

**Notice of meeting of**

**Executive**

<b>To:</b>	Councillors Steve Galloway (Chair), Sue Galloway, Hall, Macdonald, Orrell, Reid, Runciman, Sunderland and Waller
<b>Date:</b>	Tuesday, 16 May 2006
<b>Time:</b>	2.00 pm
<b>Venue:</b>	Guildhall

**AGENDA**

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, 15 May 2006. Items that are called in will be considered at a meeting of the Strategic Policy Panel and a subsequent meeting of the Executive on Thursday, 18 May 2006.

**1. Declarations of Interest**

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

**2. Exclusion of Press and Public**

To consider excluding the press and public from the meeting during consideration of Annex D to agenda item 8 (Procurement of a Replacement Social Care IT System), on the grounds it contains information relating to the financial affairs of particular persons, which is classed as exempt under paragraph 3 of Schedule 12A to Section 100A of the Local Government Act 1972. (as revised by The Local Government (Access to Information) (Variation) Order 2006).

**3. Minutes** (Pages 1 - 14)

To approve and sign the minutes of the Executive meeting held on 2 May 2006.

**4. Public Participation**

At this point in the meeting, members of the public who registered their wish to speak regarding an item on the agenda or an issue within the Executive's remit can do so. The deadline for registering is **10:00 am on Monday 15 May 2006.**

**5. Executive Forward Plan** (Pages 15 - 16)

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

**6. Corporate Strategy and Council Plan** (Pages 17 - 42)

This report presents for approval the draft Corporate Strategy for 2006-9 and describes how the Strategy will link to, and re-shape, annual Council plans.

**7. ftr Traffic Regulation Orders** (Pages 43 - 52)

This report presents the findings of the consultation exercise for the introduction of Traffic Regulation Orders (TRO's) to prohibit parking on the ftr bus route along Challoners Road, Cornlands Road, Eason View and Tudor Road, and seeks approval to implement the TROs.

**8. Procurement of a Replacement Social Care IT System** (Pages 53 - 84)

This report seeks approval to move forward on contract negotiations with Deloitte/Corelogic for a new adult social care IT system, and to extend the current contract with Careworks to provide a full IT system for Children's Services.

**9. Urgent Business**

Any other matters which the Chair decides are urgent, under the Local Government Act 1972.

Democracy Officer:

Name: Fiona Young

Contact details:

- Telephone – (01904) 551024
- E-mail – [fiona.young@york.gov.uk](mailto:fiona.young@york.gov.uk)

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

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

Contact details are set out above.

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City of York Council

Committee Minutes

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MEETING	THE EXECUTIVE
DATE	2 MAY 2006
PRESENT	COUNCILLORS S F GALLOWAY (in the Chair), S GALLOWAY, HALL, MACDONALD, ORRELL, REID, RUNCIMAN, SUNDERLAND and WALLER

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**PART A - MATTERS DEALT WITH UNDER DELEGATED POWERS****205. DECLARATIONS OF INTEREST**

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

Councillors Macdonald and Reid each declared a personal and prejudicial interest in agenda item 6 (Possible Sites for the Relocation of Arc Light), as members of the Planning Committee that would consider the planning application for the proposed relocation site. They both left the room during consideration of this item and took no part in the discussion or decision thereon. Councillor Waller declared a personal, non prejudicial interest in the same item, as a member of St Olave's Church. Councillor Waller also declared a personal, non prejudicial interest in agenda item 12 (Proposals for the Merger of Lowfield School and Oaklands School), as a governor of Oaklands School.

**206. EXCLUSION OF PRESS AND PUBLIC**

RESOLVED: That the Press and public be excluded from the meeting during consideration of the following, on the grounds that they contain information which is classed as exempt under Schedule 12A to Section 100A of the Local Government Act 1972. (as revised by The Local Government (Access to Information) (Variation) Order 2006), as indicated below:

- Annex 8 to agenda item 6 (Arc Light) and Annex 2 to agenda item 13 (The Hungate Sites) - information relating to the financial affairs of particular persons, classed as exempt under paragraph 3 of Schedule 12A;
- Annex B to agenda item 7 ([easy@york](mailto:easy@york) Programme) – information relating to particular individuals, classed as exempt under paragraph 1 of Schedule 12A.

**207. MINUTES**

RESOLVED: That the minutes of the Executive meeting held on 18 April 2006 be approved and signed by the Chair as a correct record.

**208. PUBLIC PARTICIPATION AND OTHER SPEAKERS**

a) Public Participation

The following speakers addressed the meeting, having registered to speak under the Council's Public Participation Scheme, all in relation to agenda item 6 (Possible Sites for the Relocation of Arc Light):

- (i) Emma Walker spoke in objection to use of the Marygate car park site, on the grounds of poor access to the site, potential danger to elderly residents, and the likely costs and delays to the relocation due to the position of the site in a conservation area that was prone to flooding.
- (ii) Suzanne Jaconelli spoke in objection to use of the Nunnery Lane site, on the grounds of the difficulty and inappropriateness of building next to the City walls, problems of access and air quality and the high number of objections from residents in the area.
- (iii) Jeremy Bloom spoke in objection to use of the Union Terrace Car Park site, as a representative of CUPRA. He referred to the 62-page report and petition submitted by CUPRA in support of their case. He also expressed the view that information on the Piccadilly site had been withheld at the consultation stage and that the Council had already discounted that site in advance of the meeting.
- (iv) Trevor Kidd spoke in objection to use of the Piccadilly site, on the grounds that the piecemeal development of this site would spoil the regeneration of the area as a whole and that the proposed Coppergate II development would not be a supportive environment for Arc Light.
- (v) Lee Lambley spoke in support of using the Piccadilly site, on the grounds that it was already designated for housing use in the Local Plan, had the most support from York residents, would be convenient for Arc Light residents and was therefore the best choice in the long term, despite its potential inclusion in the Coppergate II development.
- (vi) Paul Wordsworth spoke as Chair of the Arc Light trustees. He explained Arc Light's aims of "Assist, Re-settle, Care" and pledged to work with residents, whichever site was chosen, to address their fears and concerns. He noted that there was no legal requirement to consult residents generally on the location of premises for homeless people and York was the only city that had done so.

