



Notice of meeting of

Executive

To:	Councillors Waller (Chair), Ayre, Steve Galloway, Moore, Morley, Reid and Runciman
Date:	Tuesday, 20 October 2009
Time:	2.00 pm
Venue:	The Guildhall

AGENDA

Notice to Members - Calling In:

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

10:00 am on Monday 19 October 2009, if an item is called in *before* a decision is taken, *or*

4:00 pm on Thursday 22 October 2009, if an item is called in *after* a decision has been taken.

Items called in will be considered by the Scrutiny Management Committee

1. **Declarations of Interest**

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

2. Exclusion of Press and Public

To consider the exclusion of the press and public from the meeting during consideration of the following:

Annex 6 to Agenda Item 6 (“More for York – Blueprints”) on the grounds that it contains information relating to the financial or business affairs of any particular person (including the authority holding that information). This information is classed as exempt under paragraph 3 of Schedule 12A to Section 100A of the Local Government Act 1972 (as revised by The Local Government (Access to Information) (Variation) Order 2006).

3. Minutes (Pages 3 - 8)

To approve and sign the minutes of the Executive meeting held on 6 October 2009.

4. Public Participation

At this point in the meeting, members of the public who have registered their wish to speak regarding an item on the agenda or a matter within the Executive’s remit can do so. The deadline for registering is **5:00 pm on Monday 19 October 2009**.

5. Executive Forward Plan (Pages 9 - 12)

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

6. More for York - Blueprints (Pages 13 - 56)

This report sets out the outcomes of the recent blueprinting exercise undertaken by the More for York programme (including the efficiency partners Northgate Kendric Ash) to identify a range of service improvements and efficiencies. The report also sets out a series of decisions to be made in order to initiate work on delivering the benefits of the programme.

(Please note: Annex 1 to this report is available on-line)

7. Provision of the Breathing Space Scheme (Pages 57 - 70)

This report asks the Executive to approve Council’s participation in a Regional Mortgage Assistance Loan Scheme called Breathing Space. The Breathing Space Loan is an interest free secured loan

to assist homeowners in difficulty with their mortgage or secured loan repayments.

8. Urgent Business

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

Democracy Officer:

Name: Fiona Young

Contact details:

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

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

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

Contact details are set out above.

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If you would, you will need to:

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

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

Further information about what's being discussed at this meeting

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

Access Arrangements

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

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

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

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Holding the Executive to Account

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

Scrutiny Committees

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

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

Who Gets Agenda and Reports for our Meetings?

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

City of York Council

Committee Minutes

MEETING	EXECUTIVE
DATE	6 OCTOBER 2009
PRESENT	COUNCILLORS WALLER (CHAIR), AYRE, MOORE, MORLEY, REID AND RUNCIMAN
APOLOGIES	COUNCILLOR STEVE GALLOWAY

PART A - MATTERS CONSIDERED UNDER DELEGATED POWERS**82. DECLARATIONS OF INTEREST**

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

83. CHIEF EXECUTIVE

The Chair welcomed Kirsten England the City of York Council's new Chief Executive to her first Executive meeting.

84. MINUTES

RESOLVED: That the minutes of the Executive meeting held on 22 September 2009 be approved and signed by the Chair as a correct record.

85. PUBLIC PARTICIPATION

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

86. EXECUTIVE FORWARD PLAN

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

87. GREEN JOBS TASK FORCE

Members considered a report which presented the recommendations of the task group set up to consider the scope to develop 'green jobs' within the City.

The Green Jobs Task Force had been convened at the request of the Executive Leader in response to a question asked at Council in January of this year. Its final report, setting out recommendations for action to stimulate the further development of 'green jobs' in the City, was attached at Annex A.

Members were invited to decide whether to accept, reject or carry out further consultation on these recommendations. The latter option would enable the development of an action plan to implement the recommendations.

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

- RESOLVED:
- (i) That the recommendations of the Green Jobs Task Force, as set out in Annex A to the report, be endorsed for further consultation.
 - (ii) That further consultation on the recommendations be carried out primarily through the Without Walls Local Strategic Partnership and its constituent thematic partnerships.¹
 - (iii) That the Task Force be requested to continue to meet to consider the outcome of the further consultation and to develop an action plan to take forward agreed recommendations.
 - (iv) That a further report be received on this action plan, including a programme for implementation.²

REASON: To develop an action plan to enable more locally based jobs to be created in the city focussed on environmental technologies.

Action Required

- 1. Undertake further consultation. SS
- 2. Submit a further report to the Executive following consultation. SS

88. REVISED FINANCIAL REGULATIONS

[See also under Part B Minutes]

Members considered a report which invited them to discuss and recommend to Full Council the revised Financial Regulations, consideration of which had been deferred from the Executive meeting on 21 July pending further refinements.

The virement tables in the revised Regulations had now been amended to ensure that all Officer decisions that might affect the Council's policy framework were referred to Full Council. Otherwise, the Regulations, attached as Annex A to the report, were the same as those presented in July.

The revised Regulations were intended to be more flexible and concise, maintaining the key principles of the current regulations, whilst reflecting the more devolved decision making system adopted by the Council. The

current Procurement Regulations had been separated into a devolved set of regulations and re-named the Contract Procedure Rules (CPRs). The Financial Regulations and CPRs were underpinned by a set of supplementary guidance documents, as listed in paragraph 7 of the report. Key changes to the regulations were detailed in paragraph 8. The revised CPRs were still in draft format and would be presented to Executive in November.

The Chair confirmed that it was vital that there continued to be public accountability for accounting changes. Consultation with members would be required and for a record of this to be retained for any subsequent challenges or scrutiny.

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

RESOLVED: That Directors retain evidence of delegated decisions made in consultation with Executive Members which will be recorded within the financial management system at the point of transfer.¹

REASON: To ensure that an audit trail of all decisions is maintained.

Action Required

1. Evidence to be retained of delegated decisions.

TP

89. SWIMMING FACILITIES

[See also under Part B Minutes]

Members considered a report which had been prepared in response to a motion approved by Council on 9 July 2009 and addressed a range of issues in relation to swimming facilities in York

The Council's current swimming facilities strategy had been confirmed in October 2007, following an analysis of supply and demand for swimming facilities in York. Since then; Yearsley pool had been extensively refurbished and modernised, a new community swimming pool had been constructed at Oaklands (due to open in early December), free swimming had been introduced for the under 16s and over 60s, and the University Pool Steering Group had drawn up plans for a 25m competition standard pool on the new University campus, to be delivered in partnership with the Council.

With regard to the specific points in the Council motion, it was reported that:

- The work of the Steering Group had been completed and implementation of its final report now rested with the University;
- A completion date of 2011 for the University pool was contingent upon the business plan delivering financial balance;
- The £4m funding gap for the pool remained, and the University and the Council had begun a review to evaluate potential funding arrangements;

- The provision of a competition standard pool in the city centre was not a realistic option, as there was no site available, it was not affordable and it would compete directly with the pool that the University were required to build under the s106 planning agreement.
- A city centre pool could more realistically be seen as a longer term option, to provide the additional swimming capacity needed beyond 2015.

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

- RESOLVED: That the Executive agrees to:
- Continue its commitment to the partnership with the University of York to deliver a publicly accessible competition standard pool on the new campus;
 - Ask officers to continue to work with the University to develop a funding plan for the University pool;
 - Continue to plan for a future city centre pool beyond 2015 by developing an affordable delivery model.

REASON: To meet the city's identified need for swimming facilities.

PART B - MATTERS REFERRED TO COUNCIL

90. REVISED FINANCIAL REGULATIONS

[See also under Part A Minutes]

Members considered a report which invited them to discuss and recommend to Full Council the revised Financial Regulations, consideration of which had been deferred from the Executive meeting on 21 July pending further refinements.

The virement tables in the revised Regulations had now been amended to ensure that all Officer decisions that might affect the Council's policy framework were referred to Full Council. Otherwise, the Regulations, attached as Annex A to the report, were the same as those presented in July.

The revised Regulations were intended to be more flexible and concise, maintaining the key principles of the current regulations, whilst reflecting the more devolved decision making system adopted by the Council. The current Procurement Regulations had been separated into a devolved set of regulations and re-named the Contract Procedure Rules (CPRs). The Financial Regulations and CPRs were underpinned by a set of supplementary guidance documents, as listed in paragraph 7 of the report. Key changes to the regulations were detailed in paragraph 8. The revised

CPRs were still in draft format and would be presented to Executive in November.

The Chair confirmed that it was vital that there continued to be public accountability for accounting changes. Consultation with members would be required and for a record of this to be retained for any subsequent challenges or scrutiny.

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

RECOMMENDED: That Council approve the changes to the revised Financial Regulations as set out in Annex A of the report.

REASON: To gain approval that the revised Financial Regulations are appropriate in improving and maintaining the integrity of the council's financial arrangements and the concerns of the Shadow Executive are met.

91. SWIMMING FACILITIES

[See also under Part A Minutes]

Members considered a report which had been prepared in response to a motion approved by Council on 9 July 2009 and addressed a range of issues in relation to swimming facilities in York

The Council's current swimming facilities strategy had been confirmed in October 2007, following an analysis of supply and demand for swimming facilities in York. Since then; Yearsley pool had been extensively refurbished and modernised, a new community swimming pool had been constructed at Oaklands (due to open in early December), free swimming had been introduced for the under 16s and over 60s, and the University Pool Steering Group had drawn up plans for a 25m competition standard pool on the new University campus, to be delivered in partnership with the Council.

With regard to the specific points in the Council motion, it was reported that:

- The work of the Steering Group was complete and implementation of its final report now rested with the University;
- A completion date of 2011 for the University pool was contingent upon the business plan delivering financial balance;
- The £4m funding gap for the pool remained, and the University and the Council had begun a review to evaluate potential funding arrangements;
- The provision of a competition standard pool in the city centre was not a realistic option, as there was no site available, it was not affordable and it would compete directly with the pool that the

University were required to build under the s106 planning agreement.

- A city centre pool could more realistically be seen as a longer term option, to provide the additional swimming capacity needed beyond 2015.

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

RECOMMENDED: That Council note the Executive's decision to:

- a) Continue its commitment to the partnership with the University of York to deliver a publicly accessible competition-standard pool on the new campus;
- b) Ask Officers to continue to work with the University to develop a funding plan for the University pool and sports facilities;
- c) Continue to plan for a future city centre pool beyond 2015 by developing an affordable delivery model.

REASON: To meet the City's identified need for swimming facilities.

A Waller, Chair

[The meeting started at 2.00 pm and finished at 2.20 pm].

EXECUTIVE FORWARD PLAN

Table 1: Items scheduled on the Forward Plan for the Executive Meeting on 3 November 2009		
Title & Description	Author	Portfolio Holder
<p>Review of the Council's Reserves</p> <p><i>Purpose of report: To present to Members a comprehensive review of both earmarked and general reserves held by the Council, including the purpose for which they were established.</i></p> <p><i>Members are asked to: Reconfirm their holding and purpose.</i></p>	Janet Lornie	Executive Member for Corporate Services

Table 2: Items scheduled on the Forward Plan for the Executive Meeting on 17 November 2009		
<p>Debt Policy</p> <p><i>Purpose of report: The report will present the Councils debt policy for approval.</i></p> <p><i>Members are asked to: Approve the Councils Debt Policy at the next full Council meeting.</i></p>	David Walker	Executive Member for Corporate Services
<p>Contract Procedure Rules</p> <p><i>Purpose of report: As requested by Members the Contract Procedure Rules have been updated and amended.</i></p> <p><i>Members are asked to: Approve the Contract Procedure Rules at the next full Council meeting.</i></p>	David Walker	Executive Member for Corporate Services
<p>Capital Programme Monitor 2</p> <p><i>Purpose of report: Provision of the latest forecast of the Council's financial and performance position.</i></p>	Louise Branford-White	Executive Member for Corporate Services

<p><i>Members are asked to: Agree proposed amendments to the capital programme and financial adjustments which are reserved to the Executive.</i></p>		
<p>Treasury Management Monitor 2</p> <p><i>Purpose of report: To update Members on the performance of the treasury management function.</i></p> <p><i>Members are asked to: Approve the content of the report.</i></p>	<p>Ross Brown</p>	<p>Executive Member for Corporate Services</p>
<p>Performance & Finance Monitor 2</p> <p><i>Purpose of report: Provision of the latest forecast of the Council's financial and performance position.</i></p> <p><i>Members are asked to: Agree proposed amendments to plans, mitigation for identified issues and financial adjustments (such as allocations from contingency and virements) which are reserved to the Executive.</i></p>	<p>Peter Lowe Janet Lornie</p>	<p>Executive Member for Corporate Services</p>
<p>Introduction of a Quality Contract for Bus Service Provision</p> <p><i>Purpose of report: Introduction of a Quality Contract for bus service provision in York.</i></p> <p><i>Members are asked to: Consider the options available for management of bus services in York.</i></p>	<p>Andrew Bradley</p>	<p>Executive Member for City Strategy</p>

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

Title & Description	Author	Portfolio Holder	Original Date	Revised Date	Reason for Slippage
<p>Corporate Asset Management Update Report</p> <p><i>Purpose of report: To advise on progress with the Corporate Asset Management Plan against each of the original property outputs.</i></p> <p><i>Members are asked to: Approve the recommendations made in the report.</i></p>	Philip Callow/Tim Bradley	Executive Member for City Strategy	20 October 2009	19 January 2010	Report has been influenced by a recently received audit report from the Audit Commission. The response to the document and the outcomes from the Property Blueprint (More for York) being considered at the same time.

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Executive**20th October 2009**

Report of the Corporate Management Team

More for York – Blueprints**Summary**

1. The More for York Programme has been established to transform City of York Council into a more effective organisation that delivers

More for our customers

- More efficient, joined-up and straightforward services
- One stop customer service
- Quicker response times and faster delivery of work
- More convenience - extended hours and more ways to access, enquire and pay for services
- Decisions made with customers at first point of contact
- Organise ourselves to be able to respond to what customers want, when they want it
- Listening more to customers communities and businesses so we deliver what they want and need

More for our employees

- Simpler processes, less administration and better access to the right information
- More training and skills development
- More flexible working arrangements
- Staff encouraged to innovate and improve services
- Front line staff given the authority to resolve customer requests
- Clear leadership and decision making by managers
- Clear guidance and advice for staff

More for our money

- More efficient and cost effective services demonstrating excellent value for money
 - All services fast, direct and efficient – less duplication and less administration
 - Getting more for tax payers money through improved procurement and purchasing – buying as one organisation and collaborating with others to get the best deals
 - More exposure to competition - services to be provided by those best placed to deliver them
 - Invest in frontline services by streamlining and bringing together support functions
2. The scope of the Programme was agreed by Executive in July 09 and further work was requested to set out more comprehensive business cases and options in 10 workstreams. This report sets out the outcomes of the recent blueprinting exercise undertaken by the More for York Programme (including our efficiency partners Northgate Kendric Ash (NKA)) to identify a range of service improvements and efficiencies.
 3. The report sets out a series of decisions to be made in order to initiate work on delivering the benefits of the programme. These are proposed by the Corporate Management Team and represent a broad-based programme of work to ensure the Council continues to provide efficient and effective services which are focused upon Customer needs, ensuring the Council is modern and forward looking. The proposals are key in ensuring the achievement of the Effective Organisation theme within the Corporate Strategy and will deliver savings which will enable the Council to set a balanced budget, in line with the medium term Financial Strategy.

Background

Corporate Objective

4. The eighth theme of the Corporate Strategy commits us to working to become an ever more effective organisation: modern, professional in all that we do, living up to our values and a great place to work.
5. This theme commits us to continue a programme of transformation for the authority, ensuring we are a modern, agile organization. It also focuses on ensuring consistent, high standards of professionalism throughout the council by implementing the Single Improvement Plan and Business Model. In addition there is a further commitment to support staff by offering personal development opportunities, implementing fairness at work policies and a wide range of benefits, and most importantly to proactively communicate with the local community to increase people's understanding of, and access to, our services and those provided with our partners.

Efficiency

6. In 2008/09 York had the second lowest Band D equivalent Council Tax of all 46 Unitary Councils, it had the lowest spend per head and received the 7th lowest Government Grant per head. Therefore York can be considered to be one of the lowest funded authorities in the country.

7. Though the budget process has regularly delivered 3-5% savings per annum to balance the Council's financial position it is now untenable to assume that this approach can continue without significant impact upon services. The In year budget position underlines this as we feel the impact of a range of external spending pressures (economic downturn, ageing population).
8. It has been agreed that there is a need for a "one Council" approach to achieving the required efficiency gains. It is important to stress that the More for York Programme has the fundamental principle that savings have to be true efficiencies – this means **no deterioration/reduction in the level or quality of service delivered to Customers**. In addition, throughout the process we would be looking to both reduce costs, but at the same time improve service delivery. Taking a corporate approach to efficiency will ensure that the Council maximises its use of resources, and focuses these upon the delivery of high quality customer facing services.

Economic Position

9. The current Medium Term Financial Strategy (MTFS) sets out the need for a minimum £15m of savings to be generated in the next three years, starting with an estimated £3.2m in 2010/11. This projection was based upon prudent estimates of inflation, known growth pressures and Government settlements.
10. Since the MTFS was written, the global economic crisis has almost certainly made the position worse. Lower interest rates and low inflation combined with increasing unemployment levels have already had wide reaching impacts upon our own finances and will change the pattern of customer demand as the credit crunch pushes more people into a vulnerable financial position and increases their need for some council services. This impact has already been seen in the first quarter of this year with a potential overspend of more than £2m due to a large extent to reduced income budgets due to the impact of the recession and increased demand on services.
11. The Budget revealed **local government's 3% CSR07 efficiency target has been increased from £4.9bn to £5.5bn, with councils expected to find 4% efficiency savings in 2010-11**. The Government has said that the additional £600m will be retained by councils to reinvest in services. Beyond CSR07, the government has already announced that it will seek an additional £9bn per annum efficiency savings across the public sector by 2013-14. It is not clear what local authorities' share of these savings will be
12. Ahead of the General Election all three main parties have identified the need to make further reductions in public spending and although this is unlikely to impact upon the settlement for 2010/11 it will almost certainly give rise to a lower settlement in subsequent years.
13. It is reasonable to assume that we will need to significantly increase the level of efficiencies in the coming years. Therefore, whilst the Efficiency programme target at present is to deliver £15m savings in a three year period, the likelihood is that we will need to achieve more, and therefore the programme will need to be even more extensive, and consider significant changes in how services are delivered. If the More for York Programme does not deliver the required savings then the Council will need to find other ways to achieve the savings. The need for very considerable savings is an undeniable fact, it is merely the method by which the Council goes about achieving it

that is for debate. It should also be noted that there may be a need for additional savings over and above the More for York Programme when considering the 2010/11 budget position. This will be considered as part of separate reports on the Council's Financial Strategy.

Ambition

14. City of York Council (CYC) has some excellent, high performing services. It also has some services which require improvement. Customer expectations continue to increase and Government targets also prompt us to continue our improvement journey. The current financial situation makes this a real challenge.
15. Such challenges are causing councils nationwide to consider their future plans. Some councils are already drawing heavily on reserves to address the gap. The best, most efficient, effective and forward-looking councils are planning now how they intend to meet the financial challenges ahead, how they can identify opportunities for long term efficiency, which both deliver improved customer outcomes, and financial savings.
16. It is in this context that CYC sets out its' **intention to be an excellent, forward thinking Council**. The proposals set out in this report represent best practice in private and public sectors. The Council is looking at step changes in process, cost and collaboration, not because we are a poor performer, or are not effective, but because we **recognise the need to constantly improve customer services**, remove waste, utilise technology, harness the skills of staff, develop sustainable business practices and ensure we are operating as effectively as possible. All successful organisations have this ambition, ensuring they stay ahead of the game, and respond in a planned manner to changes in the environment they operate within.

Efficiency reviews and Blueprints

17. Delivering the More for York Programme will require substantial resource, which will be almost impossible to find solely from within our existing staffing resources. As a result, in December 2008 CYC appointed Northgate Kendric Ash (NKA) as our Efficiency Partner, and commissioned a 12-week review the operation of the entire Council. The partnership is based on a 100% risk model, whereby NKA will place all their fees at risk if genuine efficiencies are not made. The basis of the partnership is that NKA bring with them experience and additional capacity to support CYC in delivering the programme.
18. The review report was the result of just 12 weeks intensive review work. At the Executive meeting In July, Executive approved further work to complete detailed business cases or "Blueprints" for 10 work streams. These represent the first year of the efficiency partnership and include work that will deliver savings and improvements from late 2009/10 onwards.
19. Since July there has been extensive work by the business and the More for York team on 9 of the 10 work streams to baseline costs and performance, explore options and develop firm proposals to deliver efficiencies. The results of this work are set out below.
20. The Adult Social Care work stream has been partially completed and the recommendations in two of the strands are incorporated into this report but there is still further work to be done on the reviews of Home Care and Elderly Peoples Homes to

finalise the detailed business case and identify options. This work is ongoing and will be brought back to Executive In November and January respectively.

21. The Organisational review work stream is being led by Kersten England, the new Chief Executive, and will incorporate the outcomes of the other 9 work streams. It is therefore following slightly later than the other reviews but is still an early priority and will be brought back to Executive in the next few months.

Corporate Management Team Proposal

22. Corporate Management Team are championing proposals to transform each of the following services. Set out below is a summary of each blueprint

- | | |
|--------------------------------------|-----------------------------------------|
| 1. Neighbourhood Services | 6. HR |
| 2. Customer Services | 7. Property Services |
| 3. Income Collection/Debt Management | 8. Housing Landlord Services |
| 4. Procurement | 9. Adult Social Care (work in progress) |
| 5. ICT | |

1. Neighbourhood Services

Benefits

More for our customers

- More efficient, joined-up and straightforward services with transparent information, a single access channel and streamlined operations
- More focus on what customers and communities want by focussing strategic and operational work on Communities and Neighbourhoods
- More responsive customer focused operations working closer with community groups and partners and developing a single brand

More for our employees

- More productive working time due to mobile technology and scheduling of work
- More transparent services so the employees can see their role in the organisation and how it fits in with the rest of the organisation
- More opportunities for staff to develop

More for our money

- More value by reducing spend on staffing through controlling overtime and temporary staff, removing duplication, consolidating administration and optimising schedules and processes
- More efficient processes and use of time through effective use of technology
- More integrated and centralised operations to reduce duplication and provide better support to operations
- More collaboration with partners to develop knowledge of communities to best deliver and develop services

Activity will include: -

Highways and Civil engineering

- Remove client contractor split
- Review highway maintenance contracts
- Mobile technology to allow work to go direct to operations
- Generic Inspectors
- Review energy issues related to reducing carbon emissions

Regulation and Enforcement

- Mobile technology to support operational staff (mobile FLARE)
- Self service option development (i.e. e-licensing)
- Combined service inspectors (e.g. licensing, food standards, waste provision)

Fleet and Workshops

- Review management of the workshops
- Reduction in vehicle costs hire/lease
- Improved utilisation of vehicles
- Establishing vehicle pool to eliminate hires
- Review the corporate fleet requirements

Area management

- Focus on area management and area based service provision in Neighbourhoods
- Review of how Neighbourhood budgets are allocated and used
- Improved co-ordination of activities at a local level reducing duplication and increased focus on local outcomes

General

- Control on staffing costs
- Review of the Neighbourhood Services organisation
- Streamlining of processes
- Implementation of technology to improve services

Business Support

- Review of the relationship with the YCC and Management Information
- Deployment of technology to support productivity improvements
- Reduction of paper work and duplication of effort

Waste and Neighbourhood Pride

- Optimisation of rounds and schedules
- Review of structure, terms and conditions
- Generic operatives
- Deployment of technology to increase levels of service for the customer
- Increase income collection in Commercial Waste
- Move to customers sorting their recycling prior to collection

	Decisions Needed	Who	When
1.1	Centralisation of administration within Neighbourhood Services	Exec	July 09
1.2	The YCC will be developed to be the first point of contact for the customer of Neighbourhood Services	Exec	July 09

1.3	Staff will be developed in order to fulfil the required outcomes of the new business	Exec	July 09
1.4	Implement changes to staff terms and conditions to enable flexible deployment of staff and maximise productivity	Exec	July 09
1.5	Opportunities for generic working will be implemented where it will provide a service improvement	Exec	July 09
1.6	Implement mobile working to maximise the potential of operational staff	Exec	Oct 09
1.7	Provide additional recycling containers to enable prior to collection customers to sort recycling	Exec	Oct 09
1.8	CMT to review the scope and delivery of Fleet	CMT	Sept 09
1.9	Develop proposals for extending area based working	Exec	April 10

Financial Summary

	2009/10	2010/11	2011/12	2012/13	ongoing
Savings	401,000	1,308,200	345,000	267,000	2,321,200
Investment	488,000	271,000	25,000	13,000	0

2. Customer Services

Benefits

More for our customers

- Customers will have a choice about how and when they contact us.
- Services designed and delivered around their needs.
- Joined up delivery across the council to enable customers to 'tell us once'
- Wider range of web based self-serve and telephone services.
- Feedback on the status of service requests, confirmation about when work will be completed.

More for our employees

- Well-equipped and empowered staff to meet a wider range of customer requests.
- Removal of routine administration to allow them to focus on the needs of customers
- More open and collaborative culture which encourages innovation and staff engagement.

More for our money

- Consolidation of services to remove duplication and hand-offs.
- A move towards utilising the most cost effective channels such as web self-service.
- More collaboration with partners to reduce the costs of service delivery
- Move away from non value added tasks such as cashiering.
- Introduction of generic job roles and more flexible terms and conditions to maximise the value of staff resources

Activity will include: -

Single Customer Services Organisation

- Consolidation of all city centre face-to-face reception points at St Leonard's.
- Joined up delivery of customer service across the Council to enable customers to 'tell us once'.
- Consistent application of customer service best practice across the whole service.
- Extended YCC hours on weekday evenings and Saturday mornings.

Working with Customers

- Consulting and involving customers on the development and improvement of services.
- Creating opportunities for joint working with groups such as CAB
- Extending service availability to meet customer needs.
- Improving the Customer Feedback Process
- Increased understanding of customers – customer insight

More efficient YCC

- Improved scheduling and forecasting of staff to meet customer needs.
- Increased range of telephone and web based services.
- Introduction of outbound telephone calls to recover debt.

- Introduction of a service to support Councillor service requests to ensure that both they and residents get feedback.

	Decisions Needed	Who	When		
2.1	Establish a single Customer Service organisation for all face to face telephony and internet customer contact	Exec	Oct 09		
2.2	Consolidate all city centre face to face contact points under one manager and base at St Leonard's – close customer receptions at, 10-12 GHS and 20 GHS and Mill House (retaining business reception)	Exec	Oct 09		
2.3	Extend YCC opening hours to weekday evenings and Saturday am	Exec	Oct 09		
2.4	Undertake small scale re-branding of single customer service organisation	CMT	Sept 09		
2.5	Develop a programme to bring in new services into the YCC prior to the move to the new HQ	Exec	Oct 09		
2.6	Review internal telephone handling teams (HR ICT Property) to identify where use of call centre telephony could deliver efficiencies	CMT	April		
2.7	Increase the range of services delivered over the internet and encourage take up of this channel	Exec	Oct 09		
2.8	Develop a profile of our customer to give us insight into the needs of customer in specific localities and in different communities of interest to help shape ongoing delivery of services	CMT	Sept 09		
Financial Summary					
	2009/10	2010/11	2011/12	2012/13	ongoing
Savings	267,000	530,000	385,000	60,000	1,242,000
Investment	15,000	100,000			

3. Income Collection/Debt Management

Benefits

More for our customers

- Customers will have more choices about how they pay us to enable debts to be settled more quickly.
- Account Managers will work with the Council's significant debtors to ensure that the process around the raising and payment of charges can be as efficient as possible.
- Increased opportunity for pre-payment.
- Joined up activity to ensure that those with a range of debts e.g. rent, Council Tax can manage their repayments through one point of contact

More for our employees

- Introduction of better-designed jobs to ensure that staff undertake a wider variety of jobs.
- More flexibility in terms of working hours and location.
- Opportunity to work with better systems and processes.

More for our money

- Reduction in the costs associated with invoicing through the provision of pre-pay.
- Increased recovery of Council Tax arrears.
- Better value for money for our expenditure on Bailiffs.
- Reduction in the amount of bad debt provision through the more effective recovery of debt
- Improved cash flow through the speedier recovery of costs.

Activity will include: -

Setting fees & charges

- Thorough review of CYC fees and charges to ensure that all reasonable opportunities to charge have been identified, and that all reasonable opportunities to charge have been identified and existing charges benchmarked and challenged.
- Process and governance to ensure that Directorates annually review fees and charges.

Collection

- Full implementation of the Income Policy.
- Unified structure
- Increased pre-pay for discretionary services.
- Move away from cash collection towards a mix of web, telephone and community based methods.
- Introduction of account management for significant debtors.

Debt Management

- Implementation of Debt Policy
- Unified Structure
- Single view of customer debt to ensure action is joined-up and proportionate.
- Active management of debt from 14 days after invoice issue.

- Introduction of effective recovery methods including outbound calling on weekday evenings and Saturdays.
- More efficient use of bailiffs and the Court Service.
- Provision of co-ordinated consistent advice, support and access to customers with individual or multiple debts and supporting vulnerable customers

	Decisions Needed				Who	When
3.1	Develop a proposal to procure an alternative external payment service and close cashiers.				Exec	Nov 09
3.2	Centralise all income and recovery in order to maximise income collection (see 3.5 below)				CMT	Sept 09
3.3	To undertake a full review of fees and charges and to recommend new fees/rates from 2010/11 for consideration by Executive/Council				CMT	Sept 09
3.4	Directorates to review how they will comply with the Income Policy				CMT	Sept 09
3.5	Develop a further business case to assess the inclusion of Housing rents in the centralised service				CMT	Sept 09
Financial Summary						
	2009/10	2010/11	2011/12	2012/13	ongoing	
Savings	435,000	1,303,000	370,000	50,000	2,158,000	
Investment						

4. Procurement

Benefits

More for our customers

- More focus on what customers, communities and businesses want and need – by understanding what we buy we can make more informed decision match this to what customers want/need
- More efficient, joined-up and straightforward services requiring fewer contacts with suppliers
- More convenience for suppliers – electronic tendering and simpler payment processes

More for our employees

- More productive working time due to simpler faster more transparent procurement and purchasing processes
- More opportunities for staff to professionalise their procurement skills
- More open and collaborative culture which encourages innovation and staff engagement and will identify ongoing improvements

More for our money

- More value for our purchasing power
- More efficient and cost effective procurement processes save money
- More integrated and centralised operations and more effective procedures prevents waste and reduces administration
- More collaboration with partners will increase our corporate buying power, gaining economies of scope, quality and scale
- More exposure to competition - services to be provided by those best placed to deliver them
- More use of existing skills and expertise within the council.

Activity will include: -

Improved Processes

- Increase visibility quality and range of corporate contracts
- Reducing number of suppliers and goods
- Reducing the number of invoices processed
- Reduce the number of procurement/purchasing events
- Simplify purchasing by increasing options – payment cards and e-ordering
- Reduce the amount of time we spend on Procuring and ordering goods and services
- Faster payment of invoices
- Reduced cost to suppliers of dealing with us
- Increasing the level of E trading

Controlling Spend

- Analyse spend by categories and procure as one organisation
- Clarify commissioning roles and professionalise procurement – train staff
- Centralise procurement activity to ensure governance and effectiveness
- Distributed requisitioning but controlled ordering through informed buyers
- Improve contract management

- Develop visibility of what we are buying and plan procurement
- Reduce “off contract” spend
- Increase compliance of suppliers to H&S Equalities and sustainability agenda

Collaboration

- Combine our internal requirements to approach the market with imaginative portfolios to get best value and innovation
- Share procurement expertise with other agencies to broaden our expertise
- More value for our corporate buying power by collaborating with partners to procure goods and services together
- Wider use of Procurement Organisations.

	Decisions Needed	Who	When
4.1	The Corporate Procurement function will be responsible for the control and oversight of all tendering activity and controlling and engagement of new suppliers.	CMT	Sept 09
4.2	The Corporate Procurement function will be responsible for the control and oversight of all tendering activity and controlling and engagement of new suppliers.	CMT	Sept 09
4.3	Implementing a portfolio of appropriate methods including self billing, procurement cards, consolidated billing, use of period /call off ordering, revised expenses process, direct debit etc	CMT	Sept 09
4.4	Review and revise the Procure to Pay processes to increase control reduce complexity and effort.	CMT	Sept 09
4.5	Assert control over ordering by establishing Informed Buyers and a requisition clearing house and amending the current requisition process within FMS.	CMT	Sept 09
4.6	Develop action plans and a performance framework to increase the level of Contracted spend in the next 3 years. This will including carry out reviews on key strategic contracts	CMT	Sept 09
4.7	Review the current use of purchasing organisations. The reviews output will focus on recommendations to the short to medium term use of purchasing organisations and existing consortia arrangements	CMT	Sept 09
4.8	Make framework contracts mandatory where they meet the identified need. They should be used in preference to the council conducting a full tender process or 3 quotes process.	CMT	Sept 09

Financial Summary

	2009/10	2010/11	2011/12	2012/13	Ongoing
Savings	20,000	410,000	925,000	2,125,000	3,480,000
Investment	20,000	70,000	70,000	70,000	

5. ICT

Benefits

More for our customers

- More flexible and consistent use of technology to focus on what customers want
- More efficient, joined-up and straightforward services requiring fewer contacts with internal customers
- More convenient service with support for extended hours
- More capacity to focus on the changing demands of the customer.

More for our employees

- More productive working time due to simpler easier to access ICT support processes
- More opportunities for staff to develop and professionalise their ICT skills
- More structured governance and clearer responsibilities across the directorates.
- More consistent approach to delivering to a consolidated ICT Strategy

More for our money

- More value for our ICT purchasing power
- More efficient and cost effective delivery of ICT services
- More efficient use of ICT assets, including the use of energy
- More integrated and centralised operations working together to deliver against the same corporate plan.
- More effective procedures preventing duplication, waste and reducing administration
- More exposure to competition - services to be provided by those best placed to deliver them

Activity will include: -

Consolidated ICT Services

- Establish a single ICT service for operational, development and integration services. Including a central service desk for all ICT support and change requests
- One consolidated ICT Strategy and ICT development plan
- Clearly defined service delivery portfolio
- Performance framework delivering to operational targets
- Reduce cost of ICT service provision

Improved processes

- Improved delivery of ICT projects
- Improved & consistent delivery of ICT services
- Reduced Network/Telecoms costs
- Extended hours of support
- Reduce duplication of functions and double handling
- Improved data management
- Simpler more accessible internal processes

Rationalisation of Assets

- Reduce the number of desktops, thus reducing support overhead
- Move the majority of desktops from PCs to thin client devices
- Increase the use of flexible desktop/mobile technologies

- Consolidate software licensing
- Reduce the number of servers
- Reduce support and maintenance overheads
- Replace desktop printers with multifunctional devices which will provide printing, photocopying and scanning facilities, at a ratio of approx. 1 per 50 employees
- Reduce printing by 40% in the next 3 years
- A rationalisation of printer services and bulk printing
- Reduce energy usage on printing and desktops by 25% over 3 years
- Market test the provision of a Data Centre

	Decisions Needed	Who	When		
5.1	Market test the provision of a Data Centre	CMT	Sept 09		
5.2	Tender of a corporate managed print contract to include desktop printers, photocopiers and all internal print units, reducing the number of printers to approximately 1 per 50 employees.	CMT	Sept 09		
5.3	Explore other media option with members for committee papers and other printed output	Exec	Dec 09		
5.4	Review the usage of all PCs to develop a plan for the reduction of PCs and software	CMT	Sept 09		
5.5	Centralise the ICT Service	CMT	Sept 09		
5.6	Review the ICT support for Schools	CMT	Sept 09		
5.7	Agree a review of the current IT development plan mechanism.	Exec	Dec 09		
5.8	Review the support arrangements for the Libraries learning and peoples network	CMT	Sept 09		
5.9	Review the possible inclusion of the provision of schools network (excluding curriculum) via the current Network contract.	CMT	Sept 09		
Financial Summary					
	2009/10	2010/11	2011/12	2012/13	Ongoing
Savings	0	390,000	996,000	202,000	1,588,000
Investment			200,000		

6. HR

Benefits

More for our customers

- More convenience for candidates through streamlined recruitment processes
- More access to information about working for the council, through E-recruitment
- More reportable information on our workforce
- More information on the future resourcing needs of the council, through more strategic planning

More for our employees

- More productive working time due to streamlined processes and accessible systems
- More transparency of HR processes
- More opportunity for development of HR expertise
- More access to information about the status of HR processes, and who is dealing with them.

More for our money

- More efficient processing of transactions through a single business support team.
- More consistency of pay frequency, reducing payroll processing overheads.
- More efficient sourcing of temporary, casual and fixed term staff.

Activity will include: -

Consistent Service

- A single HR service for the council
- Provide a consistently high-level of service in all business areas
- Provide administrative and transactional support through a single business support team
- Answer queries quickly and efficiently, resolving most at the first point of contact
- Use case management to deploy our HR resources where they are most needed
- Provide easy-to-use help and support information through web channels
- Greater clarity of roles for managers in addressing employment issues

Efficient Processes

- Create economies of scale through the use of consistent, streamlined processes
- Reduce the administrative burden for staff and managers
- Provide greater information to staff and managers on all HR matters
- Monitor the performance and compliance of both HR processes and directorate resource issues
- Provide effective HR systems for staff to initiate their own processes through self-service

Strategic Planning

- Through workforce planning and development, provide a strategy to ensure our employment processes allow the workforce to flex to meet the changing needs of the business

- Position HR business partners within the directorate planning process
- Address future resource requirements at a corporate level
- Ensure the size of the permanent workforce does not increase unnecessarily during times of change

	Decisions Needed	Who	When
6.1	Agreement to a new delivery model for HR, as a centralised service. This includes case management for HR advice.	CMT	Sept 09
6.2	Agreement to the transfer of specific non-HR staff (or equivalent resource) undertaking HR transactional work into the HR business support team.	CMT	Nov 09
6.3	Agreement that functional advice related to HR disciplines (including payroll, H&S and training and development) should be provided through the HR service.	CMT	Sept 09
6.4	Commence negotiations with staff and unions to move staff from weekly to monthly pay with support for the transition.	CMT	Sept 09
6.5	Review Management of change policies, redeployment, redundancy and flexible working policies	CMT	Sept 09
6.6	Develop a package of improvements to staff and management development, training and staff benefits	CMT	Sept 09
6.7	Develop a resourcing strategy including a review of direct workforce and sourcing via the sole provider contract and internal recruitment pool.	CMT	Nov 09

Financial Summary

	2009/10	2010/11	2011/12	2012/13	ongoing
Savings		230,000	716,000	778,000	1,724,000
Investment		20,000			

7. Property Services

Benefits

More for our customers

- More focus on providing strategic, high quality and community based assets that respond to the needs of business and customer users
- Collaborative and timely decision making
- Improved delivery of change projects to meet effective and strategic use of assets
- More efficient, cost effective and centrally controlled outsourced Facilities Management
- Sustainable investment in our commercial assets to deliver optimum income

More for our employees

- A more collaborative style of working toward common objects for our property assets.
- More efficient and focussed approach to planned maintenance of assets and the management of land and property information
- More opportunities for staff to integrate, grow and deliver professional and technical skills without corporate boundaries

More for our money

- More value by collaborative central management and maintenance of our assets
- Collaborative and timely decision making
- More efficient and cost effective delivery of Property related services
- More collaboration with partners will increase our corporate buying power, gaining economies of scope, quality and scale
- More exposure to competition - services to be provided by those best placed to deliver them

Activity will include: -

Improved Processes

- Asset management given a higher profile through the establishment of an Asset Board
- A more collaborative approach to a centralised and coordinated property information base
- All our land and property registered with Land Registry to alleviate property and land information requests
- A collaborative and coordinated approach to the enabling and commissioning function
- Reducing the number of internal and external FM providers
- Contract manage rather than deliver FM services
- Review Project Management practices

Controlling Spend

- Less assets – greater quality – lower unit costs
- Centralise FM delivery activity to ensure single point governance, effectiveness and value for money
- Centralise and coordinate our approach to the collection, collation, storage and

management of property information.

- Centralise and coordinate our approach to allocation of resource/investment in the maintenance of land and property assets
- Review the Commercial Portfolio

Collaboration

- A more collaborative style of working toward common objectives for our property assets.
- Collaborative and timely decision making
- More value for our FM service delivery by collaborating with partners to procure services together
- Centralise and coordinate our approach to the collection, collation, storage and management of property information.
- A collaborative and coordinated approach to the enabling and commissioning function

	Decisions Needed	Who	When
7.1	Aggregate all Facilities Management services (both those currently outsourced and internally provided) and market test them	Exec	Oct 09
7.2	To establish a coordinated Enabler-Commissioner function (operational and technical) for delivery of projects through Professional, Technical and Contractor services, incorporating a review of Project management	CMT	Sept 09
7.3	Market test provision of professional & technical services in order to ensure efficiency and service improvements are realised.	Exec	Oct 09
7.4	To approve the establishment of an Executive Champion and Asset Board (to include the Corporate Landlord, Chief Finance Officer, City Strategy and Housing Landlord).	Exec	Oct 09
7.5	Review the Commercial Portfolio	Exec	Nov 09
7.6	Develop the business case for a single asset register for all land and property information in place of current disparate systems.	CMT	Sept 09

Financial Summary

	2009/10	2010/11	2011/12	2012/13	ongoing
Savings			572,000		572,000
Investment		100,000			

8. Housing Landlord Services

Benefits

More for our customers

- More focus on providing strategic, high quality and value for money housing services to tenants and leaseholders.
- Improved access to the service and choices in service delivery
- Increased appointments, reduced repair times, increased number of jobs completed in one visit. Improved tenant satisfaction
- A high performing, value for money housing service that matches or exceeds the best authorities and private organisations in the UK

More for our employees

- Improved productivity through mobile working and scheduling, extended use of multi skilling and a fit for purpose van fleet.
- More opportunities for staff to grow and develop personal and technical skills at all levels
- Empowerment for staff to take ownership of the improvement plan
- Improved quality and speed of information through mobile working and diagnostics to support front line decision making.

More for our money

- Reduced repair costs through higher productivity levels.
- Reduced repair costs through reduced materials costs
- Reduced repair costs through reduced fleet costs
- Reduced repair costs through reduced sub contractor costs
- Reduced repair costs through reduced demand
- Improved quality at lower unit cost - VFM

Activity will include: -

Improved processes

- Improved order processing system incorporating diagnostics and mobile working
- On line van stock replenishment
- Direct process for 'no access' gas servicing leading to top quartile levels of Gas Safety Certification
- Focused void repair service that delivers reduced relet time.

Controlling Spend

- Removing the client contractor split will remove the conflicting objectives of balancing the trading account in NS with controlling the HRA budget within HASS.
- Improved productivity leading to reduced unit costs – more for less
- Targeted cost reduction exercise in major areas of spend e.g. materials, fleet, sub contractors and overtime.
- Devolving budget responsibility to accountable managers.

Collaboration

- A cohesive service
- Collaborating with partners to procure materials and services that positively impact

on cost and quality.

- Internal collaboration to share data and information to improve the overall asset management function.
- Collaboration with other service areas to define and develop wider service improvements.

	Decisions Needed	Who	When
8.1	To Integrate the Client & Contractor elements of the repairs service	Exec	Oct 09
8.2	To develop and implement dynamic scheduling to improve repairs appointments, productivity and repairs performance; supported by mobile working across the service to improve productivity, job processing, reduced back office costs and reduced overall customer contact time.	CMT	Sept 09
8.3	Retain the M&E function within Neighbourhood Services and as part of the property services review consider the long-term viability of the service and its future location.	CMT	Sept 09

Financial Summary

	2009/10	2010/11	2011/12	2012/13	ongoing
Savings HRA	50,000	867,000	437,000	249,000	1,603,000
Savings GF		73,000	47,000	20,000	140,000
Investment	144,000	223,000			

9. Adult Social Services

Benefits

More for our customers

- Services that help people to retain their independence and remain in their own homes through warden and support services and use of technology
- Safer home care service with improved H&S safeguards and more accurate bills
- Simpler process to access services focussed on the customer
- Quicker delivery of the services customers need
- Increased customer choice and control

More for our employees

- Simpler streamlined processes
- Maximisation of time with customers
- More time-saving automated processes
- Better tools to do the job

More for our money

- Increased staff capacity and improved performance
- More time with customers, less time spent on administration
- Improved quality of service to customers
- Improved contract management
- Financial efficiency savings

Activity will include: -

Improved Customer End to End Process

- Consolidate customer contact arrangements
- Redesign care management assessment process to assist customers to remain in their own homes
- Redesign social worker teams
- Implement mobile working

Electronic Home care Monitoring

- Implement system to track actual time spent with customers
- Automate the production of more accurate, easy to understand bills
- Reduce administration and increase contact time with customers
- Improve quality of care delivered through improved contract monitoring

Review Back Office processes

- Maximise financial and other benefits from Framework i and FMS implementation
- Enhance efficiency of financial processes
- Ensure customer end-to-end process and back office processes are fully integrated

Review Assistive Technology, Warden Control and Support Services

- Identify efficiencies and opportunities resulting from overlapping delivery of Home Care, assistive technology, warden call and support services

- Integrate assistive technology and support services fully into the revised customer end-to end process

Home Care

- Review work still underway

Residential care

- Review work still underway

	Decisions Needed	Who	When		
9.1	Proceed with implementation of an electronic home care monitoring system (already funded through IT development Plan)	CMT	Sept 09		
9.2	Redesign Adult Social Care end to end customer process and organisational design	CMT	Sept 09		
9.3	Agree the scope of Home Care tender exercise in April 2010	CMT/ Exec	Oct/Nov 09		
9.4	Agree rationale for change, approach and timescales for decisions in relation to EPH review.	CMT	Oct 09		
9.5	Agree interim changes to EPH provision arising from first phase of EPH review	Exec	Jan 10		
9.6	Agree long-term EPH strategy and transformation plan	Exec	July 10		
Financial Summary					
	2009/10	2010/11	2011/12	2012/13	ongoing
Savings		20,000	190,000	90,000	300,000
Investment					

Market Testing

23. It will always be CYC's intention to select the best models of delivery for all the services it provides. It will embrace and be tested against the core values of the More for York programme. This may include continuing to deliver a service 'in house', it may mean contracting with the private sector to deliver all or part of a service and it might also mean working collaboratively with other public, private or voluntary sector organisations. The key principles will be to ensure that the organisation provides quality services for its customers, in the most appropriate manner, and one which provides true value for money. When considering all options it is the duty of the authority to ensure that it consults regularly with external providers to understand all the available models of delivery in the market, to understand the relative costs of those models and to see where best practice can be established and adopted. This approach can be termed as soft market testing. In every instance, all opportunities to drive out inefficiencies before a service is tested against and potentially outsourced to the open

market, must be taken. Finally where service improvements and efficiency gains have been made, it is the good practice to demonstrate value for money by testing those services against external providers via a competitive process - i.e. full market testing.

Principles

24. A set of principles will be applied to all these projects to ensure they deliver consistent outcomes: -
1. Customers will see service improvements
 2. There will be a single view of the customer
 3. Customer facing business processes will be simple – minimal intervention
 4. Flexible Working
 5. Services will be delivered by those best placed to deliver them
 6. CYC will collaborate effectively with partners
 7. No internal client contractor relationships
 8. Internal processes will be fast and efficient
 9. Services will be shaped by customer need not by the structure of the Council
 10. Workforce will be skilled and flexible to address needs in the future
 11. Technology will be used to drive out efficiency and facilitate effective processes
 12. One Council - one set of support services, one set of policies

How will this programme improve services to customers?

25. Some of the projects are about changes to customer facing services and some of the projects will change internal support services. All of the projects will have a positive impact upon the experiences of our customers. We will: -
- Give a single view of the customer across a range of services and enable us to satisfy customer requirements through simplified contact and understand the specific needs of individual customers
 - Make services to customers faster by reducing the steps in the process, mobilising the workforce and proactively managing the delivery of every transaction
 - Customers will be able to access services using a variety of contact methods over extended hours
 - Face to face contact will be in one place and customers will be able to raise multiple service requests in one visit.

- Local service delivery will give customers more say over the services that are delivered in their area - how they are delivered and what priority they are given.
- Improve the feedback to customers on the progress of their service request
- Removal of the remnants of the client contractor split in some services will reduce multiple handling, duplicated inspections and internal delay.
- Housing repairs will be delivered faster and right first time. Savings will be ploughed back into the housing service to improve Council housing
- Customers will see staff out on the street using mobile technology to enable them to deal with a range of problems and jobs without needing to return to the depot and more generic working will enable them to deal with jobs and problems as they encounter them
- The collection of income will be more professional and proactive with prepayments and direct debit being used wherever possible to avoid invoicing and the creation of debts in the first place
- To the customers the authority will feel modern and responsive and meet their expectations

Delivering a Programme of change

26. The programme will be delivered in partnership - we will be committing a lot of internal resource to drive forward change and NKA will provide capability and capacity in both change management and in service management whilst the changes are being made. They will provide necessary challenge and impetus to accelerate progress, ensure robust change processes are in place to achieve all the benefits of the programme.
27. The proposed programme of change is extensive and there needs to be a major commitment from across the organisation to co-ordinate and prioritise activity to deliver the benefits of the programme.
28. Decision making in the programme will be delivered in line with the Council's constitution. Quarterly progress reports will be made to the Executive to track delivery of benefits and to seek approval for decision, the levels of which are set out in the constitution. If these decisions require significant changes to the Council's policy or budgetary framework they will be put to full Council.

Financial Implications

29. The Medium Term Financial Strategy (MTFS) presented as part of the Budget Report to Council on 26th February identified a cumulative 3-year target of £15m net real efficiency gains (2010/11 £3.25m, 2011/12 £5.15m, 2012/13 £7.15m). These targets were considered necessary in order to ensure the Council could meet forecast future financial pressures without the need for cuts or reductions in services.
30. The proposals set out in this report contribute significantly to the achievement of £15m of ongoing Net efficiency savings (after deduction of all fees and investment costs), specifically identifying £4.264m gross savings in 2020/11 rising to £14.925m by 2012/13. This is set out in the table below. Over the 4 years of the programme it is

predicted that the Council will make over £32m of savings. Further proposals will be brought forward in due course to ensure we meet the target of £15m pa of net savings and to address any potential increase in the savings target.

31. The table below summarises the gross savings predicted from each stream. The sums in columns Year 0-3 represent additional savings found in each year which go into the base budget. The eventual ongoing annual saving is featured in the Annual Savings column.

General Fund	Original NKA Est.	Year 0 2009/2010	Year 1 2010/11	Year 2 2011/12	Year 3 2012/13	Annual Savings
	000's	000's	000's	000's	000's	000's
Efficiency Savings						
Customer Services	1,000	267	530	385	60	1,242
Adult Social Services	3,000	0	20	190	90	300
Housing (None HRA)	0	0	73	47	20	140
HR	1,600	0	230	716	778	1,724
ICT	1,350	0	390	996	202	1,588
Neighbourhood Services	1,240	401	1,308	345	267	2,321
Property	700	0	0	572	0	572
Procurement	3,200	20	410	925	2,125	3,480
Organisational Structure Est.	1,400	0	0	700	700	1,400
Income Collection	1,800	435	1,303	370	50	2,158
Gross GF Efficiency Savings	15,290	1,123	4,264	5,246	4,292	14,925
HRA	Original	Year 0	Year 1	Year 2	Year 3	Annual
Housing Savings	1,600	51	867	437	249	1,604

32. Specific financial implications arise from the need for capital investment, and revenue investment, plus the need for provision for redundancies. All of these costs will be a charged against the More for York Programme. Appendix 2 sets out capital investments needed and appendix 3 sets out revenue investments needed. There is Capital investment of £700k, one off revenue costs of £215k and ongoing Revenue investment of £410 pa.
33. Annex 4 sets out savings and investments made in the Housing revenue Account (HRA). The ongoing savings to the HRA will be ploughed back into the HRA and will enable improvements to the housing landlord service and the housing stock.
34. At this stage it is not possible to estimate the required provision for pensions/redundancy costs. All efforts will be made to avoid compulsory redundancy through vacancy management, natural turnover and redeployment so it is not possible to accurately identify overall numbers of redundancies and each case could vary significantly depending upon age and length of service. Members are asked to delegate authority to the Director of Resources to agree eventual costs and report these through the quarterly budget monitoring process.
35. The Financial Strategy 2009-2012 is predicated on the achievement of the savings that will be delivered by this programme. Off the back of making these efficiencies we would no longer have specific Directorate targets for savings, however there is still likely to be a need for Directorates to manage growth/budget pressures wherever possible from within their existing allocated budgets. Without the More for York programme we will need to revert to the Directorate targets. It may still be necessary to bring forward additional savings for 2010/11 but this will be evaluated as part of forthcoming budget reports.

36. **The achievement of these savings, which are predominantly from back office functions, will enable the Council to meet funding pressures from front line services such as Looked after Children and adult social care where we are currently experiencing increased demand.**

Fees

37. CYC are delivering this programme in partnership with Northgate Kendric Ash (NKA) and at the heart of this partnership is the principle of risk transfer. In simple terms all of NKA's fees are subject to the achievement of savings being identified. If the required savings are not delivered there will be a rebate of fees to reflect the unachieved savings
38. There will be a need for payments in advance of full efficiency savings coming through. This in essence is about cashflow, with us being required to cover NKA fees as the programme is in operation, with those fees subsequently being met from savings generated. These initial fees will be met from the approved efficiency fund (£1m set aside in 2008, supplemented by a further £125k of one off budget as a result of the NKA review replacing planned and funded reviews of Commercial Property Portfolio, Property Services and services that the Council should strategically procure or 'share').
39. NKA fees will pay for a range of specialist skills and resources that NKA will deploy within CYC over the next 4 years in order to create the efficiencies and assist with the transformation of the Council. This will include business process reengineering, direct service management, procurement support and organisational change. Without this support it is unlikely that CYC would be able to realise such a large programme of change. The level of fees to be paid to NKA is commercially sensitive and is therefore set out in the Financial Summary in confidential 6 but it is important to note that :-
- The fees will be paid from efficiencies made over the next 4 years
 - If the contracted level of savings are not made this will be deducted from NKAs fees
 - That NKA are contracted to deliver agreed outcomes, not by the day and that they will need to resource the programme with the calibre and number of staff required to deliver those benefits.
 - In doing this NKA are accepting significant commercial risk which will ensure that they are focussed clearly on delivery of the defined benefits, both on service improvements and on making the required savings
 - That after 4 years we will no longer pay fees but will benefit from the full level of savings which at the moment will reduce net revenue budgets by £14.3m every year thereafter.
40. The Executive delegated approval of NKA fees, and any other costs associated with the Programme, to the Director of Resources, these being financed from the Efficiency Reserve. At all times, the Director of Resources will be responsible for the determination of savings achieved, the required budget adjustments, and the allocation of such savings. He will be responsible for ensuring that there is a robust financial control in place that ensures all fees are met from savings, and that the Efficiency Reserve remains in an overall healthy position with payments out of the reserve (fees/other costs) being subsequently reimbursed through savings credited to the

reserve. It may also be necessary at times to allocate to the reserve a greater amount of “saving” than that which simply covers the fees related to the achievement of that saving, for example where it is known that further costs may be incurred in the future. The fundamental principle however is that all costs associated with the programme are fully met from savings, and that the net savings over a three year period will be a minimum of £15m.

HR Implications

41. This programme has huge implications for the HR service and for staff. For the HR service, there is a need to: -
 - Amend HR procedures to enable change to happen faster.
 - Run an efficiency project to deliver better quality faster and more consistent HR transactional services.
 - Undertake comprehensive workforce development to plan the future needs of the Council and develop its workforce to meet these needs. This will involve workforce planning, staff development, improved management of staff and provide staff with a better package of welfare benefits and greater development opportunities
 - Support the organisation through a period of significant cultural change where working lives will look very different to how they look now.
42. For staff there will also be implications
 - Some staff will be asked to change working practices, manage information in different ways, work across service boundaries, utilise technology, work flexibly
 - Staff will be able to establish better work life balance with family friendly working practices and flexibility as part of their terms and conditions.
 - There will be a reduction in the number of employee posts. Changes to business processes, removing unnecessary steps will reduce the need for so many people. At this point it is not possible to state exactly how many posts this might mean. We do not have detailed organisational structures, nor do we know how many people can be redeployed or will retire during the next three years. However our best estimates suggest that over the next 3 years we will reduce the number of full time posts by around 200. Every attempt will be made to reduce the impact upon staff by active vacancy management, retraining and redeployment. Though this is a significant number it is extremely unlikely that this will result in anything like this level of redundancies. The Council employs approx 6000 people and has been deliberately managing vacancies to avoid increasing staff numbers in advance of this programme. In addition last year over 400 people left the authority to take up other posts or retire. The natural pattern of staff turnover over the next four years will help to minimise the impact upon current staff. The Council is committed to avoiding redundancies wherever possible.
 - It is better that this is done through improving services and rationalising processes because this means that services will not be cut and the working life of remaining staff will be sustainable. They will be working smarter, not just harder.

- Even for staff who are not directly affected by a project within the programme, they will experience the Council behaving in a different way. There will be a focus on customer outcomes and performance management, consolidated delivery of support services, a collaborative approach to working with others and a positive can do attitude to ongoing improvement for the whole organisation. **Staff want to work for an excellent, modern and forward-looking organisation and will benefit from working for an excellent Council.**

Risk Management

43. This report addresses two major corporate risks - the failure to achieve £15m of savings in the next three years and the failure to co-ordinate related change activity. This report seeks to mitigate both these risks by implementing a robust plan of action to achieve savings whilst aligning the delivery programme with other change activity.
44. The proposed programme will inevitably bring new risks which will be closely monitored within the Programme and managed by the Executive Board (CMT). The key risks are
 - a. Staff morale may be impacted by the prospect of significant change and potential large-scale service transformation, particularly where service redesign and potential post reductions may occur. *Mitigation* - reduce the impact upon staff numbers through vacancy management, redeployment, training and turnover. Extensive communication and engagement with staff to explain the positive aspects of the programme. Commitment to staff development and training to help staff to manage the change process and develop for the future.
 - b. Some Customer Groups may object to individual proposals. *Mitigation* – Equalities Impact assessments on each project accompanied by customer engagement to shape the design of services in the future.
 - c. Unions may object to individual proposals and industrial action may ensue. *Mitigation* – Ongoing Union engagement
 - d. The programme is wide ranging and it may be difficult to co-ordinate activity across different streams and directorates. *Mitigation* – Robust Programme Management & Governance arrangements will ensure joined up issue and risk management and will provide visibility of any failure to deliver proposed outcomes.
 - e. Individual savings proposals may be unpalatable to Members – The contract with NKA includes a veto clause to give the Council reasonable rights to reject proposals which are unacceptable to the Council but this will still mean that further options need to be identified to reach the targeted level of savings. Regular Quarterly progress reports to Exec/Full Council will set out progress against targets and any further decisions to be made. Decisions will be made according to the constitution.

Implications

45. The implications this report are: -
 - **Financial** - covered in the report

- **Human Resources (HR)** - covered in the report
- **Equalities** - Desktop Equalities Impact Assessments have been undertaken on each to ensure that all equalities considerations have been taken into account. Full consultation with internal and external Equalities groups has commenced for priority EIAs and will continue through the autumn. The outputs from this consultation will be incorporated into the ongoing running of the work streams and further reports to Executive. If there are any significant implications which impact upon the recommendations set out in this report then a further report will be brought back to Executive.
- **Legal** – There will be an upsurge in procurement activity with potential new areas of engagement for the Council. Legal support will be essential.
- **Crime and Disorder** – no implications
- **Information Technology (IT)** – The delivery of the Corporate IT Strategy will support this programme. Management of the delivery of IT development will fall under the programme. The ICT work stream also have impact upon the organisational structure of the IT department and on some existing IT projects.
- **Risk Management** – High-level risk are covered in the report. A detailed risk register will be kept at programme level and by each project.

Consultation

46. The More for York programme has at its heart a focus on customers. Developing better understanding of our customers is vital to this. The development of comprehensive customer insight data to tell us who our customers are and what, where and how customers want services will run through each strand of the programme and will be used as a touchstone for implementation and for further streams of work.
47. The programme also seeks to create a better two-way relationship with customers, to engage them in how services are delivered. Future customer involvement will be essential in shaping services to deliver what customers want and ensure that the efficiencies and improvements do in fact deliver a better customer experience. A comprehensive engagement plan needs to be developed alongside a detailed programme plan.
48. It is critical to the success of any transformation programme that all key stakeholders are not just informed about the change but are actively engaged to understand, accept and become committed to the changes taking place. To that end, a communications strategy has been developed to identify all stakeholders, identify their current state of awareness and to provide the right kind of communication and engagement to gain their positive cooperation. In preparation for the release of this report, communications have been undertaken with staff to explain what the programme is about, why we need to do this and what changes it will bring. Staff in some areas have been actively engaged in developing proposals though it is accepted that this has not been possible in all areas and if these blueprints are agreed, a significant amount of work needs to be undertaken to actively engage staff further, to develop their understanding of and involvement in the programme as it progresses.
49. Partner briefings have started and it is expected that these relationships will provide opportunities for further cross organisational efficiencies. The potential for shared delivery of back office services will also be explored.

50. Unions have been briefed throughout the NKA review and the subsequent development of the blueprints and are party to the content of this report and the blueprints. Close liaison with all Unions will be essential for the successful delivery of the programme. To facilitate this, Unions have been invited to join the Strategic Board and More for York is a standing item on both Corporate and Directorate Joint Consultative Committees which will be chaired by the Chief Executive and Directors respectively.

Recommendations

51. The executive is recommended to :-
52. Agree the decisions set out in Decision Log at Annex 5.
53. Recommend to Council the agreement of a capital investment budget of £700,000 (£475,000 2009/10, £225,000 2010/11) to deliver these efficiencies, to be financed through prudential borrowing, with associated revenue implications being funded from savings arising from the programme. These are set out in Annex 2.
54. Recommend to Council agreement of one off revenue spend of £215,000 (£15,000 2009/10, £200,000 2010/11) and ongoing revenue investments of £410,000 (£128,000 in 2009/10, £82,000 2010/11, £200,000 2011/12) as set out in Annex 3, to be funded from savings arising from the programme.
55. Delegate authority to the Director of Resources to agree any eventual redundancy and pension costs and report these through the quarterly budget monitoring process. These costs will be funded from savings arising from the programme.

Reasons

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

Contact Details

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Tracey Carter
AD Resources – Transformation
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Report Approved

Date 27th May 2009

Dept Name Resources
Tel No. 553419

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

All

For further information please contact the author of the report

Annexes

Blueprints (available on Council net)Annex 1

Capital Investment ScheduleAnnex2

Revenue Investment scheduleAnnex 3

HRA Savings and Investment summaryAnnex 4

Decision LogAnnex 5

Confidential Annex

Financial SummaryAnnex 6

More for York - Annex 2 - Capital investment

		Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Capital Investment GFND		2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	
Area / Item	Description							
Neighbourhood Services								
Purchase of Segregated Recycle Bins	Investment to buy additional recycling containers to allow customers to sort their own recycling.	300,000	190,000					490,000
Mobile Technology	Mobile technology to enable staff to work more effectively across the city. This investment will allow work to be sent straight to operatives in the street.	68,500	15,000					83,500
Route Smart IT system	Investment to optimise the scheduling and routing of vehicles.	43,750						43,750
Traffic Management System	Investment to allow control of temporary traffic light systems.	10,000						10,000
Health and Safety System	Investment to support Health & Safety risk assessments and to manage the tagging of equipment.	23,000						23,000
								-
Neighbourhood Services Total		445,250	205,000	-	-	-	-	650,250
Human Resources								
CRM Development	Investment to allow HR cases to be managed / tracked in one system.		20,000					20,000
Human Resources Total		-	20,000	-	-	-	-	20,000
	Contingency	29,750						29,750
GF Capital Investment Total		475,000	225,000	-	-	-	-	700,000
Annual Revenue Costs		102,000	153,000	153,000	153,000	153,000	51,000	
(Pru Borrow, 5 yrs @ 4.56%)								

More for York - Annex 3 - revenue investment

	One off Development Costs GF	Year 0 2009/10	Year 1 2010/11	Year 2 2011/12	Year 3 2012/13	Year 4 2013/14	Year 5 2014/15	Total
Area / Item	Description							
Customer Services								
Consolidation of new services, training YCC staff	Backfill staff whilst they undertake training in order to maintain service levels.		100,000					100,000
Refurb of Customer Service Centre	Decorating costs	15,000						15,000
	Total	15,000	100,000	-	-	-	-	115,000
Property								
Bought in Professional Services	To support possible market testing exercise.		100,000					100,000
	Total	-	100,000	-	-	-	-	100,000
One off Costs Total		15,000	200,000	-	-	-	-	215,000
On-going GF Base Budget Increases (not ammortised)								
Area / Item	Description	Year 0 2009/10	Year 1 2010/11	Year 2 2011/12	Year 3 2012/13	Year 4 2013/14	Year 5 2014/15	Total
Neighbourhood Services								
Mobile Technology	Mobile technology to enable staff to work more effectively across the city. This investment will allow work to be sent straight to operatives in the street.	30,000						30,000
EXOR	Development to allow us to view assets across the city	40,000						40,000
License fees	Fees to support mobile working	37,539	12,206					49,745
	Total	107,539	12,206	-	-	-	-	119,745
Procurement								
Senior Procurement Posts	Additional posts required to realise efficiency savings.		70,000					70,000
FMS Amendment		20,000						20,000
	Total	20,000	70,000	-	-	-	-	90,000
ICT								
Data Centre Contract				200,000				200,000
	Total	-	-	200,000	-	-	-	200,000
	Total	127,539	82,206	200,000	-	-	-	409,745
	Annual Revenue Costs	127,539	209,745	409,745	409,745	409,745	409,745	
Total GF Annual Revenue Impact		127,539	209,745	409,745	409,745	409,745	409,745	

More for York : HRA Financial Summary

HRA	Original NKA Est.	Year 0 2009/2010	Year 1 2010/11	Year 2 2011/12	Year 3 2012/13	Total
Housing Savings	1,600	51	867	437	249	1,604
HRA Capital Investment		-140	0	0	0	-140
HRA Revenue Investments		-4	-223	0	0	-226
Annual Revenue Implication		-4	-223	0	0	
Redundancy Costs:Note 1		tbc	tbc	tbc	tbc	tbc
Net Savings: HRA		-93	644	437	249	1,238

Note 1: Unable to quantify any possible redundancy costs at this stage , cost will vary dependent upon numbers, age of individual etc. Naturally we would look to minimise the impact. Provision will have to be made for the Director of Resources to have delegated authority to net off any costs against savings realised, such costs to be reported as they occur.

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More for York Blueprints – Annual Decision Log

1	Neighbourhood Services	Who	When
1.1	Centralisation of the administrator resource within Neighbourhood Services	Exec	July 09
1.2	The YCC will be developed to be the first point of contact for the customer of Neighbourhood Services	Exec	July 09
1.3	Staff will be developed in order to fulfil the required outcomes of the new business	Exec	July 09
1.4	Implement changes to staff terms and conditions to enable flexible deployment of staff and maximise productivity	Exec	July 09
1.5	Opportunities for generic working will be implemented where it will provide a service improvement	Exec	July 09
1.6	Implement mobile working to maximise the potential of operational staff	Exec	Oct 09
1.7	Provide additional recycling containers to enable prior to collection customers to sort recycling	Exec	Oct 09
1.8	CMT to review the scope and delivery of Fleet	CMT	Sept 09
1.9	Develop proposals for extending area based working	Exec	April 10
2	Customer Services	Who	When
2.1	Establish a single Customer Service organisation for all face to face telephony and internet customer contact	Exec	Oct 09
2.2	Consolidate all city centre face to face contact points under one manager and base at St Leonard's – close customer receptions at, 10-12 GHS and 20 GHS and Mill House (retaining business reception)	Exec	Oct 09
2.3	Extend YCC opening hours to weekday evenings and Saturday mornings	Exec	Oct 09
2.4	Undertake small scale re-branding of single customer service organisation	CMT	Sept 09
2.5	Develop a programme to bring in new services into the YCC prior to the move to the new HQ	Exec	Oct 09
2.6	Review internal telephone handling teams (HR ICT Property) to identify where use of call centre telephony could deliver efficiencies	CMT	April 2010

More for York Blueprints – Annual Decision Log

2.7	Increase the range of services delivered over the internet and encourage take up of this channel	Exec	Oct 09
2.8	Develop a profile of our customer to give us insight into the needs of customer in specific localities and in different communities of interest to help shape ongoing delivery of services	CMT	Sept 09
3	Income Collection/Debt Management	Who	When
3.1	Develop a proposal to procure an alternative external payment service and close cashiers.	Exec	Nov 09
3.2	Centralise all income and recovery in order to maximise income collection (see 3.5 below)	Exec	Oct 09
3.3	To undertake a full review of fees and charges and to recommend new fees/rates from 2010/11	CMT	Sept 09
3.4	Directorates to review how they will comply with the Income Policy	CMT	Sept 09
3.5	Develop a further business case to assess the inclusion of Housing rents in the centralised service	CMT	Sept 09
4	Procurement	Who	When
4.1	The Corporate Procurement function will be responsible for the control and oversight of all tendering activity and controlling and engagement of new suppliers.	CMT	Sept 09
4.2	Implementing a portfolio of appropriate methods including self billing, procurement cards, consolidated billing, use of period /call off ordering, revised expenses process, direct debit etc	CMT	Sept 09
4.3	Review and revise the Procure to Pay processes to increase control reduce complexity and effort.	CMT	Sept 09
4.4	Assert control over ordering by establishing Informed Buyers and a requisition clearing house and amending the current requisition process within FMS.	CMT	Sept 09
4.5	Develop action plans and a performance framework to increase the level of Contracted spend in the next 3 years. This will including carry out reviews on key strategic contracts	CMT	Sept 09
4.6	Review the current use of purchasing organisations. The reviews output will focus on recommendations to the short to medium term use of purchasing organisations and existing consortia arrangements	CMT	Sept 09
4.7	Make framework contracts mandatory where they meet the identified need. They should be used in preference to the council	CMT	Sept 09

More for York Blueprints – Annual Decision Log

	conducting a full tender process or 3 quotes process.		
5	ICT	Who	When
5.1	Market test the provision of a Data Centre	CMT	Sept 09
5.2	Tender of a corporate managed print contract to include desktop printers, photocopiers and all internal print units, reducing the number of printers to approximately 1 per 50 employees.	CMT	Sept 09
5.3	Explore other media option with members for committee papers and other printed output	CMT	Sept 09
5.4	Review the usage of all PCs to develop a plan for the reduction of PCs and software	CMT	Sept 09
5.5	Centralise the ICT Service	CMT	Sept 09
5.6	Review the ICT support for Schools	CMT	Sept 09
5.7	Agree a review of the current IT development plan mechanism	CMT	Sept 09
5.8	Review the support arrangements for the Libraries learning and peoples network	CMT	Sept 09
5.9	Review the possible inclusion of the provision of schools network (excluding curriculum) via the current Network contract	CMT	Sept 09
6	HR	Who	When
6.1	Agreement to a new delivery model for HR, as a centralised service. This includes case management for HR advice.	CMT	Sept 09
6.2	Agreement to the transfer of specific non-HR staff (or equivalent resource) undertaking HR transactional work into the HR business support team.	CMT	Nov 09
6.3	Agreement that functional advice related to HR disciplines (including payroll, H&S and training and development) should be provided through the HR service.	CMT	Sept 09
6.4	Commence negotiations with staff and unions to move staff from weekly to monthly pay with support for the transition.	Exec	Oct 09
6.5	Review Management of change policies, redeployment, redundancy and flexible working policies	CMT	Sept 09
6.6	Develop a package of improvements to staff and management	CMT	Sept 09

More for York Blueprints – Annual Decision Log

	development, training and staff benefits		
6.7	Develop a resourcing strategy including a review of direct workforce and sourcing via the sole provider contract and internal recruitment pool.	CMT	Nov 09
7	Property	Who	When
7.1	Aggregate all Facilities Management services (both those currently outsourced and internally provided) and market test them	Exec	Oct 09
7.2	To establish a coordinated Enabler-Commissioner function (operational and technical) for delivery of projects through Professional, Technical and Contractor services, incorporating a review of Project management	CMT	Sept 09
7.3	Market test provision of professional & technical services in order to ensure efficiency and service improvements are realised.	Exec	Oct 09
7.4	To approve the establishment of an Executive Champion and Asset Board (to include the Corporate Landlord, Chief Finance Officer, City Strategy and Housing Landlord).	Exec	Oct 09
7.5	Review the Commercial Portfolio	Exec	Nov 09
7.6	Develop the business case for a single asset register for all land and property information in place of current disparate systems.	CMT	Sept 09
8	Housing Landlord Services	Who	When
8.1	To Integrate the Client & Contractor elements of the repairs service	Exec	Oct 09
8.2	To develop and implement dynamic scheduling to improve repairs appointments, productivity and repairs performance; supported by mobile working across the service to improve productivity, job processing, reduced back office costs and reduced overall customer contact time.	CMT	Sept 09
8.3	Retain the M&E function within Neighbourhood Services and as part of the property services review consider the long-term viability of the service and its future location.	CMT	Sept 09
9	Adult Social Care	Who	When
9.1	Proceed with implementation of an electronic home care monitoring system (already funded through IT development Plan)	CMT	Sept 09

More for York Blueprints – Annex 3 – Decision Log

9.2	Redesign Adult Social Care End to end customer process and organisational design	CMT	Sept 09
9.3	Agree the scope of Home Care tender exercise in April 2010	CMT/ Exec	Oct/Nov 09
9.4	Agree rationale for change, approach and timescales for decisions in relation to Elderly Peoples Homes (EPH) review.	CMT	Oct 09
9.5	Agree interim changes to EPH provision arising from first phase of EPH review	Exec	Jan 10
9.6	Agree long-term EPH strategy and transformation plan	Exec	July 10
10	Finance		
10.1	Recommend to Council the agreement of a capital investment budget of £700,000 (£475,000 2009/10, £225,000 2010/11) to deliver these efficiencies, to be financed through prudential borrowing, with associated revenue implications being funded from savings arising from the programme. These are set out in Annex 2.	Exec	Oct 09
10.2	Recommend to Council agreement of one off revenue spend of £215,000 (£15,000 2009/10, £200,000 2010/11) and ongoing revenue investments of £410,000 (£128,000 in 2009/10, £82,000 2010/11, £200,000 2011/12) as set out in Annex 3, to be funded from savings arising from the programme.	Exec	Oct 09
10.3	Members are asked to delegate authority to the Director of Resources to agree any eventual redundancy and pension costs and report these through the quarterly budget monitoring process. These costs will be funded from savings arising from the programme.	Exec	Oct 09

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Executive**Date of meeting**
20 October 2009

Report of the Director for Housing and Adult Social Services

PROVISION OF THE BREATHING SPACE SCHEME**Summary**

1. The Executive are asked to approve Council's participation in a Regional Mortgage Assistance Loan Scheme called Breathing Space. The Breathing Space Loan is an interest free secured loan to assist homeowners in difficulty with their mortgage or secured loan repayments.

Background

2. City of York council has been participating in the government mortgage rescue scheme and the sub regional golden triangle rescue scheme available to residents in York, Leeds and Harrogate. These schemes have specific criteria relating to property values and as such are not available to all customers.
3. In addition to these schemes The Regional Housing Board (RHB) has allocated £2 million for a regional mortgage assistance scheme. After considering other options the RHB chair agreed on 28 May 2009 that using the Wakefield model (the Mortgage Assistance Loan Scheme) was the most appropriate and efficient course of action, and that the scheme could be rolled out throughout the Yorkshire and Humber region. The regional scheme will be called 'Breathing Space'. Wakefield Council will be the Accountable Body for the scheme.
4. The Breathing Space scheme will work in much the same way as the existing regional home improvement loans scheme administered by Sheffield Council on behalf of Yorkshire and Humberside local authorities. Participating Local Authorities will undertake the initial stages of a loan application. Wakefield Council will process and pay the loan and place a legal charge on the property. The relevant local authority will then be responsible for subsequent reviews, support for the individual home owners, and for recovery of the loan. If in exceptional cases deferral or waiving of the loan repayment is required, this will be considered by a regional panel.
5. To enable Wakefield Council to act as the Accountable Body for the scheme, the other participating authorities are required to delegate certain of their

functions to the Council. Similar arrangements are already in place for the Regional Home Loans Service.

Consultation

6. There has been consultation with local authorities in the area

Options

7. **Option 1**- To approve the policy to provide the Breathing Space scheme and to allow Wakefield Council to discharge these functions and to approve a policy to provide loan support payments to cover the costs of setting up the Loan. (See appendix A for draft policy).
8. **Option 2** - Not to approve the policy to provide Breathing Space loans and allow Wakefield Council to discharge these functions and also to approve a policy for a loan support grant to cover the costs of setting up the loan.

Analysis

9. **Option 1** - Wakefield Council's Mortgage Assistance Loan Scheme has been providing assistance to homeowners in financial difficulties since April 2009, with funding from the Regional Housing Board. This scheme provides an interest free, secured loan to help meet mortgage and/or secured loan repayments and arrears. It is suitable for cases where the difficulty in meeting the mortgage is likely to be short term or the property is for sale. The scheme helped 25 people in the first year of operation. It will add another more flexible option to the council's tool box in tackling repossession and ultimately effectively reducing homeless.
10. **Option 2** - The implications of this is that the funding provided by the Regional Housing Board will not be utilised to assist homeowners in the local district.

Corporate Priorities

11. By approving option one the Executive will be meeting the corporate priorities contained with the 'inclusive city' priority.

Implications

- **Financial** The Regional Housing Board has provided the funding for the loan fund for the region and therefore there will be no capital funding implications for CYC as the Loan Support Grants will be met from the Breathing Space scheme. The work to carry out the initial stages of any applications, subsequent review and support along with any recovery action will be completed within existing resources in the Housing Options Team. Currently a part time post is in place at a cost of £15k pa funded by CLG grant monies. This funding ends in March 2010 and therefore beyond

this date any extra work generated by this scheme will need to be absorbed within the wider housing options team.

- **Human Resources (HR)** None
- **Equalities** None
- **Legal** None. SLA has been drafted by WMDC with input from their legal team.
- **Crime and Disorder** None
- **Information Technology (IT)** None
- **Property** None
- **Other** None

Risk Management

12. There are some minor risks associated with approval of this scheme. Should the homeowner default on the loan repayment at the end of the 3 year period, it will be the council's responsibility to take any recovery action. At this stage the RHB have implied that they will not ask for any funding to be repaid and that they are not expecting Local Authorities to be guarantors for this scheme. However, this is not explicit in the scheme documentation and officers will continue to ensure this is made clear over the coming weeks. This could potentially result in the council having to repay funds to the RHB without having been able to recover them from the homeowner. The risks associated with the recommendation of this report are assessed at a net level below 16 and will be monitored accordingly.

Recommendations

13. That the Executive approves option one that Wakefield Metropolitan District Council are nominated to act as administrative body and banker for the scheme and Executive are required to:
 - (a) Approve the policy
 - (b) Allow Wakefield Metropolitan District Council to discharge these functions for City of York under the provisions of the Local Government Act 2000 and Local Authorities (Arrangement for the Discharge of Functions)(England) Regulations 2000 in accordance with such authority's well being powers under section 2 of the Local Government Act 2000:
 - Offering loans to the owners of properties who are in mortgage difficulties; and

- agreeing regional arrangements for deciding whether the amount of the Loan to be paid on redemption of the mortgage should be deferred or repaid in instalments, or waived in whole or part,
- (c) Approve the policy to provide loan support to cover the costs of setting up the Loan.

REASON: The Council's participation in the regional scheme will assist homeowners in difficulty with their mortgage or secured loan repayments and will provide another option for the Council in tackling house repossession and ultimately reduce homelessness.

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Report Approved

Date 8 October 2009

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Specialist Implications Officer(s)

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

All

For further information please contact the author of the report

Annexes

Draft policy for breathing spaces scheme

POLICY FOR THE BREATHING SPACE SCHEME

PREFACE

The Council is participating in a regional scheme called Breathing Space. The scheme facilitates the provision of loans in accordance with powers given under S2 Local Government Act 2000, in respect of mortgage repayments for people within the Council district who, due to a change in their circumstances, are in arrears or are having difficulty with their mortgage repayments. The Breathing Space scheme is administered by Wakefield Metropolitan District Council (WMDC) on behalf of local authorities in Yorkshire and Humberside.

1. Introduction

- 1.1 The Breathing Space scheme aims to prevent homelessness and to support homeownership. The scheme will provide loans to owner-occupiers/Applicants in difficulty with their mortgage payments, and will provide support and access to financial, housing and debt advice.
- 1.2 The Breathing Space Loan (the Loan) is an interest free, 3 year fixed term loan which is secured against the property. Its purpose is to help Applicants to avoid repossession of their home.
- 1.3 Applicants will be required to take advice on their financial situation. The Breathing Space Loan will not be the best option for everyone.
- 1.4 At the end of the three year period the Loan will be repayable in full. There are no instalment repayments to make during the three year period.
- 1.5 At the end of the loan period the Applicant may need to remortgage or sell their property to repay the loan.
- 1.6 The Loan will be appropriate where there is a reasonable expectation that the Applicant will be able to meet their mortgage payments after the period of assistance provided by the Loan or where time is needed to allow for the sale of the property and a planned move to alternative accommodation.
- 1.7 As part of the Breathing Space scheme the Council will provide support including referral for debt counselling, to maximise the possibility that the Applicant will be able to retain the property when the loan assistance ends. Where it seems unlikely that an Applicant will be unable to afford their mortgage repayments long term, they will be offered support from the Council's homelessness service to achieve a planned move to affordable accommodation.

2. Amount of loan

- 2.1 The maximum amount of the loan available is £15, 000. The minimum amount is £2000.
- 2.2 In calculating the loan assistance that can be offered, the Council will take into account the amount of arrears outstanding on the prior mortgage and any secured loans at the date of the loan application, and a maximum of 12 months future monthly instalments on the mortgage and any secured loans. Alternatively the Loan may be based on the redemption figure of the mortgage or secured loan, if this is below the maximum loan amount.
- 2.3 The Loan can provide assistance in respect of a first mortgage, or second or subsequent mortgage or secured loan. Where there are arrears on more than one mortgage the Loan can be used towards more than one mortgage, but the total cannot exceed the maximum loan limit.

3 Eligibility Criteria

The Applicant must satisfy the following criteria to be considered for the Loan:

- 3.1 **The Applicant must have an owner's interest in the property on which the mortgage is secured.**
- 3.2 **The Applicant must be resident at the property and this must be their only home.** Where there are joint owners, it is sufficient in certain circumstances to be approved by the Council that only one of them fulfils this condition.
- 3.3 **The Applicant has sufficient equity in the property.** The maximum value for all secured borrowing, including the Breathing Space Loan must not exceed 90% of the property value. Where the applicant is within the repayment period of the Right to Buy discount, this will be taken into account as secured borrowing.
- 3.4 **The Applicant is in difficulty with their mortgage payments.** The client either has incurred mortgage arrears, or is unable to meet their ongoing mortgage instalments, and so is about to incur arrears.
- 3.5 **The cause of difficulties must be due to a change of circumstances.** eg unemployment, sickness, drop in income, or any other circumstance considered reasonable by the Panel in its sole discretion.
- 3.6 **The Applicant has received advice on their financial situation.** Advice can be obtained from an advice agency, eg Citizens Advice Bureau, who can discuss all options.

- 3.7 **The Applicant does not have the financial resources to pay their mortgage instalments and/or arrears.** A financial assessment will be undertaken to determine this (see Appendix 1).
- 3.8 **There must be an expectation that the Applicant will be able to meet their mortgage and any secured loan repayments after the period of assistance provided by the Loan, or will sell the property.** This will be assessed by the loan officer on the facts of the case, taking into account potential increases in income or reductions in expenditure. WMDC may carry out a credit reference search. WMDC will take into account the whole of the Applicant's financial situation in deciding whether a Loan is appropriate.

4 Conditions

- 4.1 The Applicant will be eligible for one Loan only.
- 4.2 The Applicant will be required to obtain independent financial advice before they enter into the Loan with WMDC.
- 4.3 The Applicant must agree to receive debt counselling.
- 4.4 The Applicant must agree to regular reviews to monitor their financial situation.
- 4.5 The loan will be secured on the property by registering a Legal Charge at Nottingham (West) District Land Registry.
- 4.6 All owners of the property must be party to the application for it to be considered.
- 4.7 Adequate building insurance for the property must be maintained during the loan period and a copy provided to WMDC if required.
- 4.8 The property must be kept in good repair throughout the loan period.
- 4.9 The applicant (or, in Exceptional Cases of a joint application, one of the applicants) will occupy the property as his or her only residence throughout the loan period. The property must not be left empty for over 6 months without an appropriate reason.
- 4.10 The loan must be repaid in full at the end of the three year term or on first disposal of the property. Where the property is in joint ownership and is subsequently transferred to one of those owners singularly then the Council should be informed. The Panel in its sole discretion will decide whether this disposal will be an exempt disposal.
- 4.11 If there is a breach of the above conditions 4.7, 4.8, 4.9, and 4.10 the owner/s shall on demand from the Council repay the full loan or lesser

amount decided by the Panel in its absolute discretion as being reasonable in the circumstances.

- 4.12 Where the home is jointly owned all the owners will be jointly and severally liable to pay the loan in full.
- 4.13 The Council shall be entitled to demand immediate payment of the loan together with all other sums then owing but unpaid, upon the happening of any of the following events:
- If in the event of the applicant's death the property has not been sold or loan repaid within a period of 18 months by the executors of the applicant's estate: OR
 - If someone else moves into the property with the applicant, without the consent of the Council: OR
 - If the applicant lets out the property to another party without the prior approval of the Council: OR
 - The applicant ceases to live in the property as their principal residence or the property changes type from an owner occupied residential property: OR
 - If any information provided by the applicant for the purposes of the loan proves to be incomplete or inaccurate: OR
 - The applicant takes out an additional charge secured against the property, other than any mortgage or loan taken without the full knowledge and agreement of the Council at the time the property is purchased: OR
 - The applicant takes out a further advance of monies from a mortgage provider who either already has a charge registered on the property or subsequently takes a charge over the property without obtaining the Council's written consent.

General Terms

- 4.14 In the event that the loan does not proceed to completion, the Council and WMDC will not be liable in law or otherwise for any claims, costs or loss.
- 4.15 All assistance in this policy is subject to available financial resources and the final decision to approve or refuse an application for assistance is at the sole discretion of WMDC. In making an application for any assistance under this policy, applicants will be required to sign and accept the conditions. Applicants should seek independent legal and/or financial advice.

5 Applications

- 5.1 Where there are joint owners of a property, only one application can be made.

5.2 Loan applications will normally be considered in order of date of receipt of application. If demand exceeds available funds the loans officer will develop a process to prioritise cases with reference to the priority need criteria at paragraph 10.2 of the Homelessness Code of Guidance for Local Authorities (Department for Communities and Local Government, 2006).

5.3 Enquiries regarding applications for assistance can be made at:

(local council's address and telephone number)

6 Exceptional cases

6.1.1 Where an application for assistance is made outside the approved policy, this will be considered by a panel of representatives from the councils participating in the Breathing Space scheme, who will determine whether it can be approved or refused on a case by case basis.

7 Loan Support

7.1.1 The initial set up costs of the Loan will be met from the Breathing Space funds and will not be repayable by the Applicant. Loan support will be available in respect of the following, if charged:

- Property valuation fee
- Legal Fees
- Administration costs
- Independent Financial Advice up to £300

8 Payment of the loan

8.1 The Loan will be paid directly to the mortgagee (mortgage lender) or client's solicitor where appropriate on completion of the legal charge.

8.2 The Loan will not be paid if the property is repossessed or if all the applicants give up residence in the property before payment of the loan has been issued to the mortgagee (mortgage lender).

9 Repayment

9.1 The Loan will be an interest free, fixed term loan for 3 years. Repayment will be deferred for up to 3 years. The loan is to be repaid in full by the end of the 3 year term.

- 9.2 Any sum outstanding after the end of the 3 years fixed term will accrue interest, which will be charged at the Bank of England base rate which is current on the date that the 3 year fixed period expires.
- 9.3 The Panel will consider cases of financial difficulty sympathetically and positively. However any recovery action on failure to repay the loan will be the responsibility of the Council.
- 9.4 Court action to enforce repayment (which can result in repossession of the property) may be taken by the Council if the Loan is not repaid to WMDC at the end of the 3 year loan period.

10 Complaints procedure

- 10.1 The Council has a complaints procedure. A complaint can be made by contacting:

Address: (local council's complaints team details)
Phone:
Fax:
E-mail:

- 11.1 If an applicant wishes to appeal a determination on their loan application, an appeal can be made to:

(local council's housing department's address and telephone number)

12 Definitions

- 12.1 The **Applicant** is defined as a person who occupies the property as their only or main home.
- 12.2 **Owner's Interest** is defined as a freehold interest or a leasehold interest of at least 50 years.
- 12.3 **First Disposal** means any change or alteration in the proprietorship register at HM Land Registry.
- 12.4 **Independent Financial Advice** means advice from an independent financial adviser or whole of market mortgage adviser.
- 12.5 **WMDC** means Wakefield Metropolitan District Council
- 12.6 **The Council** means the local council for the district where the Applicant resides.
- 12.7 **The Panel** means a panel of representatives from the councils participating in the Breathing Space scheme appointed to make decisions on exceptional cases and recovery of Breathing Space loans.

12.8 **Exceptional Case** means an individual situation relating to a loan application to be decided in accordance with clause 6.

12.9 **Exempt Disposal** means a disposal of the property during the 3 year loan period to be considered by the panel in its sole discretion as one where repayment of the loan is not required at that time.

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Appendix 1

Financial Assessment for the Breathing Space Loan

The following criteria regarding income and capital must be met.

Income*

Applicants will automatically satisfy the income criteria if they receive: Income Support, Guaranteed Pension Credit, Income Based Jobseekers Allowance, or Council Tax Benefit. In other cases the applicant's income will be assessed as below:

Step 1: Weekly Income

Total the **weekly income (A)** of the applicant and partner
Excluding Attendance Allowance/Disability Living Allowance
Excluding any non dependant contribution

Step 2: Applicable Amount

Calculate the **applicable amount (B1)** using council tax benefit rates, but including an extra 25% of the subtotal of the personal and children's allowances (note that the 25% increase is not applied to the premiums).

Step 3: Expenditure

Total the **weekly expenditure (B2)** of the applicant, partner and dependants for the items listed below. Exceptionally, other expenditure can be included below, where it is both essential and cannot reasonably be met out of the Applicable Amount.

Council tax
Mortgage instalments
Secured loan instalment
Building insurance
Travel to work costs**
Child support payments
Health costs
Fines

Step 4

Add the expenditure (**B2**) to the applicable amount (**B1**) = **B**

Step 5: Excess Income over applicable amount + listed expenditure

Subtract **B** from **A** to obtain the **excess income (C)**

Step 6: Eligibility

- (i) If **A** is less than **B** (ie **C** is a minus figure) -
or the applicant is on IS, JSA, CTB, or guarantee Pension Credit -
or has been given Band B status -

The loan can cover arrears and future instalments

- (ii) If **C** (excess income) is insufficient to make a realistic offer towards repaying the arrears-

The loan can cover arrears. The loan would not normally cover future instalments. Exceptionally where the applicant has other serious financial problems such as priority debts, the loan can cover future instalments to allow time and assistance for the client to achieve control of their finances, without which they are unlikely to be able to maintain payment of their mortgage/secured loan instalments.

- (iii) If **C** is sufficient to make reasonable arrears payments

No loan for instalments or arrears

Exceptionally where the applicant has other serious financial problems such as priority debts, a loan for arrears and/or instalments can be made. This will be considered where the applicant needs time and assistance to achieve control of their finances, without which they are unlikely to be able to maintain payment of their mortgage/secured loan instalments and/or arrears.

*Income:

Where there are joint owners who are not part of the same unit for calculating the applicable amount, but who share the home, their income will be aggregated and their applicable amounts will be aggregated.

Where a joint owner does not live at the property, their income can be disregarded if it is reasonable to do so.

The income and expenditure of any non dependants living in the property will be ignored for the purpose of this assessment.

**Travel to work costs:

Where a car is essential, this includes all relevant expenses such as car loan, MOT, insurance, road tax, service and repairs and fuel.

Capital

£1000 of any capital the applicant(s) possess will be disregarded in calculating the amount of the loan. Capital above this will reduce the amount of the loan available pound for pound.

Capital includes:

- Savings including cash, premium bonds, stocks and shares, unit trusts, bank or building society accounts and fixed term investments.
- The surrender value of any life assurance or endowment policies that are not linked to the mortgage
- Equity in any other property owned by the applicant
- Redundancy payment
- Pension lump sum payment