and £20)<sup>7</sup>. The higher charge will apply to waiting and loading restrictions and most on-street contraventions plus parking in restricted areas off-street, including disabled bays<sup>8</sup>. The lower charge will apply to all other contraventions.
- 7) Clamping of vehicles should only be used in limited circumstances such as for persistent evaders (i.e. three or more unpaid and unchallenged PCN's)<sup>9</sup>.
- 8) It is strongly recommended that an applicant for a job as a CEO undergo a Criminal Records Bureau check because they "are required to work near schools and similar sensitive areas and will be seen as a uniformed figure of authority"<sup>10</sup>.
- 9) CEO's must have a personal identity number and it is recommended that they carry a photo-identity card that includes the number but not the CEO's name. The CEO's identification number must be on the penalty charge notice<sup>11</sup>.

- 10) Local Authorities will, in three circumstances, be able to issue a penalty charge notice (PCN) by post, within 28 days of the contravention occurring<sup>12</sup>.

The three circumstances are:

- based on the evidence from a CCTV camera.
  - if the CEO is prevented from serving the pcn (i.e. the motorist will not let a CEO place the PCN on the vehicle or will not accept it being handed to them).
  - if the CEO did not have enough time to serve the PCN before the vehicle was driven away. This is clarified to mean that a CEO must have started to prepare the PCN – merely observing a vehicle does not count<sup>13</sup>.
- 11) First class post must be used for all correspondence that is sent to motorists by local authorities and posting must occur on the date that they are printed<sup>14</sup>. This has already been implemented by Parking Services.
- 12) It is recommended that received envelopes for payments be kept as the franking can be used as evidence of the date of posting<sup>15</sup>. This has already been implemented by Parking Services.
- 13) Time limits will be set for the processing of PCN's, objections and representations. Notice to Owners (NTO), a legal document that must be sent to the registered keeper of the vehicle if a PCN remains outstanding after 28 days, should be sent within 56 days of the PCN with an absolute legal limit of 6 months, which can only apply if there are exceptional circumstances. Any photographic evidence of the contravention should be sent with the NTO<sup>16</sup>.
- 14) Representations must be considered within 56 days of receipt and it is recommended that all decisions be served within 21 days<sup>17</sup>.
- 15) In addition to the current grounds for making representations there are new ones as follows:

*a) That there has been a procedural impropriety on the part of the enforcement authority*

A procedural impropriety is clarified to mean a failure by the council to follow proper procedure, particularly with regard to timescales, when issuing or recovering a pcn<sup>18</sup>.

*b) There are compelling reasons why, in the particular circumstances of the case, the enforcement authority should cancel the penalty charge<sup>19</sup>. (i.e. mitigating circumstances)*

- 16) The independent adjudicators, who consider appeals from motorists whose representations to the Local Authority have been rejected, will now be able to refer cases back to the Local Authority's Chief Executive if they consider that the enforcement authority should have used its discretion to cancel the PCN. This concerns cases where there are no statutory grounds for the appeal to be allowed but the adjudicator believes that there are compelling mitigating



circumstances for the council to use its discretion and cancel the charge. When a case is referred back, the Local Authority must reach a decision on whether to accept the adjudicator's recommendation within 35 days<sup>20</sup>. If a decision is not reached within 35 days the council will be deemed to have accepted the adjudicator's recommendation and must cancel the charge<sup>21</sup>.

- 17) It is asked that Local Authorities consider helping the DVLA track down Vehicle Excise Duty (VED) evaders by notifying them of any vehicles that are not displaying a valid VED disc<sup>22</sup>.
- 18) In an effort to make parking enforcement more transparent, various financial and operational reports will need to be produced including an annual report and a parking policy document<sup>23</sup>. Members may recall that an annual report, incorporating a parking policy, was published by this authority for 2006/07 following a report by the Director of City Strategy to the Executive in September 2007<sup>24</sup>.
- 19) Increased charges for the removal, storage and disposal of vehicles have been set at £105, £12 a day and £50 respectively<sup>25</sup>. The current charges in York are £75, £6 and £25.
- 20) On a practical level, all uniforms and stationery will need changing and the software used will require upgrading and there is a requirement to ensure that all staff, both CEO's and Office staff, "have the skills, training, authority and resources to give the public a high quality, professional, efficient, timely and user-friendly service"<sup>26</sup>.
- 21) Elected members and unauthorised staff should not, under any circumstances, play a part in deciding the outcome of challenges or representations against the issue of PCN's. This is to ensure that only fully trained staff make decisions on the facts presented. The authority's standing orders should be specific as to which officers have the authority to cancel PCN's. There should also be a clear audit trail of decisions taken with reasons for those decisions<sup>27</sup>.

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<sup>1</sup> Statutory Guidance Paragraph 7

<sup>2</sup> Ibid

<sup>3</sup> Ibid

<sup>4</sup> Ibid, Paragraph 19

<sup>5</sup> The Civil Enforcement of Parking Contraventions (England) General Regulations 2007 Regulation 7.

<sup>6</sup> Statutory Guidance Paragraph 22

<sup>7</sup> The Civil Enforcement of Parking Contraventions (Guidelines on Levels of Charges) (England) Order 2007. Paragraph 2, Table 1

<sup>8</sup> Ibid, Paragraph 2, Table 2 & Table 3

<sup>9</sup> Statutory Guidance Paragraph 51 and Paragraph 65

<sup>10</sup> Ibid Paragraph, 37

<sup>11</sup> Ibid, Paragraphs 42 & 43

<sup>12</sup> The Civil Enforcement of Parking Contraventions (England) General Regulations 2007 Regulation 10 (4)

<sup>13</sup> Ibid, Regulation 10 (1)

<sup>14</sup> Statutory Guidance Paragraph 68

<sup>15</sup> Ibid, Paragraph 72

<sup>16</sup> Ibid, Paragraphs 75 & 76

<sup>17</sup> Ibid, Paragraph 94

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<sup>18</sup> The Civil Enforcement of Parking Contraventions (England) Representations and Appeals Regulations 2007 Regulation 4 (4)(f) & (5)

<sup>19</sup> Ibid, Regulation 4 (2) (b) (ii)

<sup>20</sup> Ibid, Regulation 7 (5).

<sup>21</sup> Statutory Guidance Paragraph 104

<sup>22</sup> Ibid, 119

<sup>23</sup> Ibid, 113-117 and Annex A

<sup>24</sup> Review of Parking Services – Report to Executive 25 September 2007

<sup>25</sup> The Civil Enforcement of Parking Contraventions (Guidelines on Levels of Charges) (England) Order 2007. Paragraph 3, Table 4

<sup>26</sup> Statutory Guidance Paragraph 34

<sup>27</sup> Ibid, Paragraph 92

**Annex C****Parking Contraventions Applicable Outside London from 31 March 2008****On-Street**

<b>Code</b>	<b>Description</b>	<b>Differential Level</b>	<b>Notes</b>
01	Parked in a restricted street during prescribed hours	Higher	This means parked on a single yellow or double yellow line.
02	Parked or loading/unloading in a restricted street where waiting and loading/unloading restrictions are in force	Higher	This means parked where loading restrictions apply.
05	Parked after the expiry of paid for time	Lower	On-Street Pay and Display Bays.
06	Parked without clearly displaying a valid pay & display ticket or voucher	Lower	On-Street Pay and Display Bays.
07	Parked with payment made to extend the stay beyond initial time	Lower	'meter feeding'
08	Parked at an out-of-order meter during controlled hours	Lower	Electronic meters only
09	Parked displaying multiple pay & display tickets where prohibited	Lower	On-Street Pay and Display Bays.
10	Parked without clearly displaying two**** valid pay and display tickets when required	Lower	On-Street Pay and Display Bays.
11	Parked without payment of the parking charge	Lower	On-Street Pay and Display Bays where payment by phone is allowed.
12	Parked in a residents' or shared use parking place without clearly displaying either a permit or voucher or pay and display ticket issued for that place	Higher	Resident Parking and Shared Use Bays
14	Parked in an electric vehicles' charging place during restricted hours without charging	Higher	
16	Parked in a permit space without displaying a valid permit	Higher	Resident Parking Bays
18	Using a vehicle in a parking place in connection with the sale or offering or exposing for sale of goods when prohibited	Higher	
19	Parked in a residents' or shared use parking place or zone displaying an invalid permit, an invalid voucher or an invalid pay & display ticket	Lower	Resident Parking Bays and Shared Use Bays when, for example, an out of date permit is displayed.
20	Parked in a loading gap marked by a yellow line	Higher	
21	Parked in a suspended bay or space or part of bay or space	Higher	
22	Re-parked in the same parking place or zone within one hour* of leaving	Lower	Returning to a bay before the one hour limit has expired.

23	Parked in a parking place or area not designated for that class of vehicle	Higher	
24	Not parked correctly within the markings of the bay or space	Lower	
25	Parked in a loading place during restricted hours without loading	Higher	On-street loading bays
26	Parked in a special enforcement area more than 50 cm <sup>†</sup> from the edge of the carriageway and not within a designated parking place	Higher	Double Parking
27	Parked in a special enforcement area adjacent to a dropped footway	Higher	Dropped Kerbs
30	Parked for longer than permitted	Lower	
35	Parked in a disc parking place without clearly displaying a valid disc	Lower	
<b>Code</b>	<b>Description</b>	<b>Differential Level</b>	<b>Notes</b>
36	Parked in a disc parking place for longer than permitted	Lower	
40	Parked in a designated disabled person's parking place without displaying a valid disabled person's badge in the prescribed manner	Higher	
41	Parked in a parking place designated for diplomatic vehicles	Higher	
42	Parked in a parking place designated for police vehicles	Higher	
45	Parked on a taxi rank	Higher	
46	Stopped where prohibited (on a red route or clearway)	Higher	
47	Stopped on a restricted bus stop or stand	Higher	
48	Stopped in a restricted area outside a school when prohibited	Higher	
49	Parked wholly or partly on a cycle track or lane	Higher	
55	A commercial vehicle parked in a restricted street in contravention of the Overnight Waiting Ban	Higher	
56	Parked in contravention of a commercial vehicle waiting restriction	Higher	Non- overnight waiting restriction
57	Parked in contravention of a coach ban	Higher	Non- overnight waiting restriction
61	A heavy commercial vehicle wholly or partly parked on a footway, verge or land between two carriageways	Higher	Code specific suffixes apply.
62	Parked with one or more wheels on or over a footpath or any part of a road other than a carriageway	Higher	Code specific suffixes apply.
63	Parked with engine running where prohibited	Lower	This contravention occurs in certain coach bays.
99	Stopped on a pedestrian crossing or crossing area marked by zigzags	Higher	Pedestrian Crossings

\* = or other specified time

\*\*\*\* = or other number <sup>†</sup> = or other specified distance

## Off-Street

<b>Code</b>	<b>Description</b>	<b>Differential Level</b>	<b>Notes</b>
70	Parked in a loading area during restricted hours without reasonable excuse	Higher	Off-street loading areas
73	Parked without payment of the parking charge	Lower	Off-street car parks – Parked without paying where payment by phone is available.
74	Using a vehicle in a parking place in connection with the sale or offering or exposing for sale of goods when prohibited	Higher	Off-street car parks
80	Parked for longer than the maximum period permitted	Lower	Off-street car parks – short stay car parks.
81	Parked in a restricted area in a car park	Higher	Off-street car parks
82	Parked after the expiry of paid for time	Lower	Off-street car parks
83	Parked in a car park without clearly displaying a valid pay & display ticket or voucher or parking clock	Lower	Off-street car parks
84	Parked with additional payment made to extend the stay beyond time first purchased	Lower	Off-street car parks
85	Parked in a permit bay without clearly displaying a valid permit	Higher	Off-street car parks
86	Parked beyond the bay markings	Lower	Off-street car parks
<b>Code</b>	<b>Description</b>	<b>Differential Level</b>	<b>Notes</b>
87	Parked in a designated disabled person's parking place without displaying a valid disabled person's badge in the prescribed manner	Higher	Off-street car parks
89	Vehicle parked exceeds maximum weight or height or length permitted in the area	Higher	Off-street car parks
90	Re-parked within one hour* of leaving a bay or space in a car park	Lower	Off-street car parks
91	Parked in a car park or area not designated for that class of vehicle	Higher	Off-street car parks
92	Parked causing an obstruction	Higher	Off-street car parks
93	Parked in car park when closed	Lower	Off-street car parks
94	Parked in a pay & display car park without clearly displaying two**** valid pay and display tickets when required	Lower	Off-street car parks
95	Parked in a parking place for a purpose other than the designated purpose for the parking place	Lower	Off-street car parks – could occur at Park and Ride sites when motorists, who do not travel on the bus, park in the car parks.
96	Parked with engine running where prohibited	Lower	Off-street car parks - this contravention may occur in Union Terrace Coach Park..

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**Executive**

15 January 2008

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

- 1 This report provides details of the headline performance issues from the performance monitor session on the 20<sup>th</sup> December 2007. It also builds on this to present the latest projection of the Council's revenue income and expenditure for the current year.

**Background**

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

**Summary of Performance headlines from Monitor 2**

- 4 A number of performance issues/actions were identified at the monitor session for Directors and Executive members to address before the end of the 2007/08 financial year. The key ones are:
  - The council approved a new approach to reducing staff sickness absence across the council, with a view to tackling this issue in a holistic way. It may take a number of years to yield results. A report will be brought to CMT early in the new year to set out more details on the implementation and timing of this approach.
  - More data needs to be produced on equalities to allow the council to understand what needs to improve, both within the council's employment and in terms of service delivery. This should help to understand the different stakeholder groups much better, allowing us to become more customer responsive and to make more specific improvements.
  - A reputation strategy needs to be developed by the Marketing & Communications Team to help the council communicate with its citizens much more effectively. Corporate Management Team will consider a draft version of the strategy on the 16<sup>th</sup> January 2008.
  - That although the finance team are currently predicting an underspend for the council's budget, the principle causes are non-recurring and budget holders should continue to manage diligently, areas that are overspending as these could still cause significant budget pressures in future years.

- Capital slippage is forecast to be 10%, which is an improvement from prior years when slippage of 20% to 30% has been experienced. However, project managers need to continue to keep control over schemes and spend profiles to bring this down further.

### Progress on Priorities

- 5 The monitor session reviewed progress on the Council's existing corporate priorities and a synopsis of progress on each of our 14 priority improvement areas is set out in Annex 1. This monitor highlighted extremely good improvement on three priorities in particular:
- *Decreasing landfill and increase recycling* – which is now performing well in excess of our very challenging targets and has saved the council money by avoiding government landfill level fines.
  - *Reducing violent crime & anti-social behaviour* – where incidents such as common assault and criminal damage have continued to reduce (although wounding incidents continues to increase). These improvements are in line with major reductions in overall crime incidents in York over the past 3 years.
  - *Cleaner streets and open spaces* – which continues for the 4<sup>th</sup> year running to improve, in particular the flagship indicator BVPI 199 (cleanliness of our streets & highways), which could move up 2 quartiles if the 3<sup>rd</sup> survey result of the year continues along the lines of the first 2.

### Staff performance – corporate overview

- 6 Corporate sickness absence levels are still high, but are now demonstrating encouraging reductions on the equivalent period in 2006/07 (see annex 2). The situation by directorate is rather more varied with HASS, LCCS and City Strategy showing reductions and other directorates not faring as well.

Directorate	2006/07 Outturn	Staff sickness levels (Apr – Oct 06)	Staff sickness levels (Apr – Oct 07)
<b>Corporate Figure</b>	<b>12.90 days</b>	<b>6.53 days</b>	<b>5.22 days</b>
Chief Executive	5.07 days	2.97 days	4.14 days
Neighbourhood Services	16.8 days	7.67 days	9.52 days
City Strategy	11.43 days	6.23 days	5.23 days
Resources	10.38 days	4.54 days	5.01 days
LCCS	9.96 days	4.40 days	3.61 days
HASS	21.11 days	10.87 days	8.75 days

- 7 The Council's revised sickness absence procedures were implemented on 1<sup>st</sup> October 2007. Bespoke training for managers has commenced, along with the implementation of a comprehensive communication plan to help support implementation and embed changes.
- 8 The overall improvement in performance is extremely encouraging and although full implementation and the required cultural change required for the Council to become high performing in this area will take a number of years, the remainder of the year should see a continued improvement in attendance levels.

### Stress

- 9 Stress levels corporately have shown a 10% reduction on the equivalent period in 2006/07. Again there are some discrepancies between performance in directorates but it is worth noting that there have been substantial improvements in HASS where a stress management pilot has been run as part of the Health and Safety Executive's



strategic intervention programme. This approach will be evaluated and it is likely to be rolled out across the Council.

### Turnover

- 10 The likely year end outturn is still forecast to be around 12%, very similar to turnover in 2006/07. This is still below average levels of turnover for local government. There are signs that the ongoing pay and benefits review may be having an impact as people look for jobs elsewhere due to the uncertainty about their own pay prospects at the council, although the corporate recruitment strategy (currently under development) will help to minimise any impact on service delivery.

Directorate	2006/07 Outturn	Turnover levels for (Apr – Oct 2007)
<b>Corporate Figure</b>	<b>12.02%</b>	<b>7.61%</b>
Chief Executive	14.00%	7.92%
Neighbourhood Services	16.12%	7.91%
City Strategy	15.74%	10.26%
Resources	15.41%	5.56%
LCCS	12.96%	7.30%
HASS	16.95%	8.30%

### **Equalities**

- 11 CYC has had a Comprehensive Equality Policy since 2003 and an overarching Equality Strategy “Pride in our Communities” (PIOC) since June 2005. These were developed with particular attention to the requirements of the Race Equality Scheme, which was the main Equality standard at the time. Both documents were ahead of legislation and good practice when they were drafted. However, with effect from April 2007 Equality legislation and the Equality Standard for Local Government (ESLG) has been changed to become much more challenging. It’s main aim is to eradicate disadvantage based on race, gender, disability, sexual orientation, religion & belief, and age, and places a duty on local authorities to provide services which meet the needs of individuals from these six equality strands.
- 12 To ensure the council becomes fully compliant with the new ESLG and legislation, the Policy, Equalities & Improvement team is working with Directorates and stakeholders to:
- revise the Equality Policy and Strategy to take on board legislation and Standard changes making sure that they fully meet the Race Disability and Gender Duties, by March 2008 at the earliest (this may take longer as it is now a requirement to actively involve representatives of the six strands in this work).
  - put in place corporate and directorate plans to get CYC to Level 3 of the new Equality Standard. This will be a fairly lengthy task and is unlikely to be completed before end of 2009. It is also dependant on equalities being thoroughly embedded in the corporate culture.
  - initiate a sustainable programme of Equality Impact Assessments, the first phase of which should take place by March 2008.
  - develop and provide corporate equality sensitivity and practice training for staff as soon as possible.
  - undertake equality data mapping, monitoring, analysis, and use this to evidence improvement in service delivery and employment for individuals covered by the six

equality strands, as soon as possible. The table below provides just a few details on employment in the council over the past couple of years.

### Employment & equalities in CYC

	York	Council Oct 05	Council Mar 06	Council Sept 07	Council Dec 07
Disabled	17% (1)	2.1%	1.9%	2.1%	2.11% (Oct 07)
BME	6.1% (2)	2.8%	3.1%	4.1%	4.3% (4)
Women	51% (3)	73%	73%	75%	72%

(1) Percentage of all disabled people in York (not just working age)

(2) 2003 Annual Population Survey estimate total York figure (not just working age).

(3) % of female working age population (16 to 64 years) from 2001 census

(4) includes 'white other'

### Health and Safety

- 13 The number of RIDDOR reportable incidents (involving employees or members of the public) in 2007/8 to date (April – Nov) stands at 61. If this trend continues, the final results for 2007/8 will be around 80, similar to the 79 recorded in 2006/07. Current projections indicate that we have made no significant change over the last 2 years.
- 14 The last monitor report highlighted the 2 cable strikes, one of which occurred in the current year. There has been one further RIDDOR 'Dangerous Occurrence' this year, which involved an incident of contractors striking and breaching a gas main (with no explosion or fire). Whilst this is primarily a contractor issue in respect of the RIDDOR reporting requirements, the city reported this to HSE for completion.
- 15 In order to drive forwards an overall improvement in health & safety performance across the City's operations, an in depth strategic review has commenced. This is being undertaken in full partnership with managers, employees and the Health and Safety Executive and is being led by an independent interim manager with significant senior level experience in both the public and private sectors.

### Comprehensive Performance Assessment

- 16 Last monitor we highlighted the importance of improving our score from a 2 to a 3 for the Use of Resources category of CPA. This was crucial as a score of 2 for the pending corporate assessment in January 2008 could place us at risk of dropping to a 2 for the overall CPA score.
- 17 On the 10<sup>th</sup> December, the Audit Commission sent confirmation that we been awarded a 3 for our 2007 Use of Resources and this was achieved through a significant amount of work in the Resources directorate to address key areas of weakness from the last assessment (see below for broken down result).

UoR assessment element	Score	
Financial Reporting	2	4 = well above minimum requirements (performing strongly)
Financial Management	3	3 = consistently above minimum requirements (performing well)
Financial Standing	2	2 = at only minimum requirements
Internal Control	3	(adequate performance)
Value for Money	3	1 = below minimum requirements
<b>2007 UoR Judgement</b>	<b>3</b>	(inadequate performance )

18 This now allows us to concentrate on completing three other elements of the CPA process for 2007:

- The successful completion of the corporate assessment, which is currently running to schedule.
- The data verification and confirmation of our service block scores before the end of January 2008. Some of these are already known due to inspections having been completed.
- Negotiation on our direction of travel, for which we were awarded 'improving adequately' in February 2006. This process looks at a number of elements, including how well we are improving in key performance areas in comparison to other councils.

19 Data verification will take place in early January, once the Audit Commission formally publish the 2006/07 comparative statistics. These affect the thresholds for some of the CPA service blocks. The Auditors held their first meeting on the draft direction of travel data last week and consultation will continue on this over the next 6 weeks. The January corporate assessment exercise will also have some influence the final result.

20 A special report will be submitted to CMT and the Executive at the end of January. However, in the meantime, the table below sets our predicted scores for all elements of the CPA and indicates that we are on track to achieve a score of 3 (good) for February 2008.

Predicted CPA scorecard (February 2007)

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

**Local Public Service Agreement (LPSA2)**

21 Predictions of stretch we are likely to achieve has shifted since monitor 1, with movement, both up and down, in respect of some targets (see annex 3). The majority of targets, specifically those not held in LCCS, are due to complete in March 2008 and the picture presented here has a higher degree of accuracy than before. It shows strong

performance in a number of areas, many of which have seemed certain to attain their targets for some time now. Most notable relate to targets for reducing crime, improving cleanliness and increasing recycling. Predictions at monitor 1 showed a clean sweep across those targets associated with community safety with the exception of violent crime. However, if we can maintain the present levels of performance, this too looks likely to achieve a paying proportion of the stretch. This will be very much dependant on the number of incidents recorded over the Christmas period.

- 22 Elsewhere, predictions of performance have slipped slightly from those previously presented, notably the take-up of benefits, which now seems unlikely to achieve any stretch. Similarly, the target associated with adult learners achieving an entry level 3 qualifications is still an unknown. In this area though, the remaining associated indicators, relating to level 1 and 2 qualifications and the completion of learning programmes through the library, are cautiously predicted to remain on track to achieve at least 60% of their stretch.
- 23 With 3 months to go before the conclusion of the majority of targets, the projected achievement of reward grant is £2.13 million, approximately 58% of the overall fund available. If accurate and after all calls have been made on the award, including the repayment of Venture Fund and the rewards to target holders for achieving stretch, the residual grant left over will be approximately £850k. The Executive has approved (in principle) to use the residual reward grant to support LAA target improvement areas. However, further decisions on its specific use would have to be considered in the context of the council's wider budget process.

### **Customer First Statistics**

- 24 The majority of our customer first results for April to June show high levels of performance across the different standards (see Annex 4). There were however, a few exceptions to highlight, some of which are being addressed corporately, or dealt with by the directorate responsible:
- The number of stage 2 complaints dealt with within 10 days is currently running at 95% across the council. The main bulk of the letters have been processed in HASS, where response times have increase 6% on the same period last year. Response times for stage 3 complaints has also improved, with corporate performance levels running at 93% - a significant improvement on the 43% achieved in the same period last year.
  - The corporate figures for the number of telephone calls answered within 20 seconds has dropped by 2% (91% compared to 93% for the same period last year). This has been brought down by the York Customer Centre, which is currently answering 82% within the time limit. This is however, still quite an improvement, as many of the calls received from customers are being dealt with by the YCC, rather than signposting them to other areas of the council. The Centre is now dealing with a quarter of all calls made to the council.

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

- 25 Table 1 summarises the information presented to the individual EMAPs. It shows that mainly because of one-off reductions in expenditure the projected out-turn is an underspend of around £2.9m. Within the one-off reductions £1.4m has clearly been identified as slippage due to project delays where the resources will be needed in 2008/09, including £261k on the replacement FMS project, both within finance and in ITT, and £986k on easy@york. A further £1.8m has arisen due to the improved position

on interest rates and the ability to defer borrowing (see paragraph 42), and £0.6m on other central budgets. The budgets for the latter two have been re-based and the reduced need has been built in the budget proposals for 2008/09 currently being built-up. Without these three items the forecast would have been an overspend of £934k. The implications of service pressures within the directorates is shown on Table 1 at a cost of £6.2m on the non Dedicated Schools Grant (DSG) functions. The recurring overspends and reduced costs/additional income are also being included within budget proposals for 2008/09

- 26 There is an underspend of £32k on the DSG functions, however, under the terms and conditions of the DSG any in-year underspend must be carried forward to be added to next year's DSG allocation, any overspend can only either be funded from the general fund or carried forward and deducted from the following financial year's DSG. The proposal is to take the latter course of action should an overspend occur.
- 27 The overspend on general fund services includes four principle elements:
- increased service expenditure pressures (either increased expenditure or reduced income) +£6,157k;
  - reduced service costs (either reduced expenditure or increased income) -£6,695k;
  - variations in central budgets controlled by the Executive -£2,749k
  - non-receipt of a profit from trading activity +£386k.
- 28 Of the reduced service costs and action agreed at the EMAPs a proportion comes from underspends on budgets where the spend will not occur until 2008/09 (e.g. on the FMS replacement project and on easy@york), and a request will be made to carry these budgets forward at the end of the financial year.
- 29 While the projected out-turn is close to the budget this is due to a number of one-off occurrences, which mask the true financial position of the authority. In overall terms the council faces a number of on-going budget pressures and future budget rounds will need to identify appropriate actions to control and mitigate them. The use of reserves to plug such gaps is unsustainable as it merely offsets problems and can lead to a continuing deterioration in the Council's underlying financial position. The Council's policy of only using one-off resources to meet one-off spending pressures is designed to explicitly negate such a risk.
- 30 .The HRA out-turn working balance is expected to be £5,577k, £64k less than the current budget. The trading activity of Neighbourhood Services is reporting a loss of £146k rather than the required profit for the year, but are continuing to look for action that can be taken to improve the position. This forecast loss is shown in two ways in this report. Firstly the removal of the expected profit (£386k) is included as a forecast overspend on Table 1. Secondly the loss of £146k is being shown in Annex 12 as a charge against the Trading Activities Reserve.
- 31 The level of total reserves reported at Annex 12 is currently projected to be £9,898k at 31 March 2008. However, any overspend will reduce the overall level of reserves, and requests to carry resources forward from underspends during the year will also reduce the future level. The minimum level recommended by the CPA is £5,201k.

32 In addition the report also provides:

- An update on the achievements of growth items and efficiency savings incorporated into the 2007/08 budget.
- Requests for virements and supplementary estimates.

### **The General Fund**

- 33 The General Fund net expenditure budget for 2007/08 was originally set at £105,088k, (£103,226k after the use of balances and reserves). Members have approved transfers between the profit expected from trading activities of Neighbourhood Services and general fund services and also various other increased budgets, utilising reserves. The net effect of these changes has been to increase the net expenditure budget to £107,457k, and the details are shown at Annex 5.
- 34 A comprehensive breakdown of the projected position on the General Fund is shown in Table 1. Key parts of this are explained in paragraphs 60 to 78 and more detailed information is available in individual EMAP reports. An analysis of the key items which comprise current under and overspends for the Treasury Management activity is shown at Annex 6 and those for central services are in Annex 7.
- 35 Some of the underspending areas identified in the EMAP reports are delays in projects or deferral of expenditure (e.g. project slippage within the Resources area on the replacement FMS project and easy@york), and a request will be made to carry these resources forward into the next financial year. The reported position is therefore distorted by these amounts. Full details of the causes of the service variations were outlined in the individual EMAP reports and the overall financial position is summarised in Table 1 on the next page.
- 36 As can be seen from Table 1 the increased spending pressures in service areas amount to £6,157k, with a further £421k on centrally controlled budgets. Wherever possible Departmental Management Teams/EMAPs have identified savings and action that can be taken to reduce the net effect of these pressures. These together with the delayed/slipped projects where requests will be made to carry the resources forward total £6,695k, producing a net underspend on services in the year of £538k. It should be noted that without the underspend on projects this would actually be a net overspend of £547k. These increased service net costs have been more than matched by projected savings on centrally controlled budgets, a large proportion of which is due to the improved position on interest rates and the ability to defer borrowing (see paragraph 42). However, the 'savings' on both departmental and central budgets are to a large extent one-off and mask the true financial pressures facing the Council, which will need to be addressed as part of future budget processes.

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

	Currently Approved Budget				Variances				Projected Out-turn £000
	Gross Exp.	Notional Interest	Income	Net Budget	Over-spends Identified	Under-spends Identified	Out-turn to Net Budget		
	£000	£000	£000	£000	£000	£000	£000	%	
<b>Service Area</b>									
Children's Services (non DSG)	66,435	4,733	(45,557)	25,611	+810	-358	+452	1.8	26,063
Leisure and Culture	12,186	1,715	(4,346)	9,555	+259	-176	+83	0.9	9,638
Economic Development	5,459	180	(3,375)	2,264	+57	-48	+9	0.4	2,273
City Strategy	30,809	3,105	(19,236)	14,678	+1,348	-1,095	+253	1.7	14,931
Neighbourhood Services	20,658	457	(6,699)	14,416	+245	-293	-48	0.3	14,368
Chief Executive's Department	9,791	-	(4,605)	5,186	+345	-304	+41	0.8	5,227
Resources	64,225	2,207	(61,399)	5,033	+1,687	-3,238	-1,551	30.8	3,482
Housing General Fund	11,295	52	(10,054)	1,293	+61	-76	-15	1.2	1,278
Adult Social Services	57,530	645	(23,985)	34,190	+1,345	-1,107	+238	0.7	34,428
<b>Total of Service Areas</b>	<b>278,388</b>	<b>13,094</b>	<b>(179,256)</b>	<b>112,226</b>	<b>+6,157</b>	<b>-6,695</b>	<b>-538</b>	<b>0.5</b>	<b>111,688</b>
<b>Centrally Held Budgets</b>									
Notional Interest	-	(13,094)	-	(13,094)	-	-	-	-	(13,094)
Contribution from Cap Fin Acct	-	-	(5,669)	(5,669)	-	-	-	-	(5,669)
Treasury Management	10,983	-	(3,576)	7,407	-	-1,756	-1,756	23.7	5,651
Other Central Budgets	6,187	-	-	6,187	+235	-878	-643	10.4	5,544
General Contingency <sup>1</sup>	400	-	-	400	-350	-	-350	87.5	50
Non availability of Trading Profit	-	-	-	-	+386	-	+386	N/A	386
<b>Non DSG General Fund Total</b>	<b>295,958</b>	<b>-</b>	<b>(188,501)</b>	<b>107,457</b>	<b>+6,428</b>	<b>-9,329</b>	<b>-2,901</b>	<b>2.7</b>	<b>104,556</b>
Children's Services (DSG)	83,835	-	(83,835)	-	+356	-388	-32	N/A	(32)
<b>General Fund Total</b>	<b>379,793</b>	<b>-</b>	<b>(272,336)</b>	<b>107,457</b>	<b>+6,784</b>	<b>-9,717</b>	<b>-2,933</b>	<b>2.7</b>	<b>104,524</b>

<sup>1</sup> The forecast includes the bid for release of sums for supplementary requests

- 37 The 2007/08 budget included £3,725k for expenditure on growth items and £4,417k of budget/efficiency savings and with very few exceptions they are all being achieved. Where problems are being encountered these were highlighted in relevant EMAP reports. The growth items are set out in Annex 8, but all are on target to be delivered.
- 38 The variations reported on budget/efficiency savings items are set out in Annex 9 and include:
- Children's Services (general fund services) - saving on the cost of home to school transport of £70k unlikely to be achieved and only £55k of the management challenge saving is likely to be delivered.
  - Leisure and Culture - additional income generation of £5k at the library service is unlikely to be achieved.
  - City Strategy - the savings proposal to maximise commercial opportunities (£100k) has been deferred until April 2008 and the income from charging for pre-application advice in development control (£30k) has been reduced by half due to delays in getting the scheme in place.
  - Neighbourhood Services - two savings on the general fund side are not expected to be achievable, but both have been replaced with savings on utility and repairs budgets, and a third is only partially being achieved, but this one is being offset by an alternative vacancy saving. On the traded activity side three of the savings will be only be partially delivered.
  - Chief Executive's - two proposals are unlikely to be achieved; the income from sponsoring city boundary signs (£20k), although work is still being undertaken on this, and saving on the cost of stress counselling (£8k).
  - Resources - the savings in the public services area (£75k) is not achievable due to a delay in transferring the function fully into the customer centre. It will be delivered in 2008/09. Also a saving of £45k in administrative accommodation rent savings will not be achieved.
  - Adult Social Services - the saving of £21.4k on learning disabilities services are unlikely to be achieved.
  - Children's Services (dedicated schools grant services) - all savings are on target except for the £14k saving expected from reduced provision of home tuition and £46k from a reduction to the learning support assistant's budget.

### **Centrally Held Budgets**

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

### Notional Interest Income

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



Contribution from Capital Finance Account

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

Treasury Management

- 42 The Capital and Treasury Management part of Strategic Finance are currently predicting that treasury management will produce a surplus (underspend) of £1,756k. This is mainly due to three key events: a delay in borrowing due to the high cost of borrowing which has been made possible by strong cash-flows (£294k); interest earned on higher average balances than anticipated (£872k); and an overall increase in interest rates throughout the year is projected to contribute additional interest income (£423k). Annex 6 shows the key variances that contribute to this surplus.
- 43 The projections are based on the best advice, but money markets are volatile and cash balances change rapidly so these predictions should be treated with caution. Each 0.25% change in interest rates will mean a change in the return on investments of approximately £50k per annum. It is worth noting that the current structure of Council borrowing and investments means that high interest rates are, at present, beneficial to the Council.
- 44 The recent turmoil in the money markets has resulted in higher than expected returns on the Council's investments by taking advantage of the high rates offered by institutions. The Council is restricted to the type of institutions that it can invest with, the level of that investment and period over which it can place an investment. The restrictions are based on the credit ratings from the credit rating agencies and interpreted by Sector, our Treasury Management Advisors.

Other Central Budgets

- 45 These budgets cover a variety of funding held centrally and details are shown at Annex 7. The majority of the budgets are for contractual purposes and will be fully required.
- 46 The projection on redundancies and pensions currently shows an overspend of £7k. This has been prepared using information on all known redundancy situations for the remainder of the year, most of which have arisen from 2007/08 budget savings and changing rolls within schools. Table 2 below gives the details. However, should there be further restructures during the remainder of the financial year the cost pressures will increase.

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

	£(000)	£(000)
Annual charges for prior year retirements		711
Non-Schools		
Redundancy payments (including retirements)	283	
Early retirements	140	423
Schools		
Redundancy payments (including retirements)	410	
Early retirements	49	459
Administration charge		29
<b>TOTAL</b>		<b>1,622</b>

- 47 Members were promised an update in all monitoring reports of the value of NNDR rate refunds following successful appeals. The refunds received to date, after deducting all fees due to the Council's agents and the fee expected to be paid to property services, is £200k. It is projected that this may increase to £300k by 31 March 2008, and the latter figure has been included in Annex 12.

### **Job Evaluation**

- 48 The current position on both Job Evaluation and Equal Pay (including the financial costings) is set out in Annex 14. As was reported in the first monitor the expected cost of the project in this financial year is likely to be £750k of which one-off funding totalling £656k is already available. The Executive is asked to approve the transfer of the remaining £94k from the recurring base budget to the project costs as a one-off adjustment in this financial year.

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

- 49 Contingency funding amounting to £600k was set aside in the budget process. As detailed in Annex 10 supplementary estimates approved to date amount to £200k leaving £400k. As set out in paragraph 66 the Executive Member for City Strategy is again requesting the release of £200k from the contingency to fund part of the increased cost of Concessionary Fares. In considering these requests due regard must be given to other areas of pressure, which were identified during the budget process as potentially needing funding from the contingency and where there is still a possibility that additional funding may be needed. Annex 10 includes these items and the likely future requirements for additional funding in these areas. Also the sum identified for voluntary early retirement and redundancy costs has also been declared at nil as any additional costs in the year will be one-off not recurring. The annex shows that if all of these potential demands do materialise the amount now projected to be called down from the contingency fund will total £450k, which will lead to an overspend of £150k.

### **Virements Requested**

- 50 The Council's financial regulations require that any virements between service plan heads of more than £250k are agreed by the Executive as part of the budget monitoring report. There has been a requests from the Executive Member for Corporate Services to approve a virement of £295k from the ITT underspend to easy@york to fund the cost of enterprise licenses required to link existing council services with the new CRM and this is recommended for approval.
- 51 A consequence of the improved facilities at the EcoDepot is an increase in the internal rental charge made by Property Services to Neighbourhood Services of £295k pa. This charge will increase the income to the general fund which will need to be offset against the profit expected to be delivered by the trading activity of Neighbourhood Services. In addition the Executive are requested to approve the virement detailed in paragraph 48 for the job evaluation project costs. These virements can only be agreed by the Executive.

### **Reserves and Balances**

- 52 Annex 12 shows the position on the General Fund reserve which, it is anticipated, will increase slightly from £7,702k at the start of the financial year to £7,846k by the end of the current financial year before taking account of those underspends where requests will be made for the release of funding in 2008/09. Once other reserves are taken into account the level of reserves for CPA purposes is forecast to stand at £9,898k. it

should be noted that while this is above the expected CPA target of £5,201k future potential demands have been identified which will reduce the available resources to around £1,771k by the end of 2009/10. There could be a further need to utilise some of these balances depending upon the outcome of current litigation and tribunals.

- 53 There have been no requests to utilise reserves to fund additional one-off costs in the second monitoring reports.
- 54 Members are reminded that balances are not normally used to fund recurring expenditure and any further large approvals against these balances will reduce the scope for Members to utilise reserves to fund current year overspends or new investment in future years. Using balances to fund recurring expenditure creates funding problems in future years, as the resources will no longer exist, but the expenditure will.

### Monitoring Level of Debts

- 55 There are three main areas of income to the Council where it is important that Members are kept informed of the level of the debt, the movement from the beginning of the year, and the likely position at the end of the year. In all cases the Council makes provision for non-collection of the debt, and the level of this is also monitored. The three areas are housing rents, collection fund (both council tax and business rates) and sundry debts.
- 56 Table 3 sets out a summary of the information on these sources of income, with some further explanatory notes below.

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

	Housing Rents	Council Tax	NNDR	Sundry Debts
Arrears at 31 March 2007		£5,741k	£3,178k	£2,707
current tenants	£712k			
previous tenants	£811k			
Provision for bad/doubtful debts at 31 March 2007	£1,213k	£3,126k	£1,469k	£525k
Value of debts written off so far in 2007/08	£80k	£190k	-£57k	£40k
Current value of prior year arrears	See section below	£4,788k	£2,472k	£1,184k
Estimated accounts to be raised in 2007/08	£23,596k	£73,964k	£79,306k	£62,322
Accounts raised to end of November 2007		£548k	£462k	£20,774k
% collected to end of November	See section below	75.96%	80.20%	96%
Target % to be collected in year	97.86%	97.2%	98.9%	95%
Arrears of in-year debt at end of November	See section below	£2,281k	£1,827k	£255k

57 Housing Rents

- 57.1 As rents are a weekly charge, arrears are not separately identified into account years. It is therefore not possible to show the current position on collecting prior year arrears.
- 57.2 Percentage of rent collected - the data is calculated annually at the year-end. In 2006/07 97.46% was collected; the target for 2007/08 is 97.86%
- 57.3 Rent arrears as a proportion of the rent roll - year to date 3.61% (6.24% was the 2006/07 out-turn and the target for 2007/08 is 2.05%). These figures include the arrears figures for former tenants.
- 57.4 Rent income lost through voids - year to date 0.56% (1.04% was the 2006/07 out-turn and the target for 2007/08 is 0.9%).
- 57.5 The rent arrears at 31 March 2007 were £54k less than at 31 March 2006.

58 Collection Fund (Council Tax and NNDR)

- 58.1 The collection of in-year Council Tax accounts at the end of November is 0.3% ahead of the same position in 2006/07. An internal target has been set to reduce prior year debt by 55%, and would expect that the level of prior year arrears would be around £3.12m. The current position of £3.79m is a slight shortfall but action continues to be taken to address this. Between April 1996 and March 2007 the total value of Council Tax bills raised was £555.005m, against which write-offs so far total £1.710m. With current arrears at £3.788m this gives an overall collection rate to date of 99.01%.
- 58.2 The Council raises accounts for and collects the income due on NNDR on behalf of the government. The collection of in-year NNDR accounts at the end of November is 0.4% ahead of the same position in 2006/07. The position on both current accounts and prior years are prone to fluctuation due to the likelihood of large, and often retrospective, rateable value adjustments issued by the District Valuer. Between April 1996 and March 2007 the total value of NNDR accounts raised was £629.317m, against which write-offs so far total £1.641m. With current arrears at £2.472m this gives an overall collection rate to date of 99.35%.
- 58.3 Action taken to improve the position on this service area includes telephone sign-up for direct debits for Council Tax, which went live in July. Between mid-July and October we have signed up 280 new customers. The direct debit take-up for Council tax is now just under 66%, an increase of 1% over the same period last year. Increased direct debits help to improve the collection rate. For NNDR all backlogs of work and valuation changes were cleared in the last financial year, which means that bill and payment queries are resolved promptly, which again helps achieve effective recovery.

59 Sundry Debts

- 59.1 This section includes the miscellaneous debt raised and collected by the Council. It includes such varied income sources as commercial property rental, housing repairs, commercial waste collection, pest control and other fees and charges.
- 59.2 Unlike the other income the total to be raised will vary from year to year, and is not dependant on annual sums due in the same way that housing rents, council tax and NNDR are.
- 59.3 A debt recovery officer has been appointed to ensure that debt is recovered as expediently as possible. During the last six months arrangements have been set

up to recover over £142k of debt, including housing benefits overpayments and council tax as well as sundry debts. At the same time the officer has identified £110k of new liabilities for NNDR, which initially benefits the Council in terms of cash-flow, but long-term will be paid to the government.

#### Cost to the Council of the Level of Arrears

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

#### **Key Performance Issues from Directorates**

- 61 To help support an effective debate at the monitor session, directorates produced a balanced scorecard showing headlines from three areas of their service performance:
- progress on delivering the key actions to support our corporate priorities and imperatives, or any other high profile actions the directorate is delivering.
  - headlines on key performance indicators that are corporately significant (i.e. they support corporate priorities, LPSA, CPA, etc).
  - headlines on resources management (i.e. budget and staff management)
- 62 The full scorecards can be found on the council's intranet, but the key points are set out below.

#### Learning Culture & Children's

- 63 Service improvement and key actions:

63.1 *Healthy children:* the % of 5-16 year olds participating in an average of 2 hours high quality physical education and school sport per week has risen sharply to 90%. This is a major improvement on the 62% in 2005/06. It also exceeds the very challenging 2007/08 target of 85% and secures the council £65,000 worth of reward grant for achieving 100% performance stretch for LPSA2. This also helps to improve the number of York's schools who are achieving the healthy schools standard, which has increased by 8 percentage points (now at 74% compared to 66% in 2006/07). There are only six other local authorities in the country achieving a higher rate of success and we are now the 2<sup>nd</sup> highest performer in the Yorkshire & Humber region.

63.2 *Attainment:* York's provisional key stage 4 results for 2007 have been confirmed at 67.1%. This demonstrates an extremely good trend for 5 A\*-C grades at GCSE and represents a 6% improvement on last year's results. York is now 4% above the comparative early national results and has moved up to 12<sup>th</sup> in the national rankings. Other, more specific attainment results to note where significant percentage point improvements were made are:

- the % of pupils achieving 5 A\*s in their GCSEs, which increased to 25% from 21% achieved in 2006/07.
- the % of KS2 pupils achieving level 4 their Science test, which increased to 90% from 86% achieved in 2006/07.
- the % of pupils achieving level 5 or above in KS3 ICT, which increased to 84% from 80% achieved in 2006/07.

- 63.3 *Education capital projects:* York High opened in September 2007 on the Lowfield school site. Final design is now nearing completion for the Oaklands site building and the manor school and Joseph Rowntree developments are progressing well. The Danesgate Skills Centre will be operational from January 2008.
- 63.4 *Children Centres:* There is requirement that York has 8 accredited Children's Centres by April 2008. Two centres have already been formally accredited and 4 of the remaining 6 sites are due to be completed by the April 2008 target date. Although this could be seen as slippage, this has become common across the country and York is actually ahead of most other local authorities.
- 63.5 *Environmental education:* The number of schools taking part in the council's environmental education programme has now increased to 28% (from 23% in 2006/07).
- 63.6 *School meals:* the % of primary school children taking a school meal has dropped to just over 31%, after an initial increase in quarter 1. This represents a gradual declining trend since 2003/04 when over 38% were eating school meals. It should be noted that the government are introducing a new National Performance Indicator on school meal take up from April 2008.
- 63.7 *CLA:* The % of Looked After Children (CLA) in long-term placement stability is currently running at 61.5%, just above last year's outturn of 57%, but well below the 2007/08 target of 77%. It therefore looks likely that we will not return to the levels achieved in 2005/06 when performance was running at nearly 74%.
- 63.8 *Museums & Galleries:* Visits/usages (in person) to museums and galleries per 1000 population continues to increase on what is already top quartile performance. The figure for the first 7 months of 2007/08 is 2830, which already exceeds the 2006/07 level of 2716. To put this into context, visits have increase by nearly 60% since 2003/04 and we are now the 5th highest performing unitary authority.
- 64 Resource management:
- 64.1 Staff sickness levels in LCCS are running at 3.61 days per FTE for April to October (7 months). This is much lower than 2006/07 levels for this period, which was 4.4 days per FTE. The main reason for the improvement is a 32% reduction in long-term sickness, which is currently running at 1.46 days. LCCS expect to make substantial improvements on the year end sickness figures, which should help to bring down the council's overall total – given the large number of staff covered in this directorate.
- 64.2 The majority of the Children's Services budget is funded from the ring-fenced Dedicated Schools Grant (DSG). The current projection is that this area will underspend by £32k, an improvement of £178k from the position reported in the first monitor. The major change is a reduction of £182k on increased demand being experienced within the Nursery Education Grant budget following successful negotiations with the DCSF to allow some of the pathfinder grant to be used to support the base budget pressure. Under the terms of the DSG any overspend either have to be funded by a contribution from the Council's general fund in the year, or carried forward and funded from the following year's DSG. The latter process will be followed if there is an overspend at the end of the year. An underspend has to be carried forward.
- 64.3 The general fund areas of Children's Services are projecting an overspend of £452k after mitigating action is taken to hold back expenditure or redirect resources amounting to £307k. This is a worse position than that shown in

monitor 1 of £81k. The major areas contributing to the overspend are home to school transport (£186k) which has increased by £40k from the first monitor and independent fostering agency fees (£185k). The fostering agency fees have increased due to a significant increase in the number of children looked after, up to 160 earlier in the year. Other significant cost pressures include expenditure on children's social care legal fees and a shortfall in the level of income being generated within the music service.

- 64.4 Officers are continuing to work to identify further savings to bridge the remaining budget gap before the end of the financial year. This will include reviewing the charging structures within the music service, exploring further options to charge more current general fund expenditure to the schools budget, particularly around SEN transport costs. Finally officers are reviewing whether savings options being developed as part of the 2008/09 budget process could be implemented prior to 1 April 2008.
- 64.5 Leisure and Culture are projecting a net overspend of £83k, after action is being taken to contain £78k of current overspend within existing resources. This is an improvement from the first monitor position of £104k. Mitigating action, including keeping posts vacant on a short term basis following the recent libraries restructure and an improved position at Yearsley Pool have been partly offset by unbudgeted costs due to the delayed handover of the Barbican Centre that were not reported in the first monitor. Again officers are continuing to work to identify further savings to bridge the remaining budget gap before the end of the financial year, including reviewing whether savings options being developed as part of the 2008/09 budget process could be implemented prior to 1 April 2008.

### City Strategy

#### 65 Service improvement and key actions:

- 65.1 *Economy:* York's unemployment rate is now running at 1.15% below the national average and 1.52% below the regional rate. Business confidence is also increasing markedly with the number of York based companies who are expecting turnover to rise rather than fall in future has risen sharply to 31% (compared to 24% in 2006/07). This is well in excess of the 2007/08 target, which predicted a downturn in confidence at just 20%.
- 65.2 *Road safety:* Although the number of people killed or seriously injured in road traffic accidents in and around York has not been formally announced yet, early indications show that we will be well in excess of both our own 2007/08 target of '95' and the LPSA stretch target of '85'. As a result, we will miss out on £330,000 of reward grant.
- 65.3 *Brownfield site development:* The % of new homes built on previously developed land is currently running at 94.8%. This equates to 237 out of 250 new homes and is much higher than the same period last year, which stood at 93.8%. This moves us from 2nd to 1st quartile and exceeds the government's target of 65%. This performance has been achieved due to a large number of applications for Brownfield site development. However, in future years we will perform closer to government target levels as a result of consent being given to a large number of Greenfield sites. This may move us back down to 3rd or 4th quartile performance, although there may be a national trend in Greenfield development, which could affect comparative performance thresholds.

65.4 *Bus patronage:* The number of passenger journeys on local bus services has increased significantly and is currently on target to hit 16.7m by the end of the year - a 1.6m (or 10%) increase the 15.1m passengers achieved in 2006/07.

65.5 *Streetlight repairs:* The average time taken to repair streetlights is currently running at 5.12 days. This is well above the 2007/08 target of 1.9 days and much higher than the 0.64 days achieved in 2006/07. The are two main reasons for this:

- The cyclical burn to extinction arrangements, which have been in place for a number of years now, are coming to an end. This has increased the number of faults reported and, as a result, has extended the average response time. New cyclical maintenance arrangements for cleaning lights and changing bulbs have been introduced, which should start to reduce the average response time. A quarter of the streetlights are now cleaned (with bulbs changed) each year, ensuring that all lights are maintained once every 4 years.
- Some of the faults being logged have been difficult to detect during day-light hours and have been refereed to the night-scouting team. In addition, it is often difficult to repair city centre streetlights in the day-time, due to the high volume of pedestrians and vehicles. Both these issues have led to an extended response time. Night-time repair arrangements are expensive, but this is being looked at as a way to deal with the backlog.

As a result of these actions, and an increase in resources by the contractor, it should be possible to bring the average repair time down to the target level of 1.9 days before the end of the financial year.

65.6 *Planning applications:* The % of major planning applications processed within 13 weeks is currently running at 69%. A fairly noticeable drop on the 84% achieved in 2006/07. This is however, still above the government target of 65% and should be considered in the context of continuing high levels of performance for processing minor/other applications. The main reasons for the drop is an increase in major applications received and the loss of experience staff to other authorities.

65.6 *Community Involvement in planning:* In August City Strategy produced a SCI (Statement of Community Involvement), which set out the standards for involving the local community in the production of documents and decisions on planning applications. This statement has recently been evaluated as 'sound' by an independent inspector and this was successfully adopted as part of the Local Development Framework at the end of November 2007.

## 66 Resource management:

66.1 Staff sickness levels are have reduced on the same period last year (running at 5.23 days per FTE for quarter 2, compared to 6.23 days in 2006/07). Long-term sickness has increased slightly across the directorate, whilst stress related sickness has reduced.

66.2 The biggest individual pressure facing the City Strategy directorate is that relating to Concessionary Fares, which are projected to overspend by £740k. This is due to a number of factors, the principal ones being the unfunded costs arising from the appeal decision during 2006/07 and a further anticipated 20% growth in the number of journeys. The additional costs are partially offset by reduced spend on travel tokens amounting to £100k. A supplementary request was submitted for £200k to meet these additional costs as part of the first monitor report, but



approval was deferred pending receiving a response from the government on the lack of funding provided. No written response has yet been received, and the request for a supplementary request has been re-submitted.

- 66.3 Other expenditure/income variations include shortfall in parking fines of £160k and in park and ride income of £100k offset by staff vacancies across the directorate totalling £297k, reduced parking operational budgets £56k and additional parking income of £44k. If the supplementary request is approved the projections are still that there will be an overspend of £53k, this is after deferring expenditure of £370k on highway maintenance until the financial position is more certain. If the budget position improves, e.g. there is additional income or reduced concessionary fare liability, then the schemes will be released and completed during the financial year.
- 66.4 In the Economic Development area Markets income continues to be a problem and further initiatives are being taken to reduce the problem, also costs have been incurred on Future York. These increased pressures have been offset by one-off savings that have resulted from staffing savings and additional income in other areas.

### Neighbourhood Services

#### 67 Service improvement and key actions:

67.1 *Community safety:* March 2008 is the end of the 3-year Community Safety Plan period, when the targets set by the home office will reach a conclusion. An extremely challenging target was set to reduce overall crime in the city by 24%. Current forecasts are that we will achieve a 37% fall in crime over the 3 year period, exceeding the target by a significant amount. To put this achievement into context, there were nearly 18,000 crimes in 2004/05 and our target for 2007/08 was 13,600 crimes or less. Current forecasts predict that we will end up with around 11,300 crimes this year. Other headline results for this monitor include:

- The % of illegal alcohol sales identified by the Test Purchase Programme has decreased. The figure for April 2006 to October 2007 stands at a rolling average of 11.1%, compared to 12.1% in 2006/07 and 17% in 2004/05. This is an LPSA2 indicator and current performance levels indicate that we could achieve close to full stretch against the 10% target set. If achieved, this would secure a £100,000 of reward grant.
- 'Vehicle interference' and 'theft from a vehicle' incidents continue to drop sharply and are now running around 20-40% lower than levels experienced last year.
- Last monitor we reported high cycle theft rates, with a much higher than usual number of thefts reported over the first 4 months of 2007/08. August to October incidents are much lower than normal (just 278 thefts compared to 370 in the same period last year). This now brings us back on target to achieve similar or slightly lower results to 2006/07.
- Burglaries and violent crime incidents are also forecasting much lower levels compared to 2006/07.

67.2 *Cleaner Streets:* Our flagship measures on cleanliness show some very encouraging results from our in-year street surveys:

- the % of land and highways with unacceptable levels of litter/detritus stands at 8% after 2 out of the annual 3 surveys have been completed. This

compares extremely well with the 2006/07 result of 19%. Although Neighbourhood Services are still predicting a final outturn of over 10%, if we did achieve 8% or less, this would move us from 4th to top quartile in terms of unitary comparative performance. It should also be noted that this is an LPSA2 indicator, which looks likely to achieve its full performance stretch and bring in a reward grant of £262,000.

- graffiti levels are at 3% (compared to 6% last year) and fly-posting is at 0%. Again, if this level of cleanliness were maintained for the other 2 in-year surveys, this would place us in the unitary authority's second and top quartiles respectively. While the graffiti fail rate has dropped, the proportion of sites where there is some graffiti has almost doubled between the autumn 2006 and 2007 surveys. A task group with NY Police is working on improving our performance on removing and proactively reducing graffiti.
- the average time taken to remove fly-tips has dropped slightly to 1.46 days from 1.7 days achieved in 2006/07. This is now well in excess of the 2 days standard target.

67.3 *Recycling & Landfill:* Waste recycling levels continued to increase in the first half of this year, with over 47% of waste currently being sent for recycling or composting compared to 39.9% in 2006/07. The rate is expected to reduce slightly over the next few months, but a year-end recycle rate of 42% is still expected. As expected, the tonnage of waste landfilled has continued to decline, but perhaps more surprisingly, the level of waste collected per household has also started to decline for the first time in many years. At the current rate of collection we expect to collect 524kgs per head of population, compared to the 538kgs collected in 2006/07. It is also well below the 540kgs target set for 2007/08. The reduction in landfill will continue to have a positive impact on the council's financial position, by avoiding the government's LATs charges.

67.4 *Bin collection:* Missed bin collections per 100,000 population stands at '55' for the first 6 months of this year, which is a 29% improvement on the rate achieved in 2006/07. Two-way communication arrangements with refuse crews and improved working processes should reduce missed bin occurrences significantly and Neighbourhood Services are still predicting to achieve this year's target of 'less than 60'. Members should note that if this is achieved, it would be a major improvement on 2005/06 outturn of '97.5'. The % of missed bins put right by the next day is currently to 64%, compared to 58% achieved in 2006/07. 99.4% of missed bins were put right the next day during October and November 2007, and Neighbourhood Services are predicting that we will improve further to 85% by the end of the year.

## 68 Resource management:

68.1 Staff sickness in Neighbourhood Services continues to be a problem, with 9.52 days per FTE being reported in April - October of this year – higher than the 7.67 days reported for the same period last year. Long-term sickness and stress related absence have also increased on the same period last year. Whilst this may indicate that staff sickness levels will increase on last year, The directorate management team continue to invest significant time in managing sickness absence and are hopeful that they will improve on last year's outturn.

68.2 After a poor first quarter in which Neighbourhood Services suffered 12 RIDDOR reportable accidents, the directorate has had 7 in the next 4 months. Improving our health & safety culture is a directorate priority. A H&S improvement plan has been developed to help maintain a focus on key improvement work.

69 *General Fund Services*

The overall departmental position is a projected net general fund underspend of £48k, mainly due to one-off variations in staffing costs against budgets.

70 *Trading Activity*

The trading accounts are forecast to achieve a deficit of £146k against a revised target of £386k. The main reasons for the shortfall are that the building maintenance section is currently experiencing reduced income from both external and internal clients, in addition it is unlikely that the saving target from implementing the new structure (up to a shortfall of £78k) will be achieved. An action plan has been developed for the remainder of the financial year to mitigate the losses experienced to date, although it is expected that the account will remain in deficit at the year end. The civil engineering section is expected to produce a surplus at the year end, but lower than originally forecast. This is mainly due to a reduction in work available in Highways. It should be noted that this account is difficult to forecast because works are not cyclical and are subject to unforeseen circumstances, such as bad weather. The cleaning service is forecast to make a loss in the year, principally due to the savings expected to be delivered through a revised school cleaning contract (£120k) not being achieved. The latter service is currently under review and officers met during September to review the rates and service provision. Schools have been approached to discuss revised charge out rates, but any agreement will not be effective until towards the end of the financial year, and there will still be an overspend in 2007/08. The first call for any shortfall against the targeted profit would be against trading services reserves, which are currently £300k, any further loss would have to be met from the general fund.

Housing and Adult Social Services

71 Service improvement and key actions:

71.1 *Housing repairs:* The % of urgent repairs carried out within the government's timescales is currently running at 88.23% and is forecast to achieve 90% for 2007/08. Although this will fall well short of the target set for the service of 98%, it is a substantial increase on the 84% achieved last year – and the 72% achieved in 2005/06. The average time taken to make non-urgent housing repairs has also improved slightly (currently 8.7 days compared to 9.7 days last year). The service has recognised that in order to move more towards the target of top quartile performance significant system changes are required and have initiated a repairs service review to facilitate this. This is also a CPA housing block indicator.

71.2 *Housing relets:* The council's housing relet times continue to improve with performance currently running at 19.8 days – a decrease of 4.2 days on the 2006/07 result and significantly lower than the 32 days achieved in 2005/06. This is top quartile and is also a housing block indicator for CPA.

71.3 *Affordable homes:* Building is underway on sites at 5th Avenue and Victoria way. A development partner for the three Discus Homes sites on has now been approved. This project will replace 100 non-decent bungalows with 60 new

bungalows, 40 extra care sheltered homes, 49 other affordable homes and 49 homes for sale on the open market. It will also bring in a significant capital receipt to the HRA budget.

- 71.4 *Homelessness:* Work has now started on the replacement for the Peasholme Hostel, which will provide improved facilities for residents and free up land needed for the Hungate development. CYC has recently been commended by the Department for Communities and Local Government for its work on prevention.
- 71.5 *Independent living:* Figures so far this year show a significant reduction in the number of people aged 65 or over per 1000 population who were helped to live at home. Mid-year figures stand at '76.7', with '78' forecast for the year-end outturn. This has fallen by 17% over the past 2 years, with '91.7' in 2005/06 and '86.5' last year. There has also been a similar reduction in the number of 18-64 year olds with mental health problems helped to live at home. The changes in relation to the tighter application of eligibility criteria will have an impact but they do not reflect the range of non-care managed provision that is made through HASS. For instance, the warden service has taken on over 200 extra customers since April this year. As the database for the new social care recording system becomes more established there may be some improvements to these figures by the end of the year.
- 71.6 *Direct payments:* The number of adult and older people receiving direct payments per 100,000 population has increased by 5% (currently 81 compared to 76.7 in 2006/07). The main reason for the increase is due to customers taking the option to retain their carers during 2006. In the near future, payments are expected to increase in relation to the younger age group taking up this option as Huntington Road and Yearsley facilities close.
- 71.7 *Framework system:* Implementation of phase 1 is now complete, but this has also led to a number of project staff leaving the council as the project nears its end (March 2008). This is causing problems for phase 2 and we have been unable to provide performance data for care assessment in Monitor 2. This should be rectified for the next corporate monitor.

## 72 Resource management:

- 72.1 Staff sickness absence levels in HASS are running at 8.75 days per FTE, which represents a fairly significant improvement on the 10.75 days achieved in the same period last year. Long-term sickness in particular has started to decline (currently 3.7 days compared to 6.3 days last year). Stress related sickness has also dropped sharply. This should reduce the overall year-end sickness fairly significantly for HASS, which was extremely high in 2006/07 at just over 21 days per FTE.

## 73 *General Fund Services*

- 73.1 The overall departmental position is a projected net general fund overspend of £223k (overspend of £238k on adult social services offset by underspend of £15k on housing general fund services). The Management Team will be working to bring the overall General Fund expenditure back within budget by the end of the year - which should be achievable given the low percentage of overall spend that the projected overspend represents. It is also worth noting that whilst the overall position is a significant improvement on the position in previous years, it is dependent on some areas under spending. Should these under spends not be achieved the departmental overspend could increase above the figures quoted

here. The budgets will continue to be monitored closely to identify any problems at an early stage.

- 73.2 However, the EMAP were advised of the continued pressures in Learning Disabilities due to the increase in both the number of customers (young people coming into adult services and older people living longer) and the complexity of their needs. This trend is set to continue for the foreseeable future and is a part of a national pattern (an 11% increase in the number of adults in England with a learning disability is expected in the period 2001 to 2021). Ways of accessing income from alternative sources, e.g. Independent Living Fund and NHS Continuing Care, are currently being used with some success by the learning disabilities team. However, it is very unlikely that this will bring the service back within its overall approved budget. The projected overspend on community support in this area is £526k.
- 73.3 For Housing General Fund services several small items of variations were identified, leading to a small underspend of £15k.

#### *Housing Revenue Account (HRA)*

- 73.4 The current forecasted position on the HRA is a projection for the working balance to be £5,577k at 31 March 2008. This is a small overspend of £64k from the budget for the year. The variances reported to the EMAP included underspends resulting from staffing shortages, savings from not having to fund a shortfall in supporting people income, and additional rent income offset by net additional expenditure on repairs and maintenance due to increased demand.
- 73.5 Members are reminded that it is illegal to budget for a deficit on the HRA and that the HRA is 'ring-fenced' so that any deficit cannot be made up by contributions from the general fund, nor can any surpluses be used to aid general fund services. Further, the District Auditor has highlighted that the HRA is vulnerable to changes in income and expenditure and without a surplus it is less able to meet unforeseen contingencies. He has recommended that the HRA be kept under review and that adequate cover against unforeseen contingencies is maintained.

#### Resources directorate

#### 74 Service improvement and key actions:

- 74.1 *CPA Use of Resources:* The Audit Commission has provisionally announced that the council will be awarded a score of '3' (good) for the use of resources element of CPA. This moves us up from a '2', which we were given in 2006 and recognises a huge amount of work the directorate has completed to improve the council's financial management, reporting and decision making arrangements. This may also secure the council an overall score of 3 for the formal February CPA result (see para 16).
- 74.2 *Benefits:* The speed of processing 'new' housing and council tax benefit claims has improved again since monitor 1, with the average currently running at 30 days. This is already exceeding the 2007/08 target by 2 days and is an exceptional improvement on the 35 days achieved in 2006/07. It also moves us up from 3rd to 2nd quartile performance when compared to other unitary authorities. Unfortunately, the time taken to process change in circumstances for Housing and council tax benefits have increased slightly to 16 days - 1 day more than last year's performance and 2 days off our 2007/08 target. If maintained, it will also see us move from 2nd to 3rd quartile. Another cause for concern is the

% of housing benefit overpayments recovered, which currently stands at 58.3% compared to 70.3% achieved last year.

- 74.3 *CT & NNDR collection:* The % of Council Tax and Non-Domestic Rates collected in the period April to September was 57% and 62% respectively. These both exceed the staged target set for this point in the financial year and projections indicate that we are on track to hit our target collection rates of 97.2% (CT) and 97.9% (NNDR) by the end of the financial year. If achieved, this will bring in much needed financial resource for the current year budget. Members should also note that the number of e-payments of council tax (payment via our website, through automated telephone or via the York Customer Centre) is already exceeding the 2007/08 target of 4%.
- 74.4 *Building access:* Projects are now underway at the Guildhall, Acomb Library and the central library to increase public accessibility to these buildings. As a result, the total number of council buildings open to the public with access for disabled people is on course to achieve 85%, a 4% increase on last year's performance. Since 2005/06, when we had 72% of buildings accessible, our improvements have moved us well into the top quartile of unitary authorities. This is an excellent achievement given the difficulty of adapting most of York's council buildings.
- 74.5 *Pay & grading:* Although a large proportion of equal pay liabilities from the pay & grading review have been settled, the number of claims continues to increase. This has a financial risk to the council, and has caused delays to the job evaluation part of the review.
- 74.6 *Easy@york:* Since the successful implementation of the Revenues service in July, 72% of all their services are now dealt with entirely at the point of contact with the customer, with all the information automatically transferred to the back office system. These improvements will help support future improvement for BVPI 9 (% of Council tax collected). Work is underway to extend easy@york to housing benefits by April 2008.
- 74.7 *YCC:* The % of calls answered by the York Customer Centre within 20 seconds has nearly doubled since quarter 1 when just 49% of calls were answered. Improved training and a better allocation of staff to specific telephone calls has led to performance currently standing at 90%. This is particularly good given that the centre has widened the service areas it now takes direct calls for.
- 74.8 *FMS:* A full and comprehensive evaluation of tenders has now been completed for the replacement of the Council's financial management system (FMS). Once implementation starts, it is likely this project will have major resource implications across the authority.
- 74.9 *Hungate project:* The Admin accommodation project continues to run on target. Now that the design stage for Hungate is complete, planning approval will be finalised by January 2008.
- 75 Resource management:
- 75.1 Sickness absence levels in Resources are currently running slightly higher for the first 7 months of 2007/08 compared to the same period last year (5 days compared to 4.5 days). This is mainly a result of an increase in long-term sickness, which is currently running at just under 2 days per FTE compared to 1.3 days in the first 7 months of 2006/07.
- 75.2 Staff turnover has reduced significantly, currently standing at 5.5% up to the end of October. As a result, the outturn for 2007/08 is expected to be much lower than the 15.41% reported last year.

- 75.3 The headline underspend of £1,551k is larger than normally identified at this stage. However it includes an underspend of £986k on the easy@york first phase which officers are requesting be carried forward to be used for the second phase and £99k on financial services which is similarly subject to a request to be carried forward to deliver the FMS replacement project. This leaves the departmental underspend at £466k. This underspend is partly due to slippage in IT projects, but also is substantially due to improvements made in Revenues and Benefits, where significant additional income has been generated by reducing subsidy losses, increasing benefit overpayment recovery and other administrative improvements.
- 75.4 The turnaround time of new benefit claims has been reduced to its lowest level in anyone's memory. Despite positive performance in most areas the department as a whole is under significant pressure. There is an enormous volume of work, and many improvement projects to deliver. This will be set out clearly in the forthcoming Departmental Strategy, which will be ready early in 2008.
- 75.5 There are quite a few vacancies where it has been impossible to recruit staff, and a number of key senior staff, including two Assistant Directors, are leaving at Christmas. Urgent steps are being taken to make alternative interim arrangements to manage these service areas, whilst medium to longer term plans are being made on a wider corporate basis.
- 75.6 An additional problem is long-term sickness, which continues to grow. This is almost entirely due to long term hospitalisation and recuperation time for several officers. The Department is certainly facing the most significant volume and range of major illness requiring operations in more than a decade, and again this is putting extra pressure on most other staff, who are responding well to the challenge.
- 75.7 The main areas where there are overspends are in the audit and risk management section, due to additional costs of housing benefit investigations and the probability that there will be no dividend from the Yorkshire Purchasing Organisation, and in property services due to overspends on administrative accommodation and reduced income from asset and property management.

#### Chief Executive's

#### 76 Service improvement and key actions:

- 76.1 *Disabilities & gender:* The number of people who work for that council with disabilities, who are in the top 5% of earners has increased to 3.76% (from 2.51% in 2006/07). This is particularly encouraging, as the number of council employees with disabilities has declined slightly. This result stands in contrast to the number of women employed by the council that are in the top 5% of earners has decreased slightly to 37.4% (from 39.3% in 2006/07). An ongoing re-assessment of the council's approach to equalities (mentioned in para 11) will help to improve equalities in the future, as will the work being carried out as part of the Pay & Grading Review.
- 76.2 *Health & Safety:* There were 9 RIDDOR accidents amongst council staff in quarter 2 of this year, compared to 23 in quarter 1. The cumulative total now stands at 32 for the first 6 months of 2007/08 and we may now hit our target of 59 accidents and improve on the 62 reported in 2006/07. This is particularly encouraging news as accident reporting was expected to increase is due to the introduction of a new Incident & Reporting and Investigation policy earlier in the year.

- 76.3 *Corporate Strategy*: The council's Organisational Effectiveness Programme (OEP) has now been realigned to support the refreshed corporate strategy and now incorporates areas of specific improvement, identified in the recent CPA corporate assessment exercise.
- 76.4 *Pay & grading*: Good progress is being made on this project, despite the complex legal requirements involved. The moderation of job evaluation scores has now been completed and a rank order of job grading structures has now been shared with Trade Unions. In addition, work to comply with equality legislation has also been reviewed and actions plans have been put in place to address any anomalies.
- 76.5 *CPA corporate assessment*: Excellent progress has been made on preparing the Council's CPA corporate self-assessment document since monitor 2. This has been underpinned by an extensive consultation and involvement exercise with partners, members and senior officers. The project is now on track to get member approval in time for the formal inspection process to start on the 28<sup>th</sup> January 2008.
- 77 Resource management:
- 77.1 Sickness absence levels in Chief Executive's are currently running significantly higher for the first 7 months of 2007/08 compared to the same period last year (4.1 days compared to 2.9 days per FTE). This is mainly a result of an increase in long-term sickness, which is currently running at just under 0.7 days per FTE compared to 0.2 days in the first 7 months of 2006/07. Stress related illness has also nearly doubled, albeit from very low baseline figures. Although this signals a downturn in performance, the Chief Executive's department still has very low sickness absence compared to other directorates.
- 77.2 The directorate management team have worked to reduce the projected overspend of £91k at the first monitor report, and the current position is an improved position of £41k, an improvement of £50k. The major difference since monitor 1 are that additional funding has been identified to offset overspends within Human Resources, the forecast for Members Allowances has been reviewed downwards to be within budget and additional staffing underspends have been identified within Civic, Legal and Democratic Services. This has been offset by an additional budget pressure introducing temporary Health and Safety management arrangements.

## Conclusions

### Service Performance

- 78 Overall, performance across directorates shows fairly good improvement. In particular, unemployment levels in the city; community safety; street cleanliness; brownfield site development; educational attainment levels; children participating in PE & sport; and the recently announced score of 3 for our 2007 'Use of Resources' CPA assessment. The most significant improvement however, has occurred with waste collection & recycling, which is now exceeding the extremely challenging targets set for 2007/08.
- 79 There are a number of service delivery areas however, which either need to be watched closely or where corrective action needs to be taken to turn performance around before the end of the financial year. These include staff sickness levels in some directorates, the number of adults achieving an 'Entry Level 3' qualification, road traffic accidents, the



final stage of implementation for the *Framework* system and health & safety arrangements across the council.

### Financial Performance

- 80 If the current action taken by the Directors continues to be successful, then it is projected that the Council will underspend by £2,901k. However, without savings in the year which will not recur (project work that has slipped £1,436k, improved position on interest rates and the ability to defer borrowing £1,756k and other central budgets not needed £643k) the position would be a net overspend of £934k, and this is the position that cause pressure in future years.
- 81 Any recurring overspends are being considered as part of the 2008/09 budget processes and will reduce the opportunity to redirect resources to other areas. The overspends need to continue to be fully monitored as any overspend results in reduced balances. The Medium Term Financial Forecast has already indicated that the next budget process will be extremely difficult. As much scope as possible will be needed to reduce the impact of service cuts and Council Tax increases.
- 82 There has been a lot of work undertaken within departments to manage expenditure and bring budgets in on target. There are, however, some underlying pressures where the overspends look set to continue. These will clearly need to be addressed as a high priority in future monitoring reports.

### **Consultation**

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

### **Analysis**

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

### **Corporate priorities**

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

### **Implications**

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

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

## Risk Management

- 87 The overall theme of this report supports strategic risk management across the Council. It provides Executive members with customised performance and budget information, based on high priority (or high-risk) areas of service delivery and performance. Any resource redirection or corporate attention will itself be based on the concept of managing risk.
- 88 The budget setting process always entails a degree of risk as managers attempt to assess known and uncertain future events. 2006/07 and the early part of 2007/08 has demonstrated the difficulty of achieving this. As with any budget the key to mitigating risk is prompt monitoring of income and expenditure and appropriate management control. As such regular updated figures and revised corrective actions will be monitored via Directorate Management Teams, Corporate Management Team and the monitor reports during the year.
- 89 The detailed analysis of directorate spending pressures are addressed within the individual EMAP reports and then summarised within this joint monitor. However, in terms of effective risk management there is also a need to ensure that the council remains clearly focussed upon those items, which could have a significant and lasting impact on the financial standing of the council. To help address such risks, the budget planning process includes the identification of events that may need funding from the council's contingency budgets. These items, and allocations to date, are detailed at Annexes 10 and 11.
- 90 In order to help the Executive clearly address the main threats facing the council the significant events identified to date have been split into two categories. In this context those items which could, if not successfully managed, have an impact on the financial standing of the council as a whole have been included here as Red Risks, whilst those which could have a significant impact on an individual portfolio have been reported as Amber Risks.

	Para.	Value £'000	Identified in Contingency £'000
<b>Red Risk</b>			
Concessionary fares	66.2	740	200
<b>TOTAL</b>		<b>740</b>	<b>200</b>
<b>Amber Risk</b>			
Children's social care legal fees	64.3	100	0
Fostering agency costs	64.3	196	0
Transport and escorts for SEN pupils	64.3	180	0
Trading Services income	70	532	0
Gross adult social care overspends in community support (net £604k)	73.2	936	0
<b>TOTAL</b>		<b>1,944</b>	<b>0</b>

- 91 The Executive also needs to note the reliance that this monitoring report places upon underspends on corporate budgets, especially treasury management. If the council is to maintain a balanced position in the medium to long term then there remains a need for services to identify and address the underlying causes of departmental overspends. This requirement will be a key aspect of the 2008/09 budget process.

**Recommendations**

- 92 Members are asked to:

a) note the performance issues identified in this report.

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

b) Consider the applications for supplementary estimate requests of £200k to be funded from the contingency fund, as set out in paragraph 49, and decide whether, or at what level, to grant approval.

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

c) Approve the virements over £250k set out in paragraph 50.

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

d) Approve the transfer between general fund and the traded activities profit from Neighbourhood Services of £295k as set out in paragraph 51.

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

e) Approve the one-off transfer in 2007/08 from the job evaluation base budget to the project costs as set out in paragraph 51.

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

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**Report Approved**  **Date** *Insert Date*

*Chief Officer's name: Heather Rice  
Title: Director of People & Improvements*

**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**

**Specialist Implications Officer(s)** None

**Background Working Papers**

Reports to individual EMAP meetings

**Annexes**

Annex 1 – Update on progress against our corporate priorities

Annex 2 – Staff performance

Annex 3 – Update on LPSA2

Annex 4 – Customer First results

Annex 5 – General Fund Net Expenditure Budget

Annex 6 – Variations on Treasury Management Activity

Annex 7 – Detail of Other Centrally Held Budgets

Annex 8 – Growth Schemes in 2007/08

Annex 9 – Savings Proposals in 2007/08

Annex 10 – Position on General Contingency

Annex 11 – Position on Contingency Items to be Funded from Reserves

Annex 12 – Reserves Statement

Annex 13 – Venture Fund

Annex 14 – Pay and Grading and Equal Pay Financial Analysis

**Safer City – anti-social behaviour**

	2006/07 Result	2007/08 latest (8 months)	2007/08 forecast	Improving?
Vehicle interference incidents	492	205	308	Yes
Theft from a vehicle incidents	2363	1169	1754	Yes
Theft of a cycle incidents	1414	927	1391	Yes
Criminal damage incidents	4189	2435	3653	Yes
Common Assault incidents	748	450	675	Yes
Woundings incidents	1800	990	1485	Yes

**Headlines on supporting actions**

- *CSP*: March 2008 is the end of the 3-year Community Safety Plan period, when the targets set by the Home Office will reach a conclusion. These were very challenging targets with the overall aim being to reduce crime in the city by 24% by 2008. We have made extremely good progress towards all these targets and the vast majority will be achieved or exceeded. To put this achievement into context, our target for 2007/08 was 13,600 crimes or less. Current forecasts predict that we will end up with around 11,195 crimes. The overall crime reduction target has recently been stretched to 11,500 with a grant reward from Home Office of £7,500 to maintain the partnership's good work for the remainder of this financial year.
- *Key performance results for this monitor include*:
  - 'Cycle theft is still a problem in the city but has seen a significant drop since July 2007 due to increased proactivity by all partners.
  - Wounding incidents though still high are running significantly below last year's levels.
  - Burglaries and violent crime incidents are also forecast to be much lower than in 2006/07.
- *SYP*: The partnership has recently undertaken a Joint Strategic Intelligence from which it will be producing a new Community Safety Plan for 2008-11. The team has recently been restructured to reflect changes in police personnel working in Community Safety and a combined police and Council team has been created under the SYP Director.
- *Community safety*: Work is continuing to develop initiatives through the SYP Task Groups and Neighbourhood Policing Teams. Feedback from the Home Office on the partnership's intelligence-led approach to problem-solving has been extremely encouraging. The Partnership has been involved in a review of the Drug & Alcohol Action Team and this is resulting in more joint working and cohesive reporting structures.
- *ASB*: A tactical task group has been convened to work on the major ASB issues in the city e.g. Graffiti and nuisance behaviour. A strategy is still under development and will be launched in the New Year alongside the Community Safety Plan.

**Decreasing landfill and increase recycling**

	2005/06 result	2006/07 result	2007/08 latest (Half Year)	2007/08 forecast	Improving?
Household waste recycled and composted	24.08%	39.93%	47.57%	42%	Yes
Waste landfilled (tonnage)	74,070	60,430	34,510	59,150	Yes
Waste collected per head of population	526.78kg	538.54kg	280.24kg	524.61kg	Yes

**Headlines on supporting actions**

- *Recycling: Waste:* recycling (including composting) has increased and landfill levels continue to decline, despite an increase in the amount of household waste collected. The rate is expected to reduce slightly over the next few months, but a year-end recycle rate of 42% is still expected. Members considered a report in October that sets out options to extend recycling to terraced properties.
- *Terraced property pilot:* From April 2008, we will be piloting an extension of kerbside recycling to terraced properties and communal recycling to flats. The Groves areas has been chosen as it contains a mix of terraced properties, flats, and also has a relatively high level of privately-rented property and student households. Work has started on consulting and informing local residents.
- *Office recycling:* The council has introduced a 'pilot office recycling scheme' operating at the EcoDepot with 47% of all waste being recycled through the pilot scheme. Figures for purely administrative buildings should be higher. Champions have been identified in each building. They are now undertaking an assessment of the number and types of bins required in each case, and cleaning and collection arrangements that would be needed.
- *Waste collection:* The Audit Commission assess the levels of waste collected with a lower figure seen as better. The general level of waste collected per head of population in York remains relatively high when compared with other unitary authorities. The population figures do not account for transient students or the high levels of visitors to the City, but we must count the waste arising as a result. At the current rate of collection we expect to collect 524kgs per head of population, compared to the 538kgs collected in 2006/07. It is also well below the 540kgs target set for 2007/08.
- *Interim Waste Treatment facility:* York & North Yorkshire Waste Partnership have tendered for an interim (i.e. prior to a waste PFI solution coming on stream) waste treatment facility. Six companies tendered by the deadline of 5<sup>th</sup> November. Final evaluation will be completed by mid-June 2008.

**Life changes of disadvantage and disaffected children**

	2005/06 Result	2006/07 Result	2007/08 latest	Target	Improving?
Number of families attending targeted parenting programmes	N/A	42	248 (Dec)	60	Yes
% of pupils living in the 30% most deprived areas in the country (IDACI) gaining L4+ in English at KS2	81%	81%	83%	85%	Yes

% of pupils living in the 30% most deprived areas in the country (IDACI) gaining L4+ in maths at KS2.	78%	78%	81%	85%	Yes
% of pupils living in the 30% most deprived areas in the country (IDACI) gaining L4+ in science at KS2.	88%	86%	90%	89%	Yes
% of initial assessments completed within 7 days	53.51%	66.5%	66.3%	70%	Stable

### Headlines on supporting actions

- *Families attending parent programmes:* By December this year, 248 families had engaged in targeted parenting programmes. The excellent uptake is in direct response to the additional money secured via pathfinder status funding. This has enabled an expanded set of programmes being available, along with good media coverage of the programme, which has led to interest from professional groups and other families. Programme co-ordinators are now running full year accredited courses and evening courses lasting for 20 weeks. There is an expectation that once pathfinder funding finishes the figures will drop. That said without the pathfinder parenting programme there is still an increase to 125
- *Initial assessments:* The improved performance has been sustained due to workforce remodelling activity in Referral and Assessment team, with enhanced management and administrative arrangements. However, performance will drop over time as we seek to increase the volume of assessments.
- *Key stage results for English & Maths at KS2 in deprived areas:* Key stage 2 results have significantly improved compared to last year, and in particular schools in deprived areas – Westfield, Haxby Road and Hob Moor Primary schools
- *Children's Centres:* There is a requirement that York has 8 accredited Children's Centres by Apr 08, we have 2 already, and of the remaining 6, 4 are going to plan, although concern surrounds 2 which may not be ready but this is not a significant problem as we are ahead of other LAs

### Environmentally friendly transport

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

### Recent headlines on supporting actions

- Investigation into Tram Train for the Harrogate Line and for York. This is a City Region Scheme. A feasibility scheme is already underway and expected to report back at the end of the year.
- A Review of Dial and Ride Service has been undertaken and short-term implementation of changes is planned for next year with the service ultimately being incorporated in the Collaborative Transport Project.

- The bus service provider for the Park and Ride will be appointed shortly on 5-year contract extendable to 8 years.
- The majority of buses in the city are using euro 2 engines although some are using higher emission euro 4. We are preparing a fleet schedule and encouraging bus companies to change to lower emission engines through the service review and through the quality bus partnership.
- A report has been prepared in relation to the Council's policy for on street real time information.
- A feasibility study for coach rendezvous point in Piccadilly is currently underway to develop a proposal for introduction next year.
- A Travel to Work Survey has been prepared and will shortly be circulated around all staff in the Council. That survey will inform the planning application for the new Council Offices at Hungate but will also inform the review of the Council's Green Travel Plan.
- The Council is active in promoting cycling particularly to children. A leaflet has been prepared and will be issued to all children advising them of the Do's and Don'ts when cycling.

### Cleaner streets and open spaces

BV199	2005/06 result	2006/07 Result	200708 latest (after 2 <sup>nd</sup> survey)	Improving ?
% of land & highways with litter/detritus	22.5%	19.2%	8%	Yes
% of land & highways with graffiti	7.8%	6%	3%	Yes
% of land & highways with fly-posting	1%	0%	0%	Yes
** % of people satisfied with local cleanliness	61%	71%	Resop results available monitor 3	Yes

\*\* (CPA, LPSA2 indicator). Given the work we have done, we would hope that satisfaction levels would increase, though the Resop findings are still awaited. Results of the Talkabout (28 in June 2007) were encouraging, with 67% of residents rating their street positively (4% higher than in the previous survey).

### Headlines on supporting actions

- *Environmental Campaigns:* A first year of campaigns has been delivered. These targeted a number of significant issues, and raised the profile of our work including the potential of enforcement action. A further programme of campaigns that will run up to March 2009 was agreed at NS EMAP on 6.12.07.
- *Outside influence:* ENCAMS have delivered a positive report into the new street cleansing arrangements. The report highlighted further practical steps that could improve the effectiveness of street cleaning staff – and these issues are being discussed through regular staff forums. ENCAMS has been invited to discuss good practice on street cleaning and graffiti at NS EMAP in January 2008.
- *Graffiti:* A graffiti task group has been established in partnership with the police. The task group is working at developing and improving our approach to tackling this issue. Police have identified graffiti as a priority within the new ASB strategy.



- *York Pride*: Our main York Pride indicators continue to show excellent improvement since 2006, when the corporate strategy period started. The first of 3 surveys for highway cleanliness show extremely encouraging results. This survey was carried out in specific city areas and the % may increase slightly after the 2<sup>nd</sup> and 3<sup>rd</sup> surveys have been completed. However, if we could achieve 8% or less, this would move us from 4<sup>th</sup> to top quartile in terms of unitary comparative performance.

### Affordable homes

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

### Headlines and supporting actions

- *Housing repairs*: The % of urgent repairs carried out within the government's timescales is currently running at 88.23% and is forecast to achieve 90% for 200708. Although this will fall well short of the target set for the service of 98%, it is a substantial increase on the 84% achieved last year – and the 72% achieved in 2005/06. The average time taken to make non-urgent housing repairs has also improved slightly (currently 8.7 days compared to 9.7 days last year). The service has recognised that in order to move more towards the target of top quartile performance significant system changes are required and have initiated a repairs service review to facilitate this. This is also a CPA housing block indicator.
- *Housing relets*: The council's housing relet times continue to improve with performance currently running at 19.8 days – a decrease of 4.2 days on the 2006/07 result and significantly lower than the 32 days achieved in 2005/06. This is top quartile and is also a housing block indicator for CPA.
- *Affordable homes* Building is underway on sites at 5th Avenue and Victoria way. A development partner for the three Discus Homes sites on has now been approved. This project will replace 100 non-decent bungalows with 60 new bungalows, 40 extra care sheltered homes, 49 other affordable homes and 49 homes for sale on the open market. It will also bring in a significant capital receipt to the HRA budget.
- *Homelessness*: Work has now started on the replacement for the Peasholme Hostel, which will provide improved facilities for residents and free up land needed for the Hungate development. CYC has recently been commended by the Department for Communities and Local Government for its work on preventing homelessness with 250 households prevented from being homeless last year with the number expected to be 300 by the end of this year.

**Increasing local skills & knowledge**

	2005/06 result	2006/07 Result	2007/08 latest	Improving?
York's unemployment rate compared to national average	1.3% below	1.2% below	1% below	Slight decrease
York's unemployment rate compared to regional average	1.5% below	1.5% below	1.2% below	Decrease
Number of adults registering and completing courses through our public libraries	763	897	1002	Above target (Target is 840)
Number of adults achieving entry level 1, 2 or 3 qualifications as part of Skills for Life	215	236	282	Improving trend but below target of 340
% of young people achieving vocational qualifications at age 16.	33.3%	40.5%	Available Monitor 3	Available Monitor 3 (Target is 40%)
Decreased %of NEET numbers	?	5.5% March 07	Available Monitor 3	N/A
Number of learners at KS4 achieving A*-C in Maths	?	66%	Available Monitor 3	N/A
Number of learners at KS4 achieving A*-C in English	?	67%	Available Monitor 3	N/A
Number of working age population achieving level 4	31.7% (till Dec 06)	?	Available Monitor 3	N/A

**Headlines on supporting actions**

- *Course registration:* York Libraries is committed to putting learning at the heart of its service. The figures demonstrate how the library service is working in close partnership with learning providers, especially Adult and Community Education through the Flexible Learning Centres. The service is also now delivering one to one IT starter sessions.
- *Vocational qualifications:* Data on results achieved by young people achieving a vocational qualification is not released until December, we hope that the continued support of the 'Increased Flexibility Program' and increased range of apprenticeships will result in an improvement, but we will not know until much later in Autumn.
- *Adults achieving entry Levels 1,2,3:* Numbers have steadily increased from 2005/06 with a 20% increase in the numbers achieving the target since 06/07. If a similar level of performance were seen in 2007/08 (and that would still mean a further substantial increase), that would still leave us short of the target by some 180 learners. It therefore seems unlikely that the target will be hit. Remedial measures are being implemented but at this stage it is unclear as to whether they are going to have enough of an impact. There are two main reasons for the underachievement of the target. Firstly the funding for the target was agreed late meaning that funding was not released until midway through the first year of the project. This meant that it was impossible to put staffing into place to have any impact on the numbers in the first year. In the second year whilst substantial progress has been made it has not been sufficient to make up for the situation in the first year and therefore to close the gap. In addition the numbers we had projected as coming through the flexible learning centres (part of the reason for running the project) has been disappointing with only some 30 or so people achieving against a expected target of 80.

- *NEETS* – This will be updated in Monitor 3. The figure is better than national figures and the second best in the region
- *Maths and English* - standards in York at KS4 were above national figures and improved from 2006
- *Working age population achieving Level 4*: figures are higher than both regional (22.7%) and national (27.4%) figures

### **Health & lifestyles**

	2005/06 result	2006/07 Result	200708 latest	Improving?
% of school children (5-16) doing at least 2 hours sport per week	62%	71%	90%	Yes
% of adults participating in at least 30 mins moderate intensity sport & active recreation	New for 06/07	24.8%	Not yet available	N/A Target –27.8%

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

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

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

- *Physical activity coordinators* : We have deployed two full time physical activity coordinators working within the Sport and Active Leisure team. Working to increase the sport and physical activity participation rates of adults (16+) across the city, these coordinators have facilitated and supported a variety of opportunities and sessions in particular for those whose participation is too low to derive any health benefit. Examples include; organisation of the 50+ games, community based exercise leaders working with sure start to encourage young mums to engage in dance and physical activity, Provision of a permanent chair based exercise instructor at Oaklands running classes for new participants.
- *Disability sports Coach* : Short term external funding has allowed the deployment of a community sports coach to address the low participation rates of residents in the city with physical and learning disabilities (currently 12.2% lower than the city average for adults and as significantly low for young people). Work has included; training of 12 new coaches and instructors through the inclusive fitness initiative and the Mencap “get together” scheme to enable disabled individuals to utilize the purpose provided fitness equipment at our facilities, adult and junior boccia clubs working towards Special Olympics registration, soccability at copmanthorpe, tennisability at York tennis club and

tagability with the York City knights. A new link to the physiotherapists at York hospital has also been made resulting in a stability and balance session running at Hob moor for young people with special needs.

External funding for these posts is only short term to 2009 and it is imperative that further funding can be found after this period to enable continuation of this work. Effecting a step change in residents' attitudes towards physical activity and subsequently activity habits requires a long-term approach. Evidential data will be available with regard to the impact of these interventions from 2010 at the earliest.

- *Corporate health* : Work has begun on identifying work place initiatives to increase physical activity. Work place assessments, *fit* building design, individual action plans, corporate benefits to sports facilities, active travel, lunchtime led walks, pedometer challenges and work team competition are all initiatives which we are currently sourcing funding for.

### **Economic Prosperity**

This is still being worked on and will be completed before formal despatch to the Executive

### **Strong Leadership, supporting and developing people, improving efficiency and customer focus**

#### Progress on Leadership

- *Establishing a baseline assessment for the corporate culture*: 8 specific questions relating to leadership have been consistently asked in previous staff surveys and were asked again in the 2007 staff survey. These were then analysed in order to track trends and improvements. Two groups of staff have been recruited, from across all directorates and from managers and non-managers, to further analyse the data and identify underlying issues requiring action especially on the questions relating to directorate co-operation, the extent to which staff feel they have the authority to make service improvements and whether staff feel it is OK to speak up and challenge the way things are done. These groups meet on December 11th and January 17th with the intention of then meeting quarterly. This analysis has been added to the results of chief officers' responses to the corporate culture questionnaire (an external assessment tool) and responses from 200 senior managers on culture questions aligned to that questionnaire. This results in a baseline assessment of the current corporate culture in CYC.
- *Articulating a set of shared values for CYC and a plan to embed these*: Over 250 managers have now attended a half-day workshop to introduce them to CYC's Leadership and Management Standards (LAMS) which are aligned to the 4 values in the Corporate Strategy. Feedback has been very positive with most managers saying the Standards are easy to understand and that they will be helpful in providing a consistent description of the behaviours expected of all staff. The first application of the LAMS has been in Performance & Development Reviews this year, and an audit will be taken in January of PDR objectives to assess the extent to which the Standards have been used. The next process on the plan to embed the Standards will be recruitment, beginning in Spring 2008 followed by workforce planning, equalities and learning & development in 08/09.

- *An on-line 360 degree feedback tool* : This has been developed and piloted in CYC for teams and individuals to assess themselves against the Standards.
- *The Equalities Leadership Group* : This group has been established and has the responsibility to drive forward the work on tackling discrimination and promoting social inclusion. This includes four chief officers and the Executive member for Social Inclusion. An interactive event provided by the "Dead Earnest" Theatre group had a very enthusiastic response from managers and members, raising some key issues about customer service and discrimination. Some departments have opted to use theatre in their own staff development events, as it was so effective.

#### Progress on supporting people

- Revised sickness absence management procedures to support the attendance management policy have been launched and are being supported by a bespoke training package.
- As mentioned above, work is continuing to embed the Leadership and Management Standards and the modernising pay & grading project whilst health and safety performance is currently the subject of an in-depth review.
- A draft recruitment strategy has been produced and will be subject to consultation shortly and preparations are underway to scope of the improvement of HR processes required to ensure they are fit for purpose and to support changes across the Council.

#### Progress on improving efficiency

- A mid year update was submitted to the Department for Communities and Local Government in November 2007 which showed that the Council was on track to exceed the 3 year target for efficiencies by £2.48m, this total includes non-cashable efficiencies of £1.95m. Under CSR 07 the rules for calculating the efficiency targets have changed and all efficiencies declared must, from 2008/09 be cashable and there is an overall Local Government target of 3%. This target represents a far more challenging target than the last 3 years and therefore the council will have to address efficiency generation as a higher priority. The Government are allowing Authorities to carry forward cashable efficiencies into the new regime and for York we estimate this to be around £527k against an annual target of around £3m.
- The council's corporate efficiency programme was approved by the Executive in September 2007. It contains a programme of corporate reviews aimed at achieving efficiencies and some single service area reviews where the benchmarked costs are higher than the average. It is hoped that successfully undertaking these reviews will enable the council to achieve the more challenging efficiency targets.
- In addition to the efficiency review programme the Strategic Procurement Programme was also approved, this Programme aims to address efficiencies in areas where the best way to tackle the inefficiency is a revised approach to procurement where the council changes its contractual arrangements in the provision of these services

#### Progress on Customer focus

- Standards & measures: Continuing review of our existing customer first standards, including improved methods of monitoring, reporting and reviewing which will support the introduction of the single set of National Indicators in April 2008 and the improvement in equality monitoring/impacts/data within performance management/ measurement

systems. We can then support the organisational culture change required to use this information to improve service design and delivery

- Customer Insight research: Continued planning for developing an in-depth understanding of our customer groups to better understand their needs and preferences by supporting the completion of the Equalities Strategy and the review of corporate customer survey/tracking mechanisms (e.g. Talkabout) in response to government's "customer insight" agenda and increasing involvement from customers in the design and review of services as part of responding to customer insight agenda. This will improve the way we capture, and respond to, the needs of small excluded communities for example BME communities.
- User feedback: Continuing review of complaints system and planning for roll out (across all directorates) of the improved corporate customer feedback (complaints, comments, compliments) procedures and guidance including improved methods of monitoring, reporting which can then be used to improve service design and delivery. Linked to this will be the use of customer contact centre information to ensure learning from complaints/grievance, and to facilitate improvements in services to customers.
- The revised customer first standards and measures and user feedback procedures were scheduled for a start date (possibly in a pilot) from April 2008. However other time critical customer focus tasks including the introduction of the new performance framework and single set of indicators, participation in the Cabinet Office testing phase for NPI 14 and working towards establishing the process for managing customer flow and the delivery of services to customers to better inform the facility space and layout requirements for the new YCC in Hungate, have led to a reprioritisation of tasks and so initial implementation dates are not likely to be achieved.

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

Directorate	06/07 OUTTURN	01.04.06 – 30.10.06	01.04.07 – 30.10.07
<b>Corporate Figure</b>	12.9	6.53	<b>5.22</b>
<b>Chief Executive</b>	5.07	2.97	<b>4.14</b>
<b>Neighbourhood Services</b>	16.8	7.67	<b>9.52</b>
<b>City Strategy</b>	11.43	6.23	<b>5.23</b>
<b>Resources</b>	10.38	4.54	<b>5.01</b>
<b>LCCS</b>	9.96	4.40	<b>3.61</b>
<b>HASS</b>	21.11	10.87	<b>8.75</b>

**2 Days lost for stress related illness**

Directorate	06/07 OUTTURN	01.04.06 – 30.10.06	01.04.07 – 30.10.07
<b>Corporate Figure</b>	2.34	1.21	<b>1.00</b>
<b>Chief Executive</b>	0.57	0.25	<b>0.44</b>
<b>Neighbourhood Services</b>	2.79	1.06	<b>2.43</b>
<b>City Strategy</b>	1.35	0.99	<b>0.70</b>
<b>Resources</b>	1.52	0.72	<b>0.68</b>
<b>LCCS</b>	1.53	0.76	<b>0.71</b>
<b>HASS</b>	4.9	2.55	<b>1.75</b>

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

Directorate	Short-Term Sickness		Long-Term Sickness	
	01.04.06 – 30.10.06	01.04.07 – 30.10.07	01.04.06 – 30.10.05	01.04.07 – 30.10.07
<b>Corporate Figure</b>	3.24	<b>2.98</b>	3.29	<b>2.24</b>
<b>Chief Executive</b>	2.78	<b>3.46</b>	0.18	<b>0.68</b>
<b>Neighbourhood Services</b>	3.66	<b>3.42</b>	4.01	<b>6.12</b>
<b>City Strategy</b>	3.60	<b>2.35</b>	2.63	<b>2.88</b>
<b>Resources</b>	3.23	<b>3.02</b>	1.30	<b>1.98</b>
<b>LCCS</b>	2.26	<b>2.15</b>	2.14	<b>1.46</b>
<b>HASS</b>	4.56	<b>4.98</b>	6.31	<b>3.76</b>

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

Directorate	01.04.07 – 30.10.07	2006/07 OUTTURN*
<b>Corporate Figure</b>	<b>7.61%</b>	<b>12.02%</b>
<b>Chief Executive</b>	<b>7.92%</b>	<b>14.00%</b>
<b>Neighbourhood Services</b>	<b>7.91%</b>	<b>16.12%</b>
<b>City Strategy</b>	<b>10.26%</b>	<b>15.74%</b>
<b>Resources</b>	<b>5.56%</b>	<b>15.41%</b>
<b>LCCS</b>	<b>7.30%</b>	<b>12.96%</b>
<b>HASS</b>	<b>8.30%</b>	<b>16.95%</b>

**5 Corporate Indicators**

	Indicator	01.04.06 – 30.10.06	01.04.07 – 30.10.07	2006/07 OUTTURN
16a	% of employees with a disability	2.15%	2.11%	2.15%
17a	% of employees from ethnic minorities	1.27%	1.31%	1.27%
CP11	Number of RIDDORS	36 (up to September only)	32 (up to September only)	62

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**Latest position on LPSA 2 indicators. MONITOR 2 2007/8**

**Annex 3**

Deliverer	Measure	Baseline	2006/7 actual	2007/8 latest	Performance at the Conclusion of LPSA2 (2007/8 unless otherwise stated)		Comments	Reward grant available	Reward grant prediction (minimum of 60%)
					Without Stretch	With Stretch			
Neighbourhood Services - Neighbourhood Pride Unit	The proportion of relevant land and highways (expressed as a percentage) that is assessed as having combined deposits of litter and detritus that fall below an acceptable level.	27% (median of 2003/4 and 2004/5)	19%	8% after 2 of 3 surveys	19%	17%	The Street Scene review has targeted those specific areas that are measured within the BV199 standards and the common complaints received from residents, namely the build-up of detritus and the levels of street cleaning in terraced areas. Improving performance in this areas suggests that performance is on track to achieve the stretch in full.	£262,335	100% £262,335
	The % of people satisfied with local cleanliness	60% (2003/4)	71%	Awaiting annual survey	66%	70%	Results from the Residents' Opinion Survey to date are very encouraging and suggest that performance will be sufficient to attract payment of reward grant in full. This indicator represents 20% of the grant available for the street cleanliness target.	£65,584	100% £65,584
Neighbourhood Services - Waste Strategy Unit	Total tonnage of household waste arisings which have been sent by the Authority for recycling.	10,500 tonnes (2003/4)	23,440 tonnes	24,650 tonnes (2007/8 prediction)	22,150 tonnes	23,988 tonnes	It is forecast that this encouraging performance will continue to the end of the LPSA agreement and that the performance stretch will be achieved in full.	£327,919	100% £327,919
Safer York Partnership	Number of burglaries	2,346 (2003/4)	1,081	612 (April – Nov)	1,642	1,501	It is forecast that this encouraging performance will continue to the end of the LPSA agreement and that the performance stretch will be achieved in full.	£327,919	100% £327,919
Safer York Partnership	Number of Incidents of violent crime	2,506 (2003/4)	2,548	1440 (April – Nov)	2,255	2,181	Encouraging reductions in the number of violent incidents need to be sustained if performance is to be sufficient to attract reward grant. In determining this, the number of incidents over the Xmas period will be significant.	£327,919	60% 193,751
Safer York Partnership	Theft or unauthorised taking of vehicle (inc. attempts)	1,066 (2003/4)	660	324 (April – Nov)	746	682	Projections for this indicator suggest that it is on track to qualify for payment of reward grant in full.	£155,762	100% £155,762
	Theft from a vehicle (inc. attempts)	3,258 (2003/4)	2,363	1169 (April – Nov)	2,281	2,085	Reduction in the number of thefts from vehicles, have proved sustainable this year and suggest that this indicator may meet its stretch target in full.	£155,762	100% £155,762
	Vehicle interference	544 (2003/4)	492	205 (April – Nov)	381	348	There has been a significant reduction in the incidence of vehicle interference since last year, and this trend appears sufficient to attract payment of reward grant in full.	£16,396	100% £16,396
Neighbourhood Services - Environmental Health and Trading	The percentage of illegal sales detected through Test Purchase Programme	17% (2004/5)	13.6% (average of 2005/6 and 2006/7)	11.1% 2 year rolling average	20%	10% (average of 2006/7 and 2007/8)	Performance in this area is encouraging and it is anticipated will hit its stretch target. This indicator is calculated by taking an average of the performance over the last 2 years of the agreement..	£109,305	100% £109,305

**Latest position on LPSA 2 indicators. MONITOR 2 2007/8**

**Annex 3**

Deliverer	Measure	Baseline	2006/7 actual	2007/8 latest	Performance at the Conclusion of LPSA2 (2007/8 unless otherwise stated)		Comments	Reward grant available	Reward grant prediction (minimum of 60%)
					Without Stretch	With Stretch			
Standards	The percentage of residents reporting that 'noisy neighbours or loud parties' in their area represent either a 'very big problem' or a 'fairly big problem'	13% (2005/6)	14%	Annual only	13%	9%	A deterioration in performance last year means that the performance stretch is unlikely to be achieved. One possible reason for this growth in concern about noise is the increased visibility and accessibility of the council's service.	£109,305	0%
	The percentage of residents that 'agree strongly' or 'tend to agree' when asked "Do you agree or disagree that York is a safe city to live in, relatively free from crime and violence?"	47% (2004/5)	53%	54% 1 of 3 surveys	63%	68%	Despite a net improvement in the performance of this indicator over the last two years, it seems unlikely that any stretch in performance can be achieved.	£109,305	0%
Learning Culture and Children's services - Youth Offending Team	A complete count of the number of young offenders who receive; a) a Final Warning or b) are sentenced to a (YOT supervised) disposal by the courts or c) are released from Custody (into YOT or ISSP Supervision) between 1 October and 31 December in the year and who re-offend within 12 months	37.60% (year ending Dec 2003)	N/A	N/A	35.7%	34.60%	Measurement of this indicator is a rolling count of re-offending rates until the completion of the cohort to which it relates. Final results will be available after December 07. Performance to meet the stretch re-offenders must number fewer than 23 from a cohort of 66 by the conclusion of the agreement- accordingly, this will be very tight. Evidence suggests that the most re-offending occurs quickly and perhaps that rates may have peaked, though this is too early to speculate. The small stretch here (approximately one offender in a cohort of 66) suggests this is an 'all or nothing' target.	£163,960	??
	Average number of offences committed per young offender, whilst subject to a bail or remand episode during the specified year.	3 (2004/5)	N/A	N/A	2.9	2.8	Measurement of this indicator will not be possible until the completion of the cohort to which it relates. Final results will be available after April 08. At monitor 1 there were 1.75 offences per offender.	£163,960	??
City Strategy - Transport Planning Unit	Number of people killed or seriously injured (KSI) in road traffic incidents on York's roads.	122 (2004)	160 (2006)	Annual only	95	85	Performance for this indicator (measured per calendar year) has been poorer than expected. As the performance stretch is measured as an average over the life of the agreement, there would need to be fewer than 100 road deaths and serious injuries in the next two years to meet the LPSA target. It seems very unlikely therefore that this target will qualify for payment of reward grant.	£327,919	0%
					Mean yearly average Jan 2006 - Dec 2008				
Resources - Public Services	The number of new successful claims or increases in existing awards of the benefits listed below achieved with the help of the City of York Council: Housing Benefit (HB), Council Tax Benefit (CTB), Attendance Allowance (AA) or Disability Living Allowance (DLA) or Pension Credit.	1,070 (year ending Dec 2005)	530	771 (April 06 – October 07)	2,140	2,840	Recent work in this area has included the Get Something Extra campaign as well as links into the National Carer's Rights Day. Despite this, it appears that performance is unlikely to be sufficient to attract any reward grant.	£327,919	0%
					Cumulative total for the two years ending 2007/8				

**Latest position on LPSA 2 indicators. MONITOR 2 2007/8**

**Annex 3**

Deliverer	Measure	Baseline	2006/7 actual	2007/8 latest	Performance at the Conclusion of LPSA2 (2007/8 unless otherwise stated)		Comments	Reward grant available	Reward grant prediction (minimum of 60%)
					Without Stretch	With Stretch			
Learning Culture and Children's Services – Lifelong Learning	The number of adults achieving an Entry Level 3 qualification as part of the Skills for Life Strategy through Adult and Community Learning York.	27 (academic year ending July 2005)	17 (academic year 2005/6)	24 (academic year 2006/7)	93	113	Numbers have steadily increased from 2005/06 with a 20% increase in the numbers achieving the overall target in 06/07. If a similar level of performance were seen in 2007/08 (and that would still mean a further substantial increase), that would still leave us short of the target by some 180 learners. It therefore seems unlikely that the target will be hit.	£32,792	0%
				Cumulative total for the 3 academic years ending July 2008					
	The number of adults achieving a Level 1 qualification as part of the Skills for Life Strategy through Adult and Community Learning York.	64 (academic year ending July 2005)	67 (academic year 2005/6)	107 (academic year 2006/7)	220	360	Currently some remedial measures are being implemented but at this stage it is unclear as to whether they are going to have enough of an impact and produce the numbers required to achieve the target.	£114,772	60% £68,863
				Cumulative total for the 3 academic years ending July 2008					
The number of adults achieving a Level 2 qualification as part of the Skills for Life Strategy through Adult and Community Learning York.	124 (academic year ending July 2005)	151 (academic year 2005/6)	151 (academic year 2006/7)	497	559	The growth in the number of adult learners completing courses is encouraging and suggests that achievement of the stretch will be fulfilled. Any down turn as a result of the closure of Acomb library for refurbishments this year appears to have been off-set by the provisions of additional facilities at the central library.	£65,584	100% £65,584	
			Cumulative total for the 3 academic years ending July 2008						
	The number of adults registering for and completing learning programmes offered by or in York's public libraries.	763 (academic year 2004/5)	897 (academic year 2005/6) (1660 cumulative to date)	1002 (academic year 2006/7) (1899 cumulative)	2,349	2,519	The growth in the number of adult learners completing courses is encouraging and suggests that achievement of the stretch will be fulfilled. Any down turn as a result of the closure of Acomb library for refurbishments this year appears to have been off-set by the provisions of additional facilities at the central library.	£65,584	100% £65,584
			Cumulative total for the 3 years ending 2007/8						
Learning Culture and Children's Services – Access & Inclusion	Percentage of young people age 16-18 who are NEET (not in education, employment or training).	4.50% (Nov 2004)	3.73%	Annual only	4%	3.70%	This year's out-turn is extremely encouraging and suggests performance is well on track to meet the 2008 stretch target in full.	£327,919	100% £327,919
					November 2008				
Learning Culture and Children's Services - Sport and Active Leisure	% of adult residents participating in at least 30 minutes moderate intensity sport and active recreation (including recreational walking) on 3 or more days a week	24.78% (2006/7 and baseline)	24.78% (2006/7 and baseline)	Measured again in 2008/9	0% increase	baseline +3%	Predicting the eventual performance of this indicator is extremely difficult given the longitudinal nature of the study. The Sport England survey to establish its baseline won't be repeated until 2008/9 making estimates of interim progress problematic. Data on healthy lifestyles from the Talkabout surveys show encouraging improvement, though the methodology used here is significantly different.	£262,335	??
	% of 5-16 year olds participating in an average of 2hrs high quality PE and school sport per week within and beyond the curriculum during one complete school year.	62% (2005)	71% (2006)	90% (2007)	85%	88%			
					Academic year ending July 2008				

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## Customer First 2007/08 Monitor 2

## Annex 4

(Totals for April to end of Sept 07)

Letters dealt with within 10 days <i>Target = 95%</i>	Monitor 2 for 2006/07	Monitor 2 for 2007/08		Change from 2006/07	Target achieved?
		Total rec'd	% answered		
Chief Executive's	97%	2,476	97%	stable	✓
City Strategy	94%	522	98%	improved	✓
HASS	84%	3,633	94%	improved	*
LCCS	96%	3,808	97%	declined	✓
Neighbourhood Services	84%	235	86%	improved	*
Resources	98%	5,332	92%	declined	✓
<b>Total for Council</b>	<b>94%</b>	<b>16,006</b>	<b>94%</b>	<b>declined</b>	<b>*</b>

Stage 2 Complaints dealt with within 10 days <i>Target = 95%</i>	Monitor 2 for 2006/07	Monitor 2 for 2007/08		Change from 2006/07	Target achieved?
		Total rec'd	% answered		
Chief Executive's	n/a	0	n/a	n/a	n/a
City Strategy	80%	0	n/a	n/a	n/a
HASS	73%	28	79%	improved	*
LCCS	100%	3	100%	n/a	✓
Neighbourhood Services	n/a	1	100%	improved	✓
Resources	100%	4	100%	n/a	✓
<b>Total for Council</b>	<b>76%</b>	<b>36</b>	<b>95%</b>	<b>improved</b>	<b>✓</b>

Stage 3 Complaints dealt with within 10 days <i>Target = 95%</i>	Monitor 2 for 2006/07	Monitor 2 for 2007/08		Change from 2006/07	Target achieved?
		Total rec'd	% answered		
Chief Executive's	n/a	0	n/a	n/a	n/a
City Strategy	0%	2	100%	improved	✓
HASS	100%	14	86%	declined	*
LCCS	100%	0	n/a	n/a	n/a
Neighbourhood Services	n/a	0	n/a	n/a	n/a
Resources	n/a	0	n/a	n/a	n/a
<b>Total for Council</b>	<b>43%</b>	<b>16</b>	<b>93%</b>	<b>improved</b>	<b>*</b>

Visitors seen within 10 minutes <i>Target = 100%</i>	Monitor 2 for 2006/07	Monitor 2 for 2007/08		Change from 2006/07	Target achieved?
		Total visitors	% seen		
Chief Executive's	100%	1,764	100%	n/a	✓
City Strategy	100%	18127	100%	n/a	✓
HASS	95%	13,126	95%	stable	*
LCCS	100%	19,403	100%	n/a	✓
Neighbourhood Services	100%	1,677	100%	n/a	✓
Resources	99%	20,449	99%	stable	*
<b>Total for Council</b>	<b>99%</b>	<b>74,546</b>	<b>99%</b>	<b>stable</b>	<b>*</b>

Those needing further help seen within 10 minutes <i>Target = 100%</i>	Monitor 2 for 2006/07	Monitor 2 for 2007/08		Change from 2006/07	Target achieved?
		Total visitors	% seen		
Chief Executive's	100%	1,420	100%	n/a	✓
City Strategy	100%	2851	100%	n/a	✓
HASS	80%	1,068	93%	improved	*
LCCS	100%	5,377	100%	n/a	✓
Neighbourhood Services	100%	1,677	100%	n/a	✓
Resources	100%	729	100%	n/a	✓
<b>Total for Council</b>	<b>97%</b>	<b>13,122</b>	<b>99%</b>	<b>improved</b>	<b>*</b>

Phone calls answered within 20 seconds <i>Target = 95%</i>	Monitor 2 for 2006/07	Monitor 2 for 2007/08		Change from 2006/07	Target achieved?
		Total rec'd	% answered		
Chief Executive's	96%	31,483	92%	declined	*
City Strategy	93%	92,636	95%	improved	✓
HASS	90%	147,768	94%	improved	*
LCCS	93%	110,696	93%	stable	*
Neighbourhood Services	82%	59,121	83%	improved	*
Resources	84%	143,250	97%	improved	✓
York Customer Centre	n/a	199,653	82%	n/a	*
<b>Total for Council</b>	<b>93%</b>	<b>784,607</b>	<b>91%</b>	<b>declined</b>	<b>*</b>

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## General Fund Net Expenditure Budget

	2007/08	
	£000	£000
Net Expenditure Budget		103,226
Use of Balances (agreed at Budget Council)		1,312
Use of Trading Services profits (agreed at Budget Council)		550
<b>Starting Service Net Expenditure Budget</b>		<b>105,088</b>
Use of General Fund Balances Agreed During Year		
Yearsley Pool running costs (Exec 12 June 07)	40	
Carry Forward of Budgets from 2006/07 (Exec 26 June 07)	1,519	
Other identified use of 2006/07 underspend (Exec 26 June 07)	223	
Other identified use of 2006/07 underspend (Exec 25 Sept 07)	250	
Non-recurring allowance for additional pension and VER costs	278	
Contribution to Citizens' Advice Bureau	3	
To fund expenditure that cannot be funded any longer by capital receipts	200	
Christmas Lights (from additional LABGI grant received)	20	2,533
Use of Trading Services Profits Adjusted During Year		
Adjustment between trading and general fund services re allocation of savings, price inflation etc. on Neighbourhood Services	(316)	
Budget transfer to rationalise waste budgets	152	(164)
<b>Revised Service Net Expenditure Budget</b>		<b>107,457</b>

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## Variations on Treasury Management Activity

	Net Budget £000	Projected Out-turn £000	Variance £000
<u>Delay in Borrowing</u> The delay in borrowing is expected to save the Council £294k this year as is a result of the unfavourable cost of borrowing for the year to date and projections for the remainder of the year. The early borrowing of £10m in 2006/07 and the realisation of significant capital receipts from the sale of the Barbican and St Leonards Place has resulted in a strong cash position and negated the need to borrow, until rates fall to more favourable levels. The latest cashflow forecasts indicate that the Council will not have to borrow until February 2010, when cash resources will be depleted and additional borrowing will be required to fund its capital programme commitments. This means that the Council is in a strong position and is able to wait until interest rates become a lot more favourable.	5,010	4,716	-294
<u>Provision to repay debt</u> The provision to repay debt is lower than anticipated when the budget was set due to year end slippage on the capital programme which determines the statutory minimum level of debt that is required to be repaid.	4,469	4,425	-44
<u>Increase in Interest Receivable</u> The increase in average cash balances, on which interest is earned is attributable to the capital and revenue underspends in 2006/07, the early payment of capital grants from central government, the early receipt of some capital receipts and projected slippage in capital expenditure in 2007/08. The increase in the rate of interest earned is due to the increase in the base rate and the higher than normal market interest rates caused by the "credit crunch", which were not forecast when the budget was set. The December interest rate reduction has been factored in to this figure and is likely to have cost £40k.	(2,393)	(3,688)	-872
<u>BCCI Dividend</u> A £61k dividend payment from the liquidators of the collapsed Bank of Credit and Commerce International (BCCI) has been received, taking the total amount of debt recovered by the Council up to 90% (£1.4m).	0	(61)	-61
<u>Miscellaneous</u> Other net small variances produce a saving.	321	259	-62
<b>Total</b>	<b>7,407</b>	<b>5,651</b>	<b>-1,756</b>

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### Detail of Other Centrally Held Budgets

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

	Net Budget £000	Projected Out-turn £000	Variance £000
<u>Pensions - Costs of Early Retirements</u> This is the cost of decisions made to allow staff to take early retirement in prior years, together with the implications of the '85-year' rule for both the Local Government Pension Scheme and the Teachers' Pension Scheme. The increased costs are due to new retirements under the latter.	664	899	+235
<u>Redundancy Payments</u> At the moment redundancy payments are expected to lower than the budget provided, but the saving is needed to compensate for the additional costs of retirements shown above.	968	740	-228
<u>Park &amp; Ride - provision for staff passes costs</u> The budget included a saving to reduce the expenditure by £45k pa. It is not expected that this can be fully delivered in 2006/07, but is being looked at as part of the Job Evaluation exercise.	52	52	-
<u>Reserve for 53 week pay year</u> The next 53 week pay year is 2007/08. This money is set aside each year to meet these occasional costs to ensure that there is no additional expenditure pressure every 5 - 6 years.	59	59	-
<u>Employer Superannuation Contributions to North Yorkshire Pensions Fund</u> This represents the additional amount that is budgeted to meet the Council's liability on the fund.	121	121	-
<u>Capital Programme running costs</u> This is to fund the revenue consequences of specified capital schemes. When the development 'goes live' the money will be transferred to the service budget.	351	51	-300
<u>Specific Contingency for Rental Income losses</u> This money is set aside to compensate the revenue accounts where there is a loss of rental income due to an asset being sold to generate a capital receipt to support the capital programme. Currently it is not expected that the full sum will be required this year, but it will depend on the timing of disposals.	46	46	-
<u>Specific contingencies set up as part of the budget process</u> This is the provision made for the costs of the job evaluation exercise. Any money not needed for the in-year costs of the project will be transferred to reserves to meet the future costs of decisions made.	3,272	3,272	-
<u>Other central provisions</u> This includes specific contingency items set aside in the budget process which have not yet been allocated (e.g. fuel and nndr bill inflation, rent reviews) and provision for bad and doubtful debts.	654	304	-350
<b>Total</b>	<b>6,187</b>	<b>5,544</b>	<b>-643</b>

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## Growth Schemes in 2007/08

## Children's Services - non DSG

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

**Growth Total** 388.00

## Leisure and Culture

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

**Growth Total** 75.00

## City Strategy

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

**Growth Total** 489.00

## Growth Schemes in 2007/08

## Neighbourhood Services

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

**Growth Total** 377.00

## Chief Executive's Department

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

**Growth Total** 413.00

## Resources Directorate

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

**Growth Total** 319.00

## Housing General Fund

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

**Growth Total** 17.00

## Growth Schemes in 2007/08

## Adult Social Services

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

**Growth Total** 1,640.00

**Overall General Fund Services Total** 3,718.00

## Children's Services - DSG

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

**Growth Total** 1,394.00

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## Savings Proposals in 2007/08

## Children's Services - non DSG

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

Savings Total 624.00

## Savings Proposals in 2007/08

## Leisure and Culture

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

**Savings Total** 242.00

## Economic Development

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

**Savings Total** 22.00

## Savings Proposals in 2007/08

## City Strategy

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

**Savings Total**      994.00

## Savings Proposals in 2007/08

## Neighbourhood Services

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

**Savings Total** 519.00

## Chief Executive's Department

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

**Savings Total** 208.50

## Savings Proposals in 2007/08

## Resources Directorate

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

**Savings Total** 636.50

## Treasury Management Savings

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

**Savings Total** 180.00

## Savings Proposals in 2007/08

## Housing General Fund

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

**Savings Total** 86.00

## Adult Social Services

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

**Savings Total** 899.33

**Overall General Fund Services Total** 4,411.33

## Savings Proposals in 2007/08

## Children's Services - DSG

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

**Savings Total** 220.00

## Housing Revenue Account

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

**Savings Total** 76.60

## Savings Proposals in 2007/08

## Neighbourhood Services - Traded Activities

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

**Savings Total** 383.00



## Position on General Contingency

Amount Included in Budget Papers £000	Portfolio Area		Recurring (R) One-off (N)	Already Approved £000	Request This Report £000	Budget Probably Needed £000	Budget Total £000
		<b>Original Allocation</b>					<b>600.0</b>
		<b>Releases Approved to date</b>					
50.0	City Strategy	Land Charges - Service Pressure	R	50.0		-	-50.0
150.0	City Strategy	Planning Income - Service Pressure	R	150.0		-	-150.0
		<b>Requests in this report</b>					
200.0	City Strategy	Concessionary Fares - Provision set aside in case appeals against local schemes for concessionary fares lead to additional costs	R		200.0	-	-200.0
		<b>Balance Remaining</b>					<b>200.0</b>
		<b>Items identified during budget setting</b>					
170.0	Corp Servs	Pay Award - Allowance if pay award reaches 2.75%	R			-	-
100.0	Corp Servs	VER and Redundancy Provision - Recurring allowance for additional pension and VER costs	R			-	-
275.0	HASS	Social Care - Provision for unexpected social care costs	R			-	-
50.0	Neigh Servs	Double Taxation - Funding of Double Taxation claims submitted by Parish Councils	R			50.0	-50.0
30.0	Neigh Servs	Non-Diversion to Landfill - To offset risk that landfill levels are not achieved	R			-	-
		<b>Total Approved</b>		<b>200.0</b>			
		<b>Total Requested for Approval in Report</b>			<b>200.0</b>		
		<b>Total included in identified potential pressure areas during the estimate process that may still be needed</b>				<b>50.0</b>	
		<b>Potential Balance on Contingency</b>					<b>150.0</b>

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## Position on Contingency Items to be Funded from Reserves

Amount Included in Budget Papers £000	Portfolio Area		Recurring (R) One-off (N)	Already Approved £000	Request This Report £000	Budget Probably Needed £000	Budget Total £000
		<b>Original Allocation</b>					<b>500.0</b>
		<b>Releases Approved to date</b>					
	LCCS	Yearsley Pool running costs - Exec 12 June	N	40.0			-40.0
	City Strategy	Minster Yard - Exec 25 Sept	N	250.0			-250.0
100.0	Corp Servs	VER and Redundancy Provision - Non-recurring allowance for additional pension and VER costs	N	278.0			-278.0
	City Strategy	Additional contribution to the York Citizen Advice Bureau	N	2.5			-2.5
	Dir of Res	Replacement of the use of capital receipts with reserves for 2007/08 only	N	200.0			-200.0
	City Strategy	Christmas Lights	N	20.0			-20.0
		<b>Requests in this report</b>					
		None					
		<b>Balance Remaining</b>					<b>-290.5</b>
		<b>Items identified during budget setting</b>					
20.0	Chief Exec	Local Elections - for contested parish councils	N			-	-
200.0	Dir of Res	Health and Safety Building works	N			200.0	-200.0
280.0	HASS	The Retreat - repayment of customer contributions depending on status	N			280.0	-280.0
		<b>Total Approved</b>		<b>790.5</b>			
		<b>Total Requested for Approval in Report</b>				-	
		<b>Total included in identified potential pressure areas during the estimate process that may still be needed</b>				<b>480.0</b>	
		<b>Potential Balance on Funding from Reserves</b>					<b>-770.5</b>

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## Reserves Position and Forecast

	2007/08 £000	2008/09 £000	2009/10 £000
<b>General Fund Reserve</b>			
Balance at 1 April	(7,702)	(7,846)	(6,149)
<b>Less:</b> Already Committed To Annual Budget	1,312	627	584
Carry Forward Underspend from Previous Years	1,519	1,085	-
Agreed spend from prior year underspend	223	-	-
Supplementary Estimates (see Annex 12)	791	-	-
<b>Revised General Fund Reserve</b>	<b>(3,858)</b>	<b>(6,134)</b>	<b>(5,565)</b>
<b>Add:</b> <u>Other Adjustments</u>			
Release of Bellwin Reserve	(300)	-	-
NDR Rebates	(250)	-	-
Additional LABGI grant received	(537)	-	-
LPSA2 Reward Grant	-	(15)	(740)
Potential call for non-recurring contingency items (Annex 12)	480	-	-
	<b>(1,087)</b>	<b>(15)</b>	<b>(740)</b>
Net Underspend on General Fund	(2,901)	-	-
<b>Expected General Fund Reserve as at 31 March</b>	<b>(7,846)</b>	<b>(6,149)</b>	<b>(6,305)</b>
<b>Trading Activities Reserve</b>			
Balance at 1 April	(439)	(154)	(154)
<b>Less:</b> Use of Reserve	139	-	-
<b>Less: Forecast loss in Year</b>	146	-	-
<b>Estimated Commercial Services Reserve at 31 March</b>	<b>(154)</b>	<b>(154)</b>	<b>(154)</b>
<b>Venture Fund</b>			
Balance at 1 April	(1,611)	(1,898)	(1,222)
<b>Plus:</b> Repayments	(1,633)	(602)	(611)
<b>Less:</b> Advances	1,346	1,278	1,000
<b>Estimated Venture Fund Balance as at 31 March</b>	<b>(1,898)</b>	<b>(1,222)</b>	<b>(833)</b>
<b>Total Revenue Reserves as at 31 March</b>	<b>(9,898)</b>	<b>(7,525)</b>	<b>(7,292)</b>
<b>Estimated Minimum Reserves Threshold</b>	<b>5,201</b>	<b>5,361</b>	<b>5,521</b>
<b>Headroom In Reserves</b>	<b>(4,697)</b>	<b>(2,164)</b>	<b>(1,771)</b>

Note - there may be further calls on reserves to fund the outcome of current litigation

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## Venture Fund

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

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

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### **Pay and Grading and Equal Pay Financial Analysis December 2007**

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

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

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

#### **Pay and Grading**

The table below shows the base budget that has been built up over three years to fund the cost of the new pay structure on an ongoing basis. Therefore, the bottom line is that the council has £2.616m base budget to fund the new pay structure with effect from April 2007. As the implementation is going to be from 1<sup>st</sup> April 2008 then all of this budget will be available during 2007/08 to fund one-off costs.

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

The base budget allocations for 2005/06 and 2006/07 were not needed to pay for the new pay structure and therefore they have been utilised, along with amounts from other council reserves, to fund the one-off costs in relation to equal pay compensation payments and the project costs related to implementing the new scheme. The £2,616k base budget is needed to fund the cost of repaying the capitalisation borrowing which will be £180k per annum for 7 years and an on-going base budget for a team of staff to manage the new pay and grading system once it has been implemented, this is estimated to be £150k per annum. The remaining base budget of £2,286k is to provide for the on-going costs of the new salary structure. There will be other costs of implementing Job Evaluation which will fall on schools and the HRA and on traded services.

#### **Equal Pay**

The current estimated cost of equal pay compensation payments including tax and national insurance is £4.1m, if all the employees who have been made an offer under the council's scheme accept. If this were to be the case this cost would be funded from the following sources;

- Equal Pay Provision    £1.500m
- LCCS provision        £0.090m
- Capitalisation        £1.069m
- Contbn from one-off   £1.398m
- Total                    £4.057m

### Project Costs

The budget allocated for project costs in 2005/06 was £120k but this outturned at £141k. The budget for 2006/07 was £350k but this outturned at £329k. The original budget for 2007/08 was £330k but after a thorough review it has become apparent that this is not enough to deal with all the outstanding issues and major costs of implementation, therefore an additional £420k from the one-off budget has been allocated to this area giving a total cost of £750k. This then leaves £2,286k of one off costs available until completion of the project.

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

	2005/06 £'000	2006/07 £'000	2007/08 £'000
Base Budget	541	1,541	2,616
One –off b/fwd	0	361	1,573
One-off funding allocated	0	0	335
Project Costs	-141	-329	-750
Legal Costs (One-Off)	-39	0	0
Equal Pay contribution			-1,398
Repayment of borrowing for Equal Pay			-90
<b>Total One-Off Funding Available</b>	<b>361</b>	<b>1,573</b>	<b>2,286</b>

### Allocation of the one-off funding

The £2,286 of one off funds is all that will be available to implement the project from late 2007/08 into 2008/09. The estimated allocation of these costs falls around two main areas, the on-going project costs of implementation and the one-off costs relating to removing bonus from male manual work groups.

The implementation project will need to notify all staff of their own individual circumstances, provide for a help and advice line and manage an appeals process. It is estimated that this will cost £500k in 2008/09.



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**Executive****15<sup>th</sup> January 2008****Report of the Director of Resources****CAPITAL PROGRAMME – MONITOR TWO****Report Summary**

1. The purpose of this report is to:
  - Inform Members of the likely outturn position of 2007/08 Capital Programme based on the spend profile and information to November 2007 reflecting the capital monitor two reports taken to Executive Member with Advisory Panel (EMAP) meetings for each department;
  - Inform the Executive of any under or overspends and seek approval for any resulting changes to the programme;
  - Inform the Executive of any slippage and seek approval for the associated funding to be slipped to or from the financial years to reflect this;
  - Inform Members of the funding position of the capital programme, taking account of the current capital receipts forecasts for the four year capital programme;
  - Highlight the progress on the major schemes and achievements year to date.
  
2. The 2007/08 – 2010/11 capital programme was approved by Council on 21<sup>st</sup> February 2007. Since then a number of amendments have taken place as reported to the Executive in the 2006/07 Capital Outturn paper, urgency papers and under the scheme of delegation. These changes have resulted in a current approved capital programme for 2007/08 of £52.525m, financed by £40.927m of external funding, leaving a cost to the Council of £11.598m to be financed from capital receipts. Table 1 illustrates the movements from the start budget to the current approved position.

	<b>Gross Budget £m</b>	<b>External Funding £m</b>	<b>Cost to CYC £m</b>
Original Budget Approved by Council	<b>43.749</b>	<b>33.803</b>	<b>9.946</b>
Slippage Carried Forward from 06/07 outturn report	4.116	2.772	1.344
Additions from 06/07 outturn report	1.533	1.400	0.133
Additions as a result of Urgency meetings / Exec Reports	2.628	0.406	2.222
Adjustments made under Delegated Authority	0.117	0.293	(0.176)
Adjustments made at Monitor One	0.382	2.253	(1.871)
<b>Current Approved Capital Programme</b>	<b>52.525</b>	<b>40.927</b>	<b>11.598</b>

**Table 1 Current Approved Capital Programme**

## Consultation

3. The capital programme was developed under the Capital Resource Allocation Model (CRAM) framework and agreed by Council on 21 February 2007. Whilst the capital programme as a whole is not consulted on, the individual scheme proposals and associated capital receipt sales do follow a consultation process with local Councillors and residents in the locality of the individual schemes. The CRAM framework considers schemes against the Council's strategy priorities and resources are directed in accordance with these.

## Summary of Key Issues

4. The main highlights of this report are:
- The £3.7m Moor Lane roundabout scheme on target and due for completion by February 2008;
  - The reopening of Yearsley swimming pool following the £1m repairs and refurbishment programme;
  - Inclusion of a £0.7m scheme to provide a multi use games area for Derwent Infant and Junior schools;
  - The completion of the £2.8m Skills Centre that will open in January 2008 and provide opportunities to improve vocational training for some of the most disadvantaged secondary school aged children in the city;
  - The rapid progression of the £27m replacement of Joseph Rowntree school, which is now due to start on site in June 2008;
  - Progression of the designs for the new £6m pool on the York High site;
  - The £0.7m [Explore@Acomb](#) Library Learning Centre project is on target for completion for February 2008;
  - The start on site of the £1.7m Fishergate homeless hostel as part of the Administrative Accommodation land assembly programme;

- The £12.2m York High scheme has started and is on target for completion in November 2008;
  - The design of the new £29.7m offices at Hungate is progressing well with a planning application due to be submitted by Easter with a start on site in summer 2008.
5. In year capital receipts, are forecast to be down against the target by £3.3m, although this is mainly because of timing issues with the majority of the slippage expected early in 2008/09. The impact of these delays is reduced by there being corresponding slippage, since the start of the year on capital receipt funded schemes of £2.6m. The Council has £5.4m of capital receipt funding carried forward from the £27m raised in 2006/07. Therefore, despite the small anticipated delay in receipts the Council remains in a strong capital funding position.
6. Against the current approved budget of £52.525m, there is a predicted outturn of £46.839m, a net decrease of £5.686m made up of:
- Additional schemes costing £1.2m of which £0.6m is externally funded;
  - Scheme underspends totalling £0.25m;
  - The reprofiling of budgets from 2007/08 to future years of £6m of which capital receipts make up £1.8m.

Table 2 outlines the variances reported against each portfolio area.

<b>Department</b>	<b>Current Approved Budget £m</b>	<b>Projected Outturn £m</b>	<b>Variance £m</b>	<b>Paragraphs</b>
Children's Services	20.139	17.239	-2.900	9-10
City Strategy	9.673	9.535	-0.138	11-12
Economic Development	0.259	0.259	0.000	13
Housing	9.453	9.453	0.000	14-18
Leisure and Culture	2.801	2.951	0.150	19-22
Neighbourhood Services	0.944	0.694	-0.250	23
Resources	8.61	6.063	-2.548	24-25
Social Services	0.646	0.646	0.000	26
<b>Total</b>	<b>52.525</b>	<b>46.839</b>	<b>-5.686</b>	

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

7. To the end of November there was £23m of capital spend representing 44% of the approved budget, which is in line with the same period in 2006/07.

## **Analysis**

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

**Education and Children's Services (EMAP – 6<sup>th</sup> December 2007)**

9. The current approved capital programme for Education and Children's services for 2007/08 is £20.139m. As a result of changes made in this monitor, the capital programme has been reduced by £2.9m to £17.239m. Table 3 gives a summary of the changes on a scheme by scheme basis.

<b>Gross Education and Children's Capital Programme</b>	<b>2007/08</b>	<b>2008/09</b>	<b>2009/10</b>	<b>Total</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Current Approved Capital Programme	<b>20.139</b>	<b>36.734</b>	<b>2.412</b>	<b>59.285</b>
<u>New Scheme</u>				
Derwent Schools MUGA	+0.500	+0.263		+0.763
Reprofiling				
NDS Modernisation	-0.200	+0.200		0.000
Integrated Children's Centres	-0.600	+0.600		0.000
West Side Review (York High)	-2.600	+2.600		0.000
<b>Revised Capital Programme</b>	<b>17.239</b>	<b>40.397</b>	<b>2.412</b>	<b>60.048</b>

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

10. The key changes are:
- a. The provision of a Multi Use Games Area (MUGA) at Derwent Infant and Junior Schools is required as a planning condition of the sale of a disused playing field adjacent to the school on Osbaldwick Lane. The Council is expected to complete the sale early in the new year and once complete work on the MUGA can commence. Authorisation for the sale of the land was granted under the former constitution by Resources EMAP on 18<sup>th</sup> April 2005, when the estimated cost of the MUGA was reported as £550k. However, the tender for the works has now been received, with the lowest tender being £763k, £213k more than originally estimated. Officers in Property Services have worked to reduce the size of the scheme and create savings against the specification. However, consultation with Sport England, whose consent is required as part of the planning permission, are not prepared to accept a reduced specification. The sale of land is subject to planning permission and can not go ahead if Sport England withdraw their support for the scheme. Because the receipt value is significantly more than the cost of the MUGA, and the overall receipt is budgeted for to fund the capital programme the Council will have to fund these additional costs. This needs to be added to the capital programme to reflect the expenditure.
  - b. The New Deal for Schools (NDS) Modernisation scheme to address condition and suitability issues at York schools. A total of 35 projects are currently being managed and it is likely that there will be a small amount of slippage of some expenditure into 2008/09 (£200k).

- c. The Integrated Children's Centres scheme to create five new centres to meet the statutory requirements of children from birth to the age of five is progressing well. However, the cost pressures, reported to Urgency on 3<sup>rd</sup> August 2007, resulted in delays to awarding the tenders meaning that work could not commence at all sites until after the summer holidays. This has had a knock on effect and requires that £600k is slipped in to 2008/09.
- d. The Skills Centre at Danesgate is now complete and was handed over to the Council in December. The £2.8m facility will be open for the start of the spring term.
- e. The York High Scheme has reached a critical stage with the tenders for significant work packages due to be received. Significant design works have taken place to ensure that costs are affordable and the school can open in November 2008. It is projected that £2.3m will be spent in 2007/08, meaning £2.6m being reprofiled in to 2008/09.
- f. The Building Schools for the Future pathfinder project to rebuild Joseph Rowntree Secondary School is on target to start on site in June 2008. In relation to similar pathfinder projects in other authorities, York is at a significantly advanced stage, a major achievement given the tight timescales.

### **City Strategy (EMAP – 10<sup>th</sup> December 2007)**

11. The approved capital programme for City Strategy is £9.673m, net of £659k of overprogramming. Overall it is anticipated that there will be a small amount of reprofiling of schemes to be financed by developers contributions of £138k, reducing the programme to £9.534m, net of £433k of over programming.

<b>Gross City Strategy Capital Programme</b>	<b>2007/08</b>	<b>2008/09</b>	<b>2009/10</b>	<b>2010/11</b>	<b>Total</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Current Approved Capital Programme	9.673	6.852	6.113	5.552	47.778
Developers Contributions	-0.138	+0.138			0.000
Revised City Strategy Capital Programme	9.533	6.990	6.113	5.552	47.778

***Table 4 City Strategy Capital Programme***

12. The key changes are:
- Moor Lane Roundabout – the scheme is currently on target for completion by February 2008, however, a number of compensation events resulting in the contractor being delayed in addition to heavy rainfall in June and July have resulted in an increase to the overall costs of approximately £200k including contingencies. This will be offset from underspends elsewhere in the programme;
  - Fulford Road Improvements – the scheme to address congestion issues along Fulford Road, in advance of the Germany Beck

development are progressing a head of schedule meaning that its allocation can be increased by £75k to be funded from other scheme reductions;

- c) Park and Ride – the planned new office at the Designer Outlet was delayed to allow the Park & Ride service procurement to be complete, resulting in a 2007/08 underspend of £45k, which will be used to reduce the level of overprogramming;
- d) Public Transport Improvements – A number of project changes have resulted in a £47k reduction to this scheme. In particular the planned improvements to the A59/Beckfield Lane junction have been delayed whilst discussions surrounding the impact of the British Sugar site have been taking place. The developers contributions associated with this scheme have been slipped in to 2008/09;
- e) Structural Maintenance – The capital programme will fund £270k of maintenance projects, that were to be funded from the Council's revenue budget, which is facing considerable pressure. A planned reduction in a number of structural maintenance schemes has taken place in order to balance the programme budget.

### **Economic Development (EMAP – 10<sup>th</sup> December 2007)**

13. The approved capital programme for Economic Development is £0.259m, which relates entirely to the Small Business Workshop scheme at Clifton Moor which is progressing well and should be complete by July 2008. This budget represents the Council's contribution to the scheme which is expected to be spent in this financial year.

### **Housing (EMAP – 10<sup>th</sup> December 2007)**

14. The current approved capital programme for Housing services is £9.453m. There are a number of variances reported against individual schemes that do not impact the project outturn. Table 5 gives a summary of the changes on a scheme by scheme basis.

<b>Gross Housing Capital Programme</b>	<b>2007/08 £m</b>	<b>2008/09 £m</b>	<b>2009/10 £m</b>	<b>Total £m</b>
Current Approved Capital Programme	<b>9.384</b>	<b>8.514</b>	<b>8.927</b>	<b>26.894</b>
Buy Back of RTB House	+0.100			+0.100
Tenant Choice Scheme	+0.041			+0.041
Assistance to Older and Disabled People	-0.110			-0.110
<u>Reprofiling:</u>				
Repairs to Local Authority Properties	+0.038	-0.038		0.000
<b>Revised Capital Programme</b>	<b>9.453</b>	<b>8.476</b>	<b>8.927</b>	<b>27.223</b>

**Table 5 Housing Capital Programme 2007/08 - 2009/10**

15. There have been a number of variances between schemes within the Housing programme. The boiler replacement project in the Repairs to Local Authority Properties scheme has been accelerated as a result of the



number of boilers that failed to pass the annual gas service. This work has been essential and, has resulted in an increase in expenditure of £367k which is being brought forward from 2008/09. This has been offset in part by a planned delay to the re-roofing project (£329k) and a £51k underspend on structural works and communal access. This results in bringing forward a net £38k on this scheme.

16. The HRA is required to buy back leasehold property that was transferred to the Council in 1996 as part of the Local Government Review (LGR). A clause in the lease states that it can be surrendered to the Council at a price of 30% below market value, if the tenant chooses to. The cost of £100k, will be funded by selling the property on to Yorkshire Housing.
17. There has been a small overspend (£41k) on tenants choice schemes mainly because of an increase in the unit costs of central heating systems.
18. The assistance to older and disabled people scheme, relating to the relocation of tenants occupying the Discus bungalows, will underspend due to fewer tenants being relocated than initially projected.

#### **Leisure and Culture (EMAP – 4<sup>th</sup> December 2007)**

19. The approved capital programme for Leisure and Culture services is £3.001m following the adjustments made at 2006/07 outturn, monitor one and under delegated authority. As a result of reprofiling changes made in this monitor, the 2007/08 capital programme has increased by £0.15m to £2.951m. Table 6 gives a summary of the changes on a scheme by scheme basis.

<b>Gross Leisure and Culture Capital Programme</b>	<b>2007/08 £m</b>	<b>2008/09 £m</b>	<b>2009/10 £m</b>	<b>2010/11 £m</b>	<b>Total £m</b>
Capital Programme	<b>2.801</b>	<b>7.488</b>	<b>1.868</b>	<b>0.000</b>	<b>12.157</b>
<u>Adjustments made since monitor one</u>					
Museums Scheme- EMAP 19 <sup>th</sup> Oct	+0.200	-0.400	0.000	+0.200	0.000
<u>Monitor Two Reprofiling</u>					
York Pools Strategy	+0.050	-0.245	+0.195		0.000
Parks and Open Spaces Development	-0.100	+0.100			0.000
<b>Revised Capital Programme</b>	<b>2.951</b>	<b>7.243</b>	<b>2.063</b>	<b>0.200</b>	<b>12.157</b>

**Table 6 Leisure and Culture Capital Programme 2007/08-2009/10**

20. Leisure and Culture EMAP meet on 19<sup>th</sup> October 2007 and approved the reprofiling of the capital budget which brought forward £200k in to 2007/08 to fund urgent repairs to the roof of the south side of the Art Gallery. This increased the 2007/08 budget to £600k, with the remaining £400k being spent on supporting works to the Castle Museum and the Hospitium in Museum Gardens.

21. The York Pools strategy is progressing well. The repairs and refurbishment of Yearsley Pool are now complete and the pool has reopened. The new swimming pool development on the York High site is at the detailed design stage and construction is expected to start in the spring. Design fees of £50k are expected to be incurred in this financial year and the general reprofiling of the scheme is required now that additional information is available. The estimated completion date is June 2009.
22. The Parks and Open Spaces development scheme, funded by developers contributions has seen a number of projects completed at Hull Road and West Bank Parks to improve footpaths. However, it is unlikely that further projects will now commence until the spring and £100k of funding is requested to be slipped in to 2008/09.

### **Neighbourhood Services (EMAP – 6<sup>th</sup> December 2007)**

23. The current approved capital programme for Neighbourhood services is £944k. All of the schemes are anticipated to outturn on budget, except for the Silver Street Toilets scheme, which has been recently transferred from City Strategy. The £250k scheme is unlikely to start in 2007/08 and is subject to an additional funding request as part of the 2008/09 budget process. As a result of this monitor, the capital programme for 2007/08 will reduce by £250k to £694k. Table 7 gives a summary of the changes on a scheme by scheme basis.

<b>Gross Neighbourhood Services Capital Programme</b>	<b>2007/08</b>	<b>2008/09</b>	<b>2009/10</b>	<b>Total</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Current Approved Capital Programme	<b>0.944</b>	<b>0.202</b>	<b>0.000</b>	<b>1.146</b>
Silver Street Toilets	-0.250	0.250		0.000
<b>Revised Capital Programme</b>	<b>0.694</b>	<b>0.452</b>	<b>0.000</b>	<b>1.146</b>

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

### **Resources (EMAP – 11<sup>th</sup> December 2007)**

24. The approved capital programme for Resources is £8.610m. As a result of this monitor, the capital programme has decreased by £2.055m to £6.555m. Table 8 gives a summary of the changes on a scheme by scheme basis.

<b>Gross Resources Services Capital Programme</b>	<b>2007/08</b>	<b>2008/09</b>	<b>2009/10</b>	<b>2010/11</b>	<b>Total</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Current Approved Capital Programme	8.610	13.594	17.516	3.113	42.833
Admin Accommodation	-1.790	+1.790			0.000
ITT Equipment	-0.620	+0.620			0.000
Easy @ York	-0.141				-0.141
Holgate Windmill	+0.003				+0.003
<b>Revised Capital Programme</b>	<b>6.063</b>	<b>16.004</b>	<b>17.516</b>	<b>3.113</b>	<b>42.075</b>

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

25. The key changes are:

- A delay to the start on site of the homeless hostel at Fishergate and the Social Services adaptations project, as part of the Administrative Accommodation project, has resulted in £1.8m of expenditure being reprofiled in to 2008/09. The delay is not expected to impact on the overall timetable for the construction of the new office on the Hungate site.
- The Easy @ York project is forecast to underspend by £141k due to a reduction in the amount required to fund the benefits system.
- The level of spend on ITT equipment will be £620k less than originally planned, mainly as a result of delays to major schemes such as FMS replacement and the Social Services replacement programmes. This is following the financial appraisal considering whether to purchase equipment outright or lease.
- A small amount of additional costs have been incurred on Holgate Windmill which is due to transfer to the Holgate Windmill Preservation Society. The funding for this overspend is still to be determined.

### **Social Services (EMAP – 10<sup>th</sup> December 2007)**

26. The current approved capital programme for Social Services is £646k following the adjustments made at Monitor One. The review of budgets as part of this monitoring process reveal that schemes are expected to outturn in line with the approved budget. Table 9 summarises the projected spend.

<b>Gross Resources Services Capital Programme</b>	<b>2007/08</b>	<b>2008/09</b>	<b>2009/10</b>	<b>2010/11</b>	<b>Total</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Current Approved Capital Prog	0.646	0.205	0.205	0.205	1.261

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

## Hazel Court Depot

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

## Summary

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

<b>Gross Capital Programme</b>	<b>2007/08 £m</b>	<b>2008/09 £m</b>	<b>2009/10 £m</b>	<b>2010/11 £m</b>	<b>Total £m</b>
<b>Current Programme</b>	<b>52.525</b>	<b>73.562</b>	<b>37.041</b>	<b>18.213</b>	<b>181.341</b>
<b><u>Additional Funding :</u></b>					
Children's Services	+0.500	+0.263			+0.763
<b><u>Underspend</u></b>					
Housing	-0.038				-0.038
Resources	-0.138				-0.138
<b><u>Reprofiling:</u></b>					
Children's Services	-3.400	+3.400			0.000
Housing Services	+0.038	-0.038			0.000
Leisure Services	+0.150	-0.545	+0.195	+0.200	0.000
Resources	-2.548	+2.548			0.000
City Strategy	-0.138	+0.138			0.000
Neighbourhood Services	-0.250	+0.250			0.000
<b>Revised Programme</b>	<b>46.839</b>	<b>79.440</b>	<b>37.236</b>	<b>18.413</b>	<b>181.928</b>

*Table 10 Revised Four Year Capital Programme*

## Funding the 2007/08 Capital Programme

29. The current capital programme is funded from a number of externally funded sources, along with capital receipts raised from the sale of surplus assets.

30. Following the adjustments made as part of this report, the revised capital programme is £46.839m. Funding from external sources and prudential borrowing is £36.475m, leaving a balance of £10.364m to be funded from capital receipts. Table 11 illustrates the funding breakdown of the capital programme with Confidential Annex B giving

details of individual properties, indicative values and timescales for sale.

	2007/08	2008/09	2009/10	2010/11	Total
	£m	£m	£m	£m	£m
Gross Capital Programme	46.839	79.440	37.236	18.413	181.928
Funded by					
Supported Borrowing	8.093	7.955	5.933	5.623	27.604
Grants and Contributions	25.804	39.791	10.682	8.685	84.962
Prudential Borrowing	2.578	9.489	17.138	1.918	31.123
Total External Funding	36.475	57.235	33.753	16.226	143.689
Funding to be Financed from Capital Receipts	10.364	22.205	3.483	2.187	38.239
Expected Capital Receipts	-8.403	-13.040	-3.886	-8.085	-33.414
Receipts b/fwd (surplus)/deficit	-5.432	-3.471	5.694	5.291	-5.432
Receipts c/fwd (surplus)/deficit	-3.471	5.694	5.291	-0.607	-0.607

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

31. As part of the budget setting process, a list of asset sales were agreed by the Council for reinvestment in the capital programme. The budgeted receipts for 2007/08 was set at £11.4m, of which £4.1m has already been received. The latest capital receipt projections suggest that a further £4.2m will be achieved by the end of the financial year, which represents a £3.1m shortfall in year, which are anticipated to be received in early 2008/09. This has been partially offset by corresponding slippage on capital receipt funded spend of £1.8m. There also remains capital receipts of £5.4m that have been carried forward from 2006/07. Therefore the 2007/08 funding position does not present a problem for the Council overall.
32. Following the adjustments made to the capital programme in this monitor it is anticipated that there will be a small receipts surplus over the four year programme of £0.6m. This represents a deterioration of £0.1m on the last reported position of a surplus of £0.7m. The deterioration is mainly due to the MUGA at Derwent Infant and Junior Schools being £213k more than initially estimated.
33. When the budget was set there was a deficit, to be funded by prudential borrowing, of £0.25m. Table 11 illustrates the restated funding of the programme.
34. The capital programme continues to be reliant on a number of high value, high risk receipts, which if not achieved would require the Council to review its existing spending commitments. Monthly monitoring of capital receipts will identify any problems in receipt timing

and will be reported accordingly to the Executive in the next monitoring report.

## **Corporate Priorities**

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

## **Implications**

### **Financial Implications**

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

### **Human Resources Implications**

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

### **Equalities Implications**

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

### **Legal Implications**

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

### **Crime and Disorder**

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

### **Information Technology**

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

### **Property**

42. The property implications of this paper are included in the main body of the report which covers the funding of the capital programme from capital receipts in paragraphs 31-34.

### **Risk Management**

43. The capital programme is regularly monitored as part of the corporate monitoring process. In addition to this the Corporate Capital Monitoring Group (CAPMOG) meets regularly to plan monitor and review major

capital receipts to ensure that all capital risks to the Council are minimised.

### Recommendations

44. The Executive is requested to:

- Approve the addition to the capital programme of the MUGA at Derwent Infant and Junior School (paragraph 10 a)
- Approve the reprofiling of £6m from 2007/08 to future years as set out in Annex A.
- Approve the restated capital programme summarised in Table 10 and as set out in detail in Annex A.
- Note the capital receipt projects for 2007/08 to 2010/11 as summarised in Confidential Annex B.

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

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**Report  
Approved**

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**Date** 02/01/08

Simon Wiles  
Director of Resources

**Report  
Approved**

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**Date** 02/01/08

### Specialist Implications Officer(s)

N/a

**Wards Affected:**

All  tick

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

### Background Papers:

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

**Annexes**

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





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

	Total Gross Capital Programme £000	Expenditure pre 2007/08 £000	Current approved budget £000	Estimated Outturn at Mon 1 £000	Outturn Variance at Mon 1 £000	2007/08 Del Mon 2 Adj £000	2007/08 Del Mon 2 Slippage £000	2007/08 Mon 2 Adj £000	2007/08 Mon 2 Slippage £000	2007/08 Revised Budget £000	2008/09 Revised Budget £000	2009/10 Revised Budget £000	2010/11 Revised Budget £000	Gross Capital Programme To be Funded £000
<b>City Strategy (Economic Development)</b>														
ABB Site Regeneration	2	2	0	0	0					0	0	0	0	2
- External Funding	0	0	0	0	0					0	0	0	0	0
- Cost to City	2	2	0	0	0	0	0	0	0	0	0	0	0	2
Small Business Workshops	261	2	259	259	0					259	0	0	0	261
- External Funding	0	0	0	0	0					0	0	0	0	0
- Cost to City	261	2	259	259	0	0	0	0	0	259	0	0	0	261
Tourist Information Centre	0	0	250	0	-250					0	0	0	0	0
- Government Grant	0	0	0	0	0					0	0	0	0	0
- Prudential Borrowing	0	0	0	0	0					0	0	0	0	0
- External Funding	0	0	0	0	0	0	0	0	0	0	0	0	0	0
- Cost to City	0	0	250	0	-250	0	0	0	0	0	0	0	0	0
<b>TOTAL GROSS EXPENDITURE</b>	<b>263</b>	<b>4</b>	<b>509</b>	<b>259</b>	<b>-250</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>259</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>263</b>
Less :External Funding	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>COST TO CITY OF YORK</b>	<b>263</b>	<b>4</b>	<b>509</b>	<b>259</b>	<b>-250</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>259</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>263</b>
<b>Neighbourhood Services (Environmental Services)</b>														
Air Quality Monitoring	199	95	34	104	70					104	0	0	0	199
- External Funding	199	95	34	104	70	0	0	0	0	104	0	0	0	199
- Cost to City	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Flood Pump	0	0	0	0	0					0	0	0	0	0
- External Funding	0	0	0	0	0					0	0	0	0	0
- Cost to City	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Grey Bin Replacement	30	30	0	0	0					0	0	0	0	30
- External Funding	30	30	0	0	0	0	0	0	0	0	0	0	0	30
- Cost to City	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Household Waste Sites (Hazel Court)	1,292	1,292	0	0	0					0	0	0	0	1,292
- External Funding	917	917	0	0	0	0	0	0	0	0	0	0	0	917
- Cost to City	375	375	0	0	0	0	0	0	0	0	0	0	0	375
Purchase of Recycling Containers	114	70	44	44	0					44	0	0	0	114
- External Funding	114	70	44	44	0	0	0	0	0	44	0	0	0	114
- Cost to City	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Contaminated Land Investigation	33	23	10	10	0					10	0	0	0	33
- External Funding	33	23	10	10	0	0	0	0	0	10	0	0	0	33
- Cost to City	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Waste Efficiency Performance Grant	203	0	203	203	0					203	0	0	0	203
- Government Grant	203	0	203	203	0					203	0	0	0	203
- External Funding	203	0	203	203	0	0	0	0	0	203	0	0	0	203
- Cost to City	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Foxwood Community Pride	0	0	0	0	0					0	0	0	0	0
- External Funding	0	0	0	0	0					0	0	0	0	0
- Cost to City	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Silver Street Toilets	250	0	0	250	250					0	250	0	0	250
- Government Grant	0	0	0	0	0					0	0	0	0	0
- Prudential Borrowing	0	0	0	0	0					0	0	0	0	0
- External Funding	0	0	0	0	0	0	0	0	0	0	0	0	0	0
- Cost to City	250	0	0	250	250	0	0	0	-250	0	250	0	0	250
Ward Committees - Improvement Schemes	820	285	333	333	0					333	202	0	0	820
- External Funding	0	0	0	0	0					0	0	0	0	0
- Cost to City	820	285	333	333	0	0	0	0	0	333	202	0	0	820
<b>TOTAL GROSS EXPENDITURE</b>	<b>2,941</b>	<b>1,795</b>	<b>624</b>	<b>944</b>	<b>70</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-250</b>	<b>694</b>	<b>452</b>	<b>0</b>	<b>0</b>	<b>2,941</b>
Less :External Funding	1,496	1,135	291	361	70	0	0	0	0	361	0	0	0	1,496
<b>COST TO CITY OF YORK</b>	<b>1,445</b>	<b>660</b>	<b>333</b>	<b>583</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-250</b>	<b>333</b>	<b>452</b>	<b>0</b>	<b>0</b>	<b>1,445</b>
<b>Housing</b>														
Modernisation of Local Authority Homes	2,216	1,617	276	276	0	-18	0	0	0	258	102	117	122	2,216
- External Funding	1,472	873	276	276	0	-18	0	0	0	258	102	117	122	1,472
- Cost to City	744	744	0	0	0	0	0	0	0	0	0	0	0	744
Repairs to Local Authority Properties	12,284	3,836	1,839	2,070	231	-51	0	0	38	2,057	1,736	2,177	2,478	12,284
- External Funding	11,831	3,383	1,839	2,070	231	-51	0	0	38	2,057	1,736	2,177	2,478	11,831
- Cost to City	453	453	0	0	0	0	0	0	0	0	0	0	0	453
Assistance to Older & Disabled People	2,013	670	451	451	0			-110		341	350	325	327	2,013
- External Funding	2,013	670	451	451	0	0	0	-110	0	341	350	325	327	2,013
- Cost to City	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Housing Grants & Associated Investment (Gfund)	8,570	2,682	1,478	1,478	0					1,478	1,470	1,470	1,470	8,570
- External Funding	8,349	2,461	1,478	1,478	0	0	0	0	0	1,478	1,470	1,470	1,470	8,349
- Cost to City	221	221	0	0	0	0	0	0	0	0	0	0	0	221
Howe Hill Homeless Hostel (Gfund)	1,324	1,037	287	287	0					287	0	0	0	1,324
- External Funding	794	507	287	287	0	0	0	0	0	287	0	0	0	794
- Cost to City	530	530	0	0	0	0	0	0	0	0	0	0	0	530
Commuted Sums (Cont to Affordable Hsg) (Gfund)	38	0	38	38	0					38	0	0	0	38
- External Funding	38	0	38	38	0					38	0	0	0	38
- Cost to City	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Travellers (Gfund)	402	205	197	197	0					197	0	0	0	402
- External Funding	302	205	97	97	0	0	0	0	0	97	0	0	0	302
- Cost to City	100	0	100	100	0	0	0	0	0	100	0	0	0	100
Bungalow Buy Back	0	0	0	0	0			100		100	0	0	0	100
- External Funding	0	0	0	0	0	0	0	0	0	0	0	0	0	0
- Cost to City	0	0	0	0	0	0	0	100	0	100	0	0	0	100
MRA Schemes	28,820	9,548	4,656	4,656	0			41		4,697	4,791	4,838	4,946	28,820
- External Funding	28,820	9,548	4,656	4,656	0	0	0	41	0	4,697	4,791	4,838	4,946	28,820
- Cost to City	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Arclight (Gfund)	212	212	0	0	0					0	0	0	0	212
- Government Grant	212	212	0	0	0					0	0	0	0	212
- External Funding	212	212	0	0	0	0	0	0	0	0	0	0	0	212
- Cost to City	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL GROSS EXPENDITURE</b>	<b>55,979</b>	<b>19,807</b>	<b>9,222</b>	<b>9,453</b>	<b>231</b>	<b>-69</b>	<b>0</b>	<b>31</b>	<b>38</b>	<b>9,453</b>	<b>8,449</b>	<b>8,927</b>	<b>9,343</b>	<b>55,979</b>
Less :External Funding	53,831	17,859	9,122	9,353	231	-69	0	-69	38	9,253	8,449	8,927	9,343	53,831
<b>COST TO CITY OF YORK</b>	<b>2,148</b>	<b>1,948</b>	<b>100</b>	<b>100</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>100</b>	<b>0</b>	<b>200</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,148</b>
<b>Leisure and Culture</b>														
Acorn Library	750	52	698	698	0					698	0	0	0	750
- External Funding	675	52	623	623	0	0	0	0	0	623	0	0	0	675
- Cost to City	75	0	75	75	0	0	0	0	0	75	0	0	0	75
Chapelfields Community Centre	328	328	0	0	0					0	0	0	0	328
- External Funding	0	0	0	0	0					0	0	0	0	0
- Cost to City	328	328	0	0	0	0	0	0	0	0	0	0	0	328
Community Resource Centre at Haxby / Wigginton	0	0	0	0	0					0	0	0	0	0
- External Funding	0	0	0	0	0					0	0	0	0	0
- Cost to City	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Danebury Drive	20	8	12	12	0					12	0	0	0	20
- External Funding	0	0	0											

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

	Total Gross Capital Programme £000	Expenditure pre 2007/08 £000	Current approved budget £000	Estimated Outturn at Mon 1 £000	Outturn Variance at Mon 1 £000	2007/08 Del Mon 2 Adj £000	2007/08 Del Mon 2 Slippage £000	2007/08 Mon 2 Adj £000	2007/08 Mon 2 Slippage £000	2007/08 Revised Budget £000	2008/09 Revised Budget £000	2009/10 Revised Budget £000	2010/11 Revised Budget £000	Gross Capital Programme To be Funded £000
<b>York Pools Strategy -</b>	9,697	334	3,170	1,370	-1,800				50	1,420	6,643	1,300	0	9,697
- Prudential Borrowing	1,529	0	0	0	0				0	0	1,529	0	0	1,529
- External Funding	1,529	0	0	0	0	0	0	0	0	1,529	0	0	0	1,529
- Cost to City	8,168	334	3,170	1,370	-1,800	0	0	0	50	1,420	5,114	1,300	0	8,168
<b>Youth Service One Stop Shop</b>	171	171	0	0	0				0	0	0	0	0	171
- External Funding	171	171	0	0	0	0	0	0	0	0	0	0	0	171
- Cost to City	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL GROSS EXPENDITURE</b>	15,911	3,754	4,601	2,801	-1,800	0	0	0	150	2,951	6,943	2,063	200	15,911
Less :External Funding	4,576	2,136	911	911	0	0	0	-100	811	1,629	0	0	0	4,576
<b>COST TO CITY OF YORK</b>	11,335	1,618	3,690	1,890	-1,800	0	0	0	250	2,140	5,314	2,063	200	11,335
<b>Resources</b>														
<b>Admin Accom</b>	40,304	2,071	5,010	4,560	-450				-1,790	2,770	15,134	17,316	3,013	40,304
- External Funding	25,237	141	0	0	0	0	0	0	0	0	6,040	17,138	1,918	25,237
- Cost to City	15,067	1,930	5,010	4,560	-450	0	0	0	-1,790	2,770	9,094	178	1,095	15,067
<b>Dealing with Repairs Backlog</b>	513	334	179	179	0				0	179	0	0	0	513
- External Funding	0	0	0	0	0	0	0	0	0	0	0	0	0	0
- Cost to City	513	334	179	179	0	0	0	0	0	179	0	0	0	513
<b>Flood Pump</b>	0	0	0	0	0				0	0	0	0	0	0
- External Funding	0	0	0	0	0	0	0	0	0	0	0	0	0	0
- Cost to City	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Health &amp; Safety / DDA</b>	419	238	181	181	0				0	181	0	0	0	419
- External Funding	0	0	0	0	0	0	0	0	0	0	0	0	0	0
- Cost to City	419	238	181	181	0	0	0	0	0	181	0	0	0	419
<b>Holgate Windmill</b>	135	125	7	7	0				3	10	0	0	0	135
- Contribution	17	17	0	0	0	0	0	0	0	0	0	0	0	17
- External Funding	17	17	0	0	0	0	0	0	0	0	0	0	0	17
- Cost to City	118	108	7	7	0	3	0	0	0	10	0	0	0	118
<b>25 Hospital Fields Road</b>	0	0	0	0	0				0	0	0	0	0	0
- External Funding	0	0	0	0	0	0	0	0	0	0	0	0	0	0
- Cost to City	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>35 Hospital Fields Road</b>	364	194	170	170	0				0	170	0	0	0	364
- External Funding	364	194	170	170	0	0	0	0	0	170	0	0	0	364
- Cost to City	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>IT Equipment</b>	2,748	948	362	1,800	1,438				0	-620	1,180	620	0	2,748
- Prudential Borrowing	2,748	948	362	1,800	1,438	0	0	0	-620	1,180	620	0	0	2,748
- External Funding	2,748	948	362	1,800	1,438	0	0	0	-620	1,180	620	0	0	2,748
- Cost to City	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>James St Business Park</b>	16	16	0	0	4				0	0	0	0	0	16
- External Funding	0	0	0	0	0	0	0	0	0	0	0	0	0	0
- Cost to City	16	16	0	0	4	0	0	0	0	0	0	0	0	16
<b>Knapton Recreational Field</b>	40	0	40	40	0				0	40	0	0	0	40
- External Funding	0	0	0	0	0	0	0	0	0	0	0	0	0	0
- Cost to City	40	0	40	40	0	0	0	0	0	40	0	0	0	40
<b>Property Key Components (H&amp;S)</b>	1,050	262	238	238	0				0	238	250	200	100	1,050
- External Funding	0	0	0	0	0	0	0	0	0	0	0	0	0	0
- Cost to City	1,050	262	238	238	0	0	0	0	0	238	250	200	100	1,050
<b>Preserving Property Assets</b>	93	2	91	91	0				0	91	0	0	0	93
- External Funding	83	0	83	83	0	0	0	0	0	83	0	0	0	83
- Cost to City	10	2	8	8	0	0	0	0	0	8	0	0	0	10
<b>Removal of Asbestos</b>	100	17	83	83	0				0	83	0	0	0	100
- External Funding	0	0	0	0	0	0	0	0	0	0	0	0	0	0
- Cost to City	100	17	83	83	0	0	0	0	0	83	0	0	0	100
<b>Easy @ York</b>	3,472	2,352	1,261	1,261	0				-141	1,120	0	0	0	3,472
Grant	1,007	615	392	392	0	0	0	-141	0	392	0	0	0	1,007
- External Funding	3,472	2,352	1,261	1,261	0	0	0	-141	0	1,120	0	0	0	3,472
- Cost to City	0	0	392	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL GROSS EXPENDITURE</b>	49,254	6,559	7,622	8,610	992	3	0	-141	-2,410	6,062	16,004	17,516	3,113	49,254
Less :External Funding	31,921	3,652	1,876	3,314	1,438	0	0	-141	-620	2,553	6,600	17,138	1,918	31,921
<b>COST TO CITY OF YORK</b>	17,333	2,907	5,746	5,296	-446	3	0	0	-1,790	3,509	9,344	378	1,195	17,333
<b>Social Services</b>														
<b>Joint Equipment Store</b>	520	100	105	105	0				0	105	105	105	105	520
- External Funding	0	0	0	0	0	0	0	0	0	0	0	0	0	0
- Cost to City	520	100	105	105	0	0	0	0	0	105	105	105	105	520
<b>Relocation of Hebden Rise</b>	7	-2	9	9	0				0	9	0	0	0	7
- External Funding	0	0	0	0	0	0	0	0	0	0	0	0	0	0
- Cost to City	7	-2	9	9	0	0	0	0	0	9	0	0	0	7
<b>Modernising EPHs</b>	827	820	7	7	0				0	7	0	0	0	827
- External Funding	12	12	0	0	0	0	0	0	0	0	0	0	0	12
- Cost to City	815	808	7	7	0	0	0	0	0	7	0	0	0	815
<b>22 The Avenue Improvements</b>	94	0	0	94	94				0	94	0	0	0	94
- External Funding	94	0	0	94	94	0	0	0	0	94	0	0	0	94
- Cost to City	38	38	0	0	0	0	0	0	0	0	0	0	0	38
<b>Improving the Care Home Env' for Older People</b>	220	0	0	220	220				0	220	0	0	0	220
- External Funding	220	0	0	220	220	0	0	0	0	220	0	0	0	220
- Cost to City	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Information Management Improvements</b>	302	211	0	91	91				0	91	0	0	0	302
- External Funding	302	211	0	91	91	0	0	0	0	91	0	0	0	302
- Cost to City	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Disabled Support Grant</b>	602	202	100	100	0				0	100	100	100	100	602
- External Funding	100	100	0	0	0	0	0	0	0	0	0	0	0	100
- Cost to City	502	102	100	100	0	0	0	0	0	100	100	100	100	502
<b>Morrell House</b>	60	40	20	20	0				0	20	0	0	0	60
- External Funding	0	0	0	0	0	0	0	0	0	0	0	0	0	0
- Cost to City	60	40	20	20	0	0	0	0	0	20	0	0	0	60
<b>TOTAL GROSS EXPENDITURE</b>	2,632	1,371	241	646	405	0	0	0	0	646	205	205	205	2,632
Less :External Funding	728	323	0	405	405	0	0	0	0	405	0	0	0	728
<b>COST TO CITY OF YORK</b>	1,904	1,048	241	241	0	0	0	0	0	241	205	205	205	1,904

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

Total Gross Capital Programme £000	Expenditure pre 2007/08 £000	Current approved budget £000	Estimated Outturn at Mon 1 £000	Outturn Variance at Mon 1 £000	2007/08	2007/08	2007/08	2007/08	2007/08	2008/09	2009/10	2010/11	Gross Capital Programme To be Funded £000	
					Del Mon 2 Adj £000	Del Mon 2 Slippage £000	2007/08 Mon 2 Adj £000	2007/08 Mon 2 Slippage £000	2007/08 Revised Budget £000	2008/09 Revised Budget £000	2009/10 Revised Budget £000	2010/11 Revised Budget £000		
<b>Gross Expenditure by Department</b>														
Children's Services	100,025	40,740	19,651	20,139	488	0	0	500	-3,400	17,239	40,397	2,412	0	100,025
City Strategy (P&T)	47,778	19,588	9,673	9,673	0	0	0	0	-138	9,535	6,990	6,113	5,552	47,778
City Strategy (Econ Devt)	263	4	509	259	-250	0	0	0	0	259	0	0	0	263
Housing	55,979	19,807	9,222	9,453	231	-69	0	31	38	9,453	8,449	8,927	9,343	55,979
Leisure & Heritage	15,911	3,754	4,601	2,801	-1,800	0	0	0	150	2,951	6,943	2,063	200	15,911
Neighbourhood Services	2,941	1,795	624	944	320	0	0	0	-250	694	452	0	0	2,941
Resources	49,254	6,559	7,622	8,610	988	3	0	-141	-2,410	6,062	16,004	17,516	3,113	49,254
Social Services	2,632	1,371	241	646	405	0	0	0	0	646	205	205	205	2,632
<b>Total by Department</b>	<b>274,783</b>	<b>93,618</b>	<b>52,143</b>	<b>52,525</b>	<b>382</b>	<b>-66</b>	<b>0</b>	<b>390</b>	<b>-6,010</b>	<b>46,839</b>	<b>79,440</b>	<b>37,236</b>	<b>18,413</b>	<b>274,783</b>
<b>Total External Funds by Department</b>														
Children's Services	90,522	38,239	18,521	18,630	109	0	0	0	-3,353	15,277	34,594	2,412	0	90,522
City Strategy (P&T)	33,936	9,977	7,953	7,953	0	0	0	0	-138	7,815	5,903	5,276	4,965	33,936
City Strategy (Econ Devt)	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Housing	53,831	17,859	9,122	9,353	231	-69	0	-69	38	9,253	8,449	8,927	9,343	53,831
Leisure & Heritage	4,576	2,136	911	911	0	0	0	0	-100	811	1,629	0	0	4,576
Neighbourhood Services	1,496	1,135	291	361	70	0	0	0	0	361	0	0	0	1,496
Resources	31,921	3,652	1,876	3,314	1,438	0	0	-141	-620	2,553	6,660	17,138	1,918	31,921
Social Services	728	323	0	405	405	0	0	0	0	405	0	0	0	728
<b>Total External Funds by Department</b>	<b>217,010</b>	<b>73,321</b>	<b>38,674</b>	<b>40,927</b>	<b>2,253</b>	<b>-69</b>	<b>0</b>	<b>-210</b>	<b>-4,173</b>	<b>36,475</b>	<b>57,235</b>	<b>33,753</b>	<b>16,226</b>	<b>217,010</b>
<b>Total CYC Funding required by Department</b>														
Children's Services	9,503	2,501	1,130	1,509	379	0	0	500	-47	1,962	5,803	0	0	9,503
City Strategy (P&T)	13,842	9,611	1,720	1,720	0	0	0	0	0	1,720	1,087	837	587	13,842
City Strategy (Econ Devt)	263	4	509	259	-250	0	0	0	0	259	0	0	0	263
Housing	2,148	1,948	100	100	0	0	0	100	0	200	0	0	0	2,148
Leisure & Heritage	11,335	1,618	3,690	1,890	-1,800	0	0	0	250	2,140	5,314	2,063	200	11,335
Neighbourhood Services	1,445	660	333	583	250	0	0	0	-250	333	452	0	0	1,445
Resources	17,333	2,907	5,746	5,296	-450	3	0	0	-1,790	3,509	9,344	378	1,195	17,333
Social Services	1,904	1,048	241	241	0	0	0	0	0	241	205	205	205	1,904
<b>Total Capital Receipt Funding required</b>	<b>57,773</b>	<b>20,297</b>	<b>13,469</b>	<b>11,598</b>	<b>-1,871</b>	<b>3</b>	<b>0</b>	<b>600</b>	<b>-1,837</b>	<b>10,364</b>	<b>22,205</b>	<b>3,483</b>	<b>2,187</b>	<b>57,773</b>
<b>Breakdown of External Funds per funding statement</b>														
Developers Contributions	1,706	1,706	1,950	1,950	0	-50	0	0	-575	1,325	1,341	300	300	4,972
Government Grant	26,980	26,980	16,458	16,648	190	0	0	0	-2,816	13,832	31,791	3,245	832	76,680
Major Repairs Allowance	9,548	9,548	4,656	4,656	0	0	0	41	0	4,697	4,791	4,838	4,946	28,820
Capital Receipts in Lieu of SCA/GG	9,602	9,602	2,335	2,335	0	0	0	0	0	2,335	0	0	0	11,937
Non Government Grant	1,671	1,671	657	657	0	0	0	0	0	657	0	0	0	2,328
Other Contributions	1,057	1,057	194	194	0	50	0	0	0	244	0	0	0	1,301
Prudential Borrowing	3,934	3,934	1,901	3,339	1,438	0	0	-141	-620	2,578	9,489	17,138	1,918	35,057
Revenue Contribution	2,931	2,931	1,566	1,797	231	-69	0	-110	38	1,656	1,188	1,619	1,927	9,321
Right to Buy Receipt	876	876	975	975	0	0	0	0	0	975	680	680	680	3,891
Supported Capital Expenditure	14,909	14,909	7,899	8,293	394	0	0	0	-200	8,093	7,955	5,933	5,623	42,513
Venture Fund	107	107	83	83	0	0	0	0	0	83	0	0	0	190
	<b>73,321</b>	<b>73,321</b>	<b>38,674</b>	<b>40,927</b>	<b>2,253</b>	<b>-69</b>	<b>0</b>	<b>-210</b>	<b>-4,173</b>	<b>36,475</b>	<b>57,235</b>	<b>33,753</b>	<b>16,226</b>	<b>217,010</b>

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