- (vii) John Gilham spoke on behalf of York Housing Association, who would develop the chosen site. He provided a brief technical assessment of the four potential sites and recommended Union Terrace as the site that best met the developers' requirements to provide a suitable building within the time and resources available.
- (viii) Jamie spoke as a current resident of Arc Light, to explain how the centre had helped him to turn his life around since his arrival there last June. He had once been a drug addict and shoplifter but was now drug free, involved in activities and planning to do voluntary work. He pointed out that crime levels in Arc Light's current location were very low and urged people not to think the worst of its residents.
- (ix) Jeremy Jones spoke as Director of Arc Light. He noted that Arc Light had operated successfully in York for over 6 years and provided a brief assessment of the four potential sites against the agreed criteria, particularly security and accessibility. He recommended Union Terrace as the best site on the basis of this assessment.
- (x) Supt. Martin Deacon spoke on behalf of the Police. He confirmed that Arc Light was a well run establishment and that the police were fully supportive of the contribution it made to reducing crime. Crime levels in Arc Light's current location were not unusually high and the amount of crime actually committed by Arc Light residents was low. Police advice on crime reduction would be part of the process of designing the new premises.

### b) Other speakers – ward councillors

With the permission of the Chair, the following ward councillors addressed the meeting in relation to the Arc Light item:

- (i) Cllr Looker spoke on behalf of Guildhall ward. She expressed support for Arc Light's role and welcomed the public consultation. However, she was concerned that the report included information on the Piccadilly site that had not been evident during the consultation. In her view, that site had much to recommend it and there were problems with all the other site, as noted by earlier speakers. On that basis she would support the comments made by the Shadow Executive on this item at their meeting on 26 April, recommending the Piccadilly site.
- (ii) Cllr Merrett spoke on behalf of Micklegate ward. He acknowledged the need to find a new site for Arc Light, whose current premises were inadequate, but noted the number of arrests of Arc Light residents. He noted the dissatisfaction on the consultation process expressed at the joint ward meeting but recognised the attempt to consult. He urged the Executive not to choose the Nunnery Lane site, on the basis of the number of objections from residents, the loss of car parking and the impact on community safety that would result from adding to the number of homeless and similar premises already based in this area.

c) Other speakers - UNISON

With the permission of the Chair, Heather McKenzie, of UNISON, spoke in relation to agenda item 7 (easy @ york Programme). She noted that a number of staff concerns about the proposed contact centre were still outstanding and re-iterated the concerns set out in paragraphs 35-37 of the report in relation to the effects on staff of the potential extension of opening hours. She confirmed that discussions were still ongoing with the easy @ york team on the need to ensure that staff would not be forced to work inappropriate shift patterns or to carry the fully burden of “flexibility”.

**209. EXECUTIVE FORWARD PLAN**

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

**210. POSSIBLE SITES FOR THE RELOCATION OF ARC LIGHT**

Members considered a report which presented the outcome of consultation on, and appraisal of, four possible sites for the relocation of the Arc Light homeless centre and sought the Executive’s views on which site would be the most suitable.

At their meeting on 7 February, the Executive had approved consultation on a set of criteria to be applied to a list of 36 potential relocation sites. No objections had been received to these criteria, so they had then been applied to the 36 sites and a shortlist of four sites selected for further consultation, namely:

- Marygate Car Park
- Nunnery Lane Car Park
- 17/21 Piccadilly
- Union Terrace Car Park

Consultation had been carried out by way of information leaflets delivered to about 11,000 homes in Micklegate, Guildhall and Clifton wards, a special joint ward meeting held on 10 April, and information on the Council’s website.

The report, and Annexes 1-2, summarised responses received to the consultation and key issues raised in respect of each site. A full set of consultation responses had also been circulated to each Executive Member. A comparative analysis of each site had been carried out by the Head of Property Services and the results were detailed in Annexes 3-6 to the report.

During their discussion, Executive Members commented on those aspects of the proposals that related to their individual portfolio areas, and in particular:

- The Executive Member for Housing confirmed that the service offered by Arc Light helped to contribute to the Council’s work by offering young homeless people access to services and hope for the future.



- The Executive Member for Social Services and Health praised Arc Light's work in helping those with complex mental health and other issues to turn their lives around.
- The Executive Member for Education and Children's Services confirmed that, to her knowledge, no issues of danger caused by Arc Light residents had ever been raised by York schools.
- The Executive Member for Commercial Services noted the contribution to improving the City made by those Arc Light residents who took part in the PACY scheme – over 100 had volunteered during the past year.
- The Executive Member for Environment and Sustainability confirmed that all four potential relocation sites lay within a designated Air Quality area.

The Executive Leader then made a statement on the proposals, commenting on the necessity of finding a new site for Arc Light and on the objections raised to the proposed sites both during the consultation and at the meeting. He stressed that the Executive's decision must be based upon their interpretation of the facts, as presented by their professional advisors and tested through the consultation process.

Having considered the advice of the Shadow Executive, the comments made under Public Participation and the submissions of ward councillors, it was

**RESOLVED:** That the new Arc Light homeless centre be located on the Union Terrace car park, subject to York Housing Association obtaining a satisfactory planning permission, and that the site be leased on terms to be agreed with the York Housing Association, which are to be consistent with the arrangements made by the Council in the past for the release of land for social housing purposes.

**REASONS:**

- (i) A new building for Arc Light will help provide a pioneering solution to tackling the problems of rough sleeping and inspire similar projects elsewhere in the country.
- (ii) The Union Terrace site meets the criteria agreed by the Executive on 21 March, does not have the problems associated with the other potential sites and is the preferred choice of Arc Light and the York Housing Association. Although the car park is well used, alternative parking is available nearby and there is scope for a trade-off of spaces with the coach park. The Council is willing to enter into a dialogue with local residents and businesses on measures to address their security concerns in respect of this site.

**211. EASY @ YORK PROGRAMME – PROGRESS REPORT, YORK CUSTOMER CENTRE OPENING HOURS AND IEG 6 STATEMENT**

Members considered a report which provided a general update on the easy@york programme, fed back results of staff consultation on the proposal to enable extended opening hours of the new York Consultation Centre (YCC) and asked the Executive to decide on the initial opening hours of the YCC. The report also sought formal approval of the Implementing e-government Statement (IEG6), which been agreed by the Executive Member for Resources and submitted by the deadline of 6 April 2006.

In December 2005, the Council had achieved its predicted 100% against BVPI 157 (e-enablement of services). To date, eleven e-enabled customer-facing and web-based projects had been delivered. Details of these were set out in paragraph 6 of the report and in an additional information sheet circulated at the meeting. Paragraph 7 set out details of projects still to be implemented and paragraphs 8 and 9 highlighted the outcomes and benefits of the full programme. Further to the draft timetable reported to Members in December, it was now evident that the “going live” date for phase 1b of the programme would have to be delayed until November 2006. The revised key Programme milestones were set out in paragraph 22.

Results of the staff consultation on the YCC’s opening hours were detailed in Annex B to the report and UNISON’s comments thereon were set out in paragraphs 35-37. Members were asked to consider three options:

**Option 1** – open weekdays 8am – 7pm, Saturdays 9am – 12 noon. This would require some staff to work a 6-day contract and shift work.

**Option 2** – open weekdays 8am – 7pm with no plans for Saturday working. This would mean some shift work – on average 1-2 late shifts per week.

**Option 3** – open weekdays 8am – 7pm with a future review of Saturday working. This was the option recommended by the Change Management Stream and the Programme Board, as it would provide the opportunity to assess customer take-up of the new service before deciding whether to extend to Saturday opening.

Having considered the advice of the Shadow Executive, it was

RESOLVED: (i) That the progress to date, as set out in paragraphs 5-15 of the report, be noted with thanks to the Officers concerned, and that Officers be requested in subsequent reports to make every effort to provide information about the volume of users for each service.

REASON: For information and to ensure proper monitoring of the new services.

(ii) That the IEG6 submission, as set out in paragraphs 16-18 and Annex A, be approved.

REASON: In view of the submission deadline and agreement of the IEG6 statement by the Executive Member for Resources.

- (iii) That the revised timetable set out in paragraph 22 be noted.
- (iv) That the adoption of Option 3 for the opening hours of the YCC be supported, but that the precise date for the introduction of these hours be subject to consideration of a further report highlighting any risks of extended hours and presenting a timetable and process for the change.

REASON: So that available resources can be concentrated on expanding electronic access to services, whilst retaining the possibility of Saturday opening, and to ensure that a cautious approach is adopted to extended opening hours, in view of the potential effects upon staff.

## **212. ANNUAL HIGHWAY MAINTENANCE REPORT**

Members considered a report which provided a brief review of the service performance in highway maintenance over the last year and proposed programmes of work to be undertaken in the financial year 2006/07, as well as a revision to the structure of the highway maintenance inspection team.

The report outlined performance and successes over the past financial year (2005/06) and issues arising during this period. Proposals for 2006/07 included revised proposals to provide the £45k savings that had been expected from the deletion of a senior post on the establishment. The review of the inspection team outlined in Annex J to the report would provide savings of £25k and a further £15k would be saved by continued use of Safecoat as the treatment for winter maintenance.

Following the budget settlement and delays in the procurement of highway maintenance services, some of the initial proposals approved by the Executive Member for Planning and Advisory Panel would need to be adjusted. The report highlighted the need to increase the budget for dealing with day to day maintenance issues. To ensure sufficient funding, it was proposed to undertake a non-recurring transfer of works to the value of £276k from capital to revenue. This would mean reducing the size of the A1237 capital scheme and deferring the scheme at Manor Lane, Rawcliffe to a future year. Details of budget headings and proposed spend on schemes in 2006/07 were set out in Annexes A-B and C-H respectively.

Having considered the advice of the Shadow Executive, it was

RESOLVED: (i) That the performance and success in 2005/06, as shown in paragraphs 3-13 of the report, be noted.

- (ii) That the issues arising in 2005/06, as shown in paragraphs 14-23, be noted.
- (iii) That the allocation of budgets for 2006/07, as shown in Annexes A and B to the report, be approved.
- (iv) That a one-off transfer, from revenue to capital, of structural maintenance schemes to the value of £276k be approved.
- (v) That implementation of the proposed programmes, as described in Annexes C to H, be approved.
- (vi) That the revised staffing arrangements, outlined in paragraph 24 and detailed in Annex J, be approved.

REASONS: To acknowledge the successes of the last financial year and to secure a programme that will maintain spending on highway maintenance, which is a key concern for City of York residents.

### 213. HIGHWAY SERVICES CONTRACT

Members considered a report which presented short, medium and long term proposals for maintaining highway services, as a first stage towards developing a new highway services contract.

In November 2005, Members had approved the appointment of a preferred and reserve provider for these services, subject to further clarification of the tender prior to awarding the contract. Due to the risks identified during that clarification process, the Council's Corporate Management Team (CMT) had decided to suspend the current procurement, pending consideration of other options. These options were now presented to Members, as follows:

**Option A** – complete the current procurement for both parts of the service. Not recommended, due to the risks identified by CMT.

**Option B** – abandon the current procurement and re-tender a different package with more definition around commercial requirements. Recommended for further consideration before detailed work commenced.

**Option C** – abandon the current procurement pending a submission for PFI credits. Recommended for immediate progress, in view of the benefits offered by a PFI contract, including clearer definition of risks and certainties.

**Option D** – abandon the current procurement and re-tender on the basis of a package of services under a term contract with an in-house client. Recommended for consideration if the other options were unsuccessful.

Pending development of the new long term arrangements, urgent action was needed to secure continuity of service and to minimise the risk of challenge to contracts extended beyond their due date. The report set out proposals to extend contracts with Amey (street lighting) and Colas (surface dressing) in the short term and to develop minimum 18 month medium term contracts, extendable annually, based on existing arrangements to tender and award contracts by the end of September 2006.

Having considered the advice of the Shadow Executive, it was

RESOLVED: That the following be approved:

- (i) The short term arrangements to extend the contracts with Amey (street lighting) and Colas (carriageway surface dressing) for a period of 12 months, to maintain safety on the highway network.
- (ii) The maintenance of the current arrangements with Commercial Services (reactive and routine maintenance, including small footway improvement schemes) for 12 months, to maintain safety on the highway network.
- (iii) The medium term arrangements to tender the carriageway and large footway schemes, integrated transport schemes and ward committee schemes for a period of 18 months, starting from September 2006, extendable annually, with the design and management function to remain in-house.
- (iv) The decision made by the Corporate Management Team to suspend the current procurement process to allow investigation of the new emerging options to address the backlog of highway maintenance.
- (v) That the in-house procurement team investigate long term options B (Extended Scope Contract) and C (PFI Contract) and report back to Members on the outcome.
- (vi) The proposed management arrangements of a Project Board and a Steering Group.
- (vii) The pursuit of Option D in the event that both options B and C are unsuccessful.

REASONS: In order to develop proper arrangements for the future delivery of highway maintenance services, which will minimise potential risks to the Council, and to secure continuity of vital services in the meantime.

#### **214. LEISURE FACILITIES UPDATE**

Members considered a report which provided an update on progress with the Council's programme to replace and upgrade its leisure facilities.

The report set out current progress on the sale of the Barbican site, the proposed partnership with the University on a new pool, maintenance works at Yearsley pool, refurbishment or reprovision of the Edmund Wilson pool, new facilities at Oaklands and community use of the sports centre at All Saints school. A breakdown of the offer for the Barbican site was set out in paragraph 30. It was noted that the agreed contribution of £137k from Leisure and Heritage would not be achievable via section 106 funding and had therefore been removed, reducing the net usable receipt from the sale to £7,482k.

Officers reported at the meeting that the sale of the Barbican site was now due for completion by the end of May. Progress on the sale of the Kent Street coach park site had been delayed pending the outcome of consultation with local residents on the provision of a community facility on the site. The results of that consultation indicated a majority in favour of accepting the £200k for investment in local facilities, in lieu of a community building. It was also reported that:

- provision of the new gym building at Edmund Wilson was on schedule;
- Yearsley pool would be closed for an extra 2 weeks due to the need to drill out concrete to reach the source of a leak.
- Absolute Leisure were well advanced in preparing their entertainments programme for summer 2007.

Having considered the advice of the Shadow Executive, it was

RESOLVED: (i) That approval be given to include a revised scheme in the capital programme of £7.482m, to bring it in line with the anticipated receipt.

REASON: In view of the reduction of the anticipated receipt resulting from the removal of the Leisure and Heritage contribution.

- (ii) That, in the light of the results of the public consultation exercise on whether to lease a new community building on the Kent Street coach park site (to be provided by the developer) or to invest the equivalent value in other local community facilities, the coach park site be sold to Barbican

Venture for £1m, subject to the conditions resolved previously.

- (iii) That Officers be requested to bring back a further report in due course on how the £200k referred to above should be spent. In doing so, Officers should respect the following criteria:
- Facilities should benefit residents in the immediate vicinity of the Barbican;
  - The money should be invested in existing facilities to improve community access and / or the quality of service offered;
  - Preference should be given to schemes that lever in funding from other sources;
  - Priority should be given to schemes that benefit those groups most disadvantaged by the loss of facilities on the Barbican site;
  - Investment must be in the form of capital, not revenue;
  - Schemes must be sustainable (i.e. there must be no consequent revenue demand falling on the Council).

REASON: In accordance with the wishes of local residents, as expressed in the response to consultation.

## **215. NIGHT TIME NOISE – FIXED PENALTY LEVEL**

Members considered a report which updated them on the revised guidance for the issue of fixed penalty notices and sought approval to set the level of the fixed penalty notice (FPN) for night time noise offences (NTNOs) at £110.

On 8 March 2006, the Executive Member for Environment & Sustainability and Advisory Panel had set the level of the FPN at £200. Further guidance had since been unexpectedly published by DEFRA limiting local authorities' discretion in setting the FPN for NTNOs to between £75 and £110.

Having considered the advice of the Shadow Executive, it was

RESOLVED: That the report be noted and the level of the fixed penalty notice approved at £110.

REASON: In view of the revised advice received from DEFRA.

## **216. PROPOSALS FOR THE MERGER OF LOWFIELD SCHOOL AND OAKLANDS SCHOOL**

Members considered a report which informed them of the outcome of the recent consultation following the publication of statutory notices proposing a

new secondary school for the west side of the City, and sought approval to establish the new school.

The report set out the reasons for the proposals, summarised the consultation undertaken to date, described the statutory procedures and possible timescales for establishing the new school and detailed the capital funding secured to refurbish and extend the existing buildings on the Oaklands site.

Having considered the advice of the Shadow Executive, it was

- RESOLVED:
- (i) That it be noted that Statutory notices were published on 24 February proposing the following changes to school organisation, in accordance with the School Standards and Framework Act 1998:
    - In accordance with section 29(1) of the Act to discontinue Oaklands School, Cornlands Road, Acomb, with effect from 31 August 2007.
    - In accordance with section 29(1) of the Act to discontinue Lowfield School, Dijon Avenue, Acomb, with effect from 31 August 2007.
    - In accordance with section 28(1) of the Act to establish a new Community Secondary school for 1050 boys and girls between the ages of 11 and 16 from 01 September 2007. The number of pupils to be admitted to the school at age 11 from 01 September 2007 and in subsequent years will be 210. The new school will open on 1 September 2007, and will operate initially on a split site basis on the sites of Oaklands and Lowfield Schools.
  - (ii) That it be noted that the proposals are supported by the governing bodies of both schools.
  - (iii) That it be noted that no objections were received during the six week statutory “representation” period following publication of statutory notices.
  - (iv) That the changes proposed in the statutory notices be approved and that a new community secondary school be established for the west of York.

REASON: In order to move forward with this project, which aims to enable the authority to fulfill its requirement to keep surplus capacity under review and ensure supply of school places matches demand, and which has the



support of the local population and the communities of the two existing schools.

## **217. THE HUNGATE SITES**

Members considered a report which sought approval to sell the freehold interest in a number of sites located within the Hungate Development Area to Hungate (York) Regeneration Limited (HYRL).

HYRL, a development consortium, had already acquired a substantial freehold ownership in the area and had obtained outline planning permission for a number of residential, office and retail and other buildings. The Council still held the freehold of a number of sites in the area which HYRL were seeking to acquire; these were shown on the plan in Annex 1 to the report. Heads of terms for the sale of these sites, which sought to support the comprehensive development of Hungate and achieve best consideration for the land, had been provisionally agreed and were detailed in Annex 2.

Due to the circumstances in which the Council had originally acquired the land, it was currently held by Housing Services and the ground rents credited to the Housing Revenue Account (HRA). The capital receipt was therefore protected by legislation and, in order to retain the full receipt, it was proposed to allocate it in full to the Housing capital programme.

Having considered the advice of the Shadow Executive, it was

- RESOLVED:
- (i) That approval be given to sell the freehold interest in the Hungate sites, on the terms and conditions set out in Annex 2 to the report.
  - (ii) That approval be given to use the capital receipt from the sale of HRA land to contribute to meeting the decent homes standard.
  - (iii) That the switch of equivalent funding from the Housing Right to Buy receipts to contribute to the Administration Accommodation project be approved.

REASONS: In order to support the comprehensive development of this important regeneration area, secure the best consideration for the Council's land interest and ensure the retention of 100% of the capital receipt for the sites.

**S F GALLOWAY (Chair)**

[The meeting started at 2:00 pm and finished at 5:05 pm].

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Executive Meeting 16 May 2006

EXECUTIVE FORWARD PLAN

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

Report	Author	Current Position	Likely Revised Date
Bus Information – Replacement Service	Julie Hurley	Deferred to complete further work on report required by QCG	30/5/06
Directorate of City Strategy – Organisation Review	Bill Woolley	Deferred to link with report on re-organisation of Chief Executive's Dept.	13/6/06 (provisional date)
York Race Meetings - Report back on Objections to Traffic Regulation Orders	Peter Evely	Deferred to complete further work on report required by QCG	tba
York Museums Trust Funding	Charlie Croft	Deferred to obtain financial information	30/5/06
Monk Bar Garage – Future Use of Site	John Urwin	Deferred to consider development options	September 2006

**Table 2: Items scheduled on the Forward Plan for the Executive Meeting on 30 May 2006**

Report	Author	Current Position	Likely Revised Date
Bus Information – Replacement Service	Julie Hurley	Deferred from 16/5/06	N/a
York Museums Trust Funding	Charlie Croft	Deferred from 16/5/06	N/a
Capital Strategy Document 2006-09	Neil Hindhaugh	Deferred from 16/5/06	N/a
Corporate Asset Management Plan	Neil Hindhaugh	Deferred from 16/5/06	N/a
Inclusive Decision Making – final report of Scrutiny Board	Barbara Boyce	On schedule	N/a
Police and Community Safety Reform	Nigel Burchell	On schedule	N/a
Proposed Sale of Ground Lease at 2-3 Kings Court	David Baren	On schedule	N/a

**Table 3: Items scheduled on the Forward Plan for the Executive Meeting on 13 June 2006**

<b>Report</b>	<b>Author</b>	<b>Current Position</b>	<b>Likely Revised Date</b>
Sale of 3-4 Patrick Pool	David Baren	On schedule	N/a



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## Executive

16<sup>th</sup> May 2006

Report of the Head of Performance Improvement

## Corporate Strategy and Council Plan

### Purpose

1. The purpose of this report is to present members of the Executive with the draft 2006-9 Corporate Strategy and describe how it will link to, and reshape, annual Council Plans.

### Background

2. The development of a Corporate Strategy is a significant step forward in helping to set out the direction and priorities of the Council over the medium-term. It is an essential component in CPA terms. It also addresses issues about “lack of direction” identified in a number of corporate reviews.
3. In the absence of such a strategy, in corporate planning terms, we have relied on the annual Council Plan/BVPP to articulate the Council’s strategy and direction – albeit largely and necessarily for a 12 month period. The Corporate Strategy fills this void. It sets out a longer-term direction for the Council and means that the Council Plan in future will be the Council’s “in year” delivery plan supporting the Corporate Strategy as well as the Council’s other key strategies. The Council Plan also fulfils statutory BVPP requirements

### Our Corporate Strategy

4. We have now developed a 3 draft -year Corporate Strategy (Annex A) which will become the key planning document at a corporate level. This Strategy will be supported by annual Council Plans which set out the key actions and improvements which need to be delivered “in year”.
5. At the heart of the Corporate Strategy are the thirteen Improvement Statements which have been developed over the past few months. These have been developed jointly by all chief officers with input from the Leader, Executive and Shadow Executive and as such have a high degree of ownership and buy-in. This will be key to ensuring that the Corporate Strategy generally, and the Improvement Statements specifically, succeed in helping to give us clarity and focus; key requirements in CPA terms.

6. In developing the Strategy, the likely implications of prioritising the thirteen Improvement Statements have been considered. These implications are described in detail in the Strategy and include:
  - being the focus of senior management attention
  - shaping CMT/Executive agendas
  - influencing resourcing decisions
  - providing the focus for corporate performance monitoring
7. Further work is however required to develop how exactly the Corporate Strategy will “make a difference” in practice.
8. The Strategy includes key one and three year actions which are in existing plans, and existing key measures. These are however intended only to be illustrative. It is anticipated that these actions will be reviewed as part of more detailed work being undertaken on each priority with the possible addition of new actions and amendment or deletion of others. As part of this process, it is also anticipated that “better measures” (not necessarily those measures which currently exist) will be developed to measure/monitor progress against the Improvement Statement outcomes.
9. The Corporate Strategy also sets out clearly how the Improvement Statements fit with the Council’s Corporate Aims and the wider Community Strategy Aims. This helps link different levels of the planning framework together and maintains the essential “golden thread”. The Council Plan will provide more information on these elements, with all performance indicators and key actions continuing to be set out under the eight Corporate Aims.
10. Taken together, the 3-year Corporate Strategy will express the corporate priorities for the Council and annual council plans will set out the actions to deliver them. Clear and effective signposting between both documents will therefore be essential, as will signposting between the Council Plan and other key strategies.
11. The Corporate Strategy will need to be reviewed annually to inform annual Council Plans. We may also need to update the document to take account of the Local Area Agreement for York and any revised actions or measures. We do not however anticipate that the Improvement Statements (priorities) would change within the currency of the 3 year Strategy. This will provide the required longer term focus.
12. The strategy will be important to all our stakeholder including staff, partners, elected members and government bodies (for example, the Audit Commission). It will be particularly important in helping to communicate the Council’s priorities to our staff and to help maintain focus on them. Given its importance it is envisaged that the document, both its content and appearance, would be something to be proud of.

13. The attached draft still needs final editing and further improvements to its presentation prior to publication, but includes the main elements which will be in the final document – including at its heart, the Improvement Statements. Subject to approval of the Improvement Statements and the overall content of the Corporate Strategy by the Executive, it is anticipated that the final Corporate Strategy will be produced by end of May. In order to achieve this date, the Executive is asked to delegate approval to final editing/presentational changes to the Leader and Chief Executive.

### **Council Plan**

14. The Council Plan will set out, in more detail, what we intend to do deliver year on year to support the Corporate Strategy (i.e. the next plan will cover key actions for 2006/07). Performance targets shown in the 2006/07 Council Plan however, will need to cover a 3 year period to comply with BVPP statutory requirements.
15. Another important requirement of BVPP compliance is that the Council Plan must clearly demonstrate the golden thread of delivery and improvement between corporate strategy and front line service planning and delivery. We therefore propose using the eight Corporate Aims as key themes for setting out the delivery of our priority improvement statements.
16. This year's Council Plan will be developed in 3 sections:
  - Section 1: Introduction and context – forewords, customer/resident feedback, current performance under CPA and the management of resources (i.e. basic staffing and finance information).
  - Section 2: Delivering our Corporate Strategy – key actions for 2006/07
  - Section 3: Performance tables – 2005/06 outturns and 3 year targets
17. The Council's existing 69 corporate objectives will be retained, at least in the short term, and these will be shown in the Council Plan. The intention is to set the role of the corporate objectives as reference points for long-term continual improvement across all services. This then helps to focus on the key priority actions within each aim highlighting areas where improvement will need to be stretched or delivered more effectively/quicker.

### **Aligning 'performance' improvement**

18. In this year's Council Plan (as in previous years), we will publish outturns and targets for over 300 performance indicators in the Council Plan. These are currently all linked to one or more of our corporate objectives and the vast majority are included in 2006/07 service plans. This allows us to demonstrate clear golden thread links between our corporate aims/objectives and service delivery.
19. Linkages have also identified the between the 13 improvement statements and the 69 corporate objectives and can now align performance measures to priorities. Given the existing links between service plans and corporate

objectives, the golden thread is demonstrable across all areas of our Corporate Strategy. This exercise will also allow us to develop performance scorecards for all 13 improvement statements. These will be needed to help monitor progress against our priorities throughout the year (i.e. they can be used for the 2 performance monitor sessions).

## **Recommendations**

20. Executive is asked to:

- a) Agree the draft 2006-9 corporate strategy document - attached as Annex 1.
- b) Delegate approval for any final editorial/presentational changes to the Leader and Chief Executive with a view to producing the Corporate Strategy by end May 2006.
- c) note the proposed changes to the format of the 2006/07 Council Plan.

## Contact Details

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Annex A Draft Corporate Strategy





# CORPORATE STRATEGY 2006-2009

DRAFT

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## Leader's Foreword

Leader's  
photograph

We have a lot to be proud of in our City.

Despite the well publicised background, of having the lowest income of any comparable Council in the country, we have achieved "good" scores in independent assessments of our service quality.

We now aim to achieve even more as we launch this 3 year programme

Our attention must be focussed on the problems which residents have highlighted to us as their top priorities.

We will be addressing issues around community safety, our environment, sustainability, our economy, and tackling inequality in health and housing provision.

With ever greater concerns over the local effects of the global environmental challenges we face, our ability to create a sustainable City is a key underlying objective. The council has decided that transport, waste-management and people's local environment will receive priority attention over the next 3 years.

Local residents see reducing street level crime, anti social behaviour and nuisance as a high priority. We will continue to treat community safety, and reducing the fear of crime, as key objectives.

As a leader in the city, the York Council has a duty to ensure that everyone can share in the prosperity provided by our gradually improving local economy. In the areas of housing, healthy lifestyles and opportunities for disadvantaged children and families, we will be relentless in our bid to tackle inequality.

This is an exciting and testing agenda and I commend it to everyone – elected members, staff and our partners. It will need to be tackled with commitment, focus and energy. I look forward to working with you to see us through the challenges ahead.

Councillor Steve Galloway  
**Leader of City of York Council**

## Chief Executive's Foreword

Chief  
Executive's  
photograph

Two years ago the city council adopted the following vision – '*City of York Council – a council to be proud of*'

The underpinning detail to this vision sets out our expectations of the sort of council we want to be. I wholeheartedly share this vision and believe that this Corporate Strategy is fundamental in helping to deliver it

I know that staff are proud to work on behalf of local residents – our staff survey results tell us that. But I also know that staff must be given more opportunity to deliver ever better services to our residents and visitors.

This council has lots to be proud of. We deliver a significant amount given our relatively low level of spending. But I am aware that expectations of the council are constantly changing and demands increasing. Therefore over the next 3 years I want us to become more alive to different ways of delivering services. We must continue to stretch our community leadership role and adapt our ways to encompass more partnership working.

In difficult financial circumstances, we know that we cannot do everything that we want to do. This corporate strategy renews a sense of purpose and direction for the organisation. The 13 priorities are the core of this strategy will provide the enduring focus for the next 3 years. It will become the focus for me and my management team.

This document and the one-year council plans that will support it explain what these priorities mean, and set out what we will practically do to deliver them. I am confident that our planning and performance frameworks will also set out how we will deliver and support the whole range of important activities we undertake.

Delivering the corporate strategy will be a big challenge. How we implement this corporate strategy will in itself be a key test for our developing corporate working. I know that if we focus on the issues in this strategy, we can be equal to that task.

David Atkinson  
**Chief Executive**

## Introduction

This is York's first 3-year corporate strategy.

The development of this Corporate Strategy is a significant step forward in helping to set out the direction and priorities of the Council over the medium-term. It is an essential component of the council's planning framework, bringing together how the council is responding to national, regional and local initiatives.

This corporate strategy does not cover everything that the council does. Instead it focuses attention on a small number of priorities. The priorities are areas where the council must deliver high quality services and improvement.

## Profile of York

York is a prominent city both nationally and internationally. It is an historic centre and one of the UK's most visited tourist destinations. York has excellent rail links across the country, is a centre of academic excellence, and is an important location for the Church of England..

The urban city is surrounded by many small rural and semi-rural settlements with a total population of 184,000. It has a range of diverse communities with a relatively small but increasingly significant minority ethnic population of 4.9%, which doubled between 1991 and 2001. Each year York receives nearly 5 million visitors and surveys show we are one of Britain's most popular historic cities

Overall York is a relatively affluent City but this masks pockets of deprivation. There are low levels of unemployment in the city, but high levels of relatively poorly paid jobs, most associated with the tourist sector. Over the last few years, York has responded to the relative decline in employment in traditional local industries such as chocolate manufacturing and railways, by developing a high-tech and science based industrial sector linked to our universities.

York continues to play its part in developing national and regional policy through being recognised as one of six science cities in the country and an important urban centre regionally.

Educational attainment in York is high, GCSE/GNVQ and GCE/VCE A/AS achievements are significantly higher than both the Yorkshire and Humber and England average. However, according to the Basic Skills Agency (2003) 23% of the population aged 16-60 years have poor literacy and numeracy skills

Despite a continuing fall in the city's overall crime rates, York remains in the government's high crime quartile. 2005/6 saw a fall in the incidence of some priority crimes, such as violence and domestic burglaries, when compared with 2004/5. The incidence of vehicle crime increased significantly this year however, though detection rates for this also rose, by 50% over the course of 2005/6.

The population of the City is increasing, growing by 9.1% between 1991 and 2001, and is projected to increase by 4.2% between, 2001 and 2011 and by 8.3% up to 2021. Life expectancy at birth for children born in York between 1998 - 2000 is above the national average. Population growth and a decrease in the average number of people per household is placing pressure on housing. 'Affordable' housing is in particularly short supply and house prices are well above the regional average. Given the historic nature of the city's built environment, planning and development are highly sensitive issues.

## **City of York Council: helping to shape the city's future**

This strategy covers the 3 years up to March 2009. Building on the council vision below it sets out clearly what the council wants to deliver as a priority over this period.

### **Council Vision**

Working for the city as it makes history the council will play its part by:

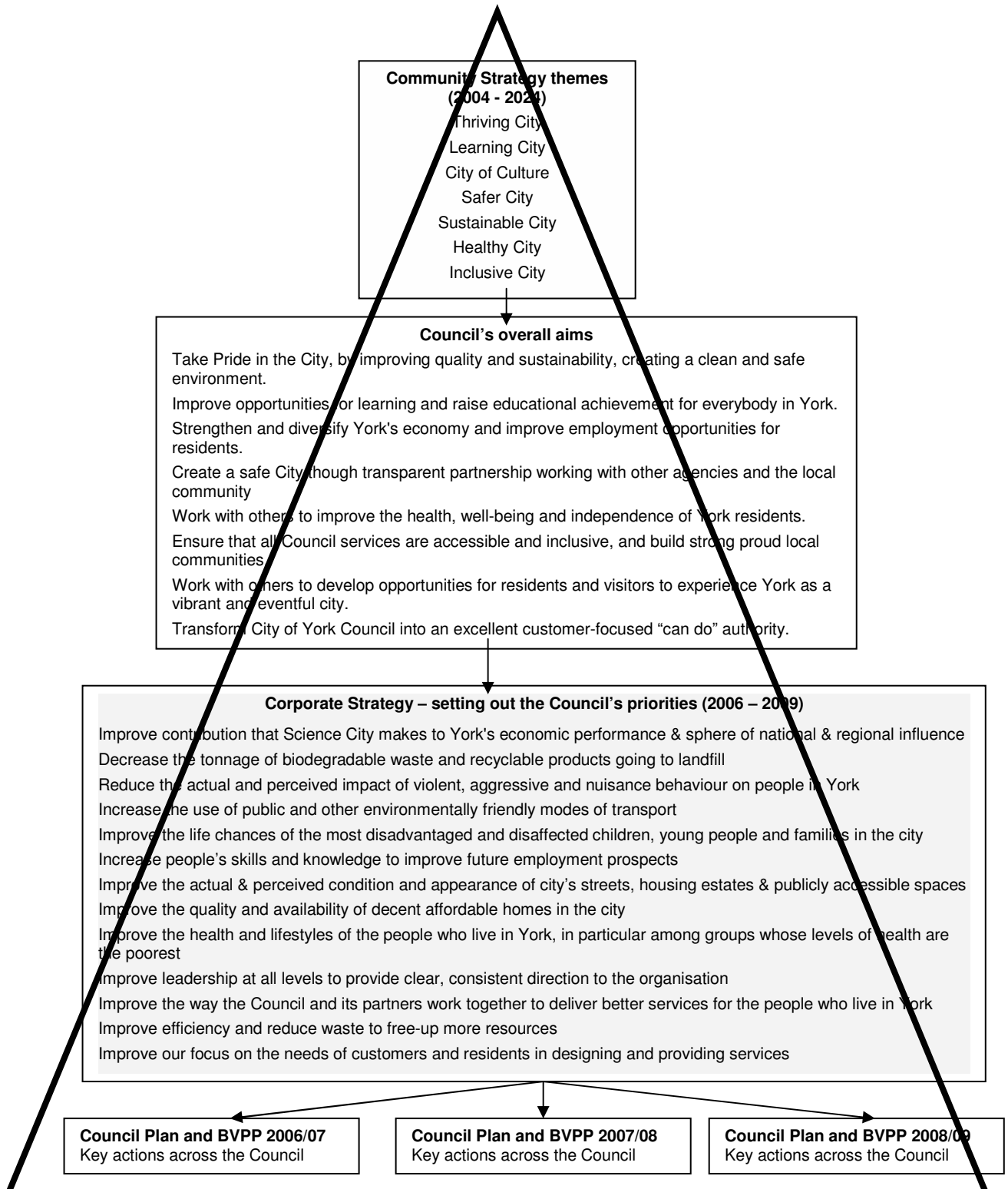
- Delivering what our customers want
- Providing strong leadership
- Supporting and developing people
- Encouraging improvement in everything we do

**City of York Council – a council to be proud of**

The corporate strategy is a key part of the council's planning and performance management framework. It is an important link in a chain that joins the 20 year community strategy - 'A City Making History' which sets out the city's ambitions developed by Without Walls, York's Local Strategic Partnership, to the day to day work plans of teams of staff across the council.

Figure 1 summaries the overall planning framework and shows the critical role that the priorities, at the heart of this 3 year Corporate Strategy, have in supporting the long-term aims of the city. This also shows how the actions contained in annual Council Plans contribute to these long-term aims.

**Figure 1 – Our Planning Framework**



## Our Priorities

As a multi million pound organisation delivering a comprehensive range of services there are many things that we have to consider when setting our priorities. At the heart of this strategy are the 13 Priorities and these have been chosen taking into consideration information from a wide range of sources. These include:

- The views of local people.
- Level of impact and customer benefit.
- National and regional initiatives.
- Contribution to the ambitions in the Community Strategy.
- The views of elected members.
- The views of staff.

The 13 priorities have been collected together under a smaller number of headings which reflect the things that residents have told us are important or are most concerned about.

## Implications of Corporate Priorities

It has been a key development for the council to put in place a corporate strategy, agreed across all directorates and at Executive level, but this is only the start. Further development work will be carried out to ensure that the actions and targets set out under each priority becomes a focus for the council's Corporate Management Team and Executive.

We will make the priorities real by:

- developing our budget processes to ensure that financial resources support these priority areas.
- embedding our corporate planning processes to ensure a greater cross-authority contribution to each of these areas.
- linking our service planning into these priorities.
- amending our performance monitoring and management arrangements to ensure that Corporate Management Team and the Executive retain a focus on these issues.
- focusing our communications around these issues.
- focusing our training and development spending around these issues.

Working in a more collective way, together with partners, will help us to provide services that customers are delighted with.

## Our priorities in detail

The next pages set out the priorities in detail. They give a flavour of some of the key things we will deliver in the next 12 months and what will be achieved over the course of this Strategy. Details of how success will be measured and how the priorities make a real difference to life in York are also included.

# ENVIRONMENT & SUSTAINABILITY

## Decrease the tonnage of biodegradable waste and recyclable products going to landfill



### Why is this a priority?

Ensuring that York is a great place to live and visit now and in the future is a key priority for the Council and the city. Sustainability is at the heart of this. In particular, we want to make sure that we minimise the amount of waste that is generated and maximise levels of recycling. Nationally recycling is a priority too. Government has introduced potential multi-million pound fines for Councils who do not meet recycling targets. As a city, we currently recycle less waste than other cities, so we have some catching up to do, but are confident that our long term (10 year) Waste Strategy will enable us to do so.

### Some of the key things to deliver this priority are:

#### In the next 12 months ....

- Open Eco-depot
- Improve recycling facilities at Towthorpe and the new Hazel Court Facility
- Improve opportunity for household waste to be recycled by encouraging more green waste collections and offering kerbside collections of cardboard and plastic bottles

#### Over the course of this Strategy ....

- Review the collection of commercial waste to reduce the impact of disposal charges, landfill tax & LATS
- Identify and commence procurement of access to a waste treatment facility
- Work with Planning Services to develop a more environmentally friendly planning policy for York (i.e. approving new business sites with their own recycling facilities)

### How we will measure what difference we have made

- Lower tonnage of biodegradable waste going to landfill
- Higher no. of households are served by kerbside recycling
- Higher % of household biodegradable waste is sent for recycling

- Lower amounts of waste collected per head of population.
- Lower amounts of landfill tax is paid and penalties are reduced/eliminated



# ENVIRONMENT & SUSTAINABILITY

## Increase the use of public and other environmentally friendly modes of transport



### Why is this a priority?

Ensuring that people can travel around the city quickly and safely – and in the most sustainable way – is another key priority for the city and the Council. Congestion, in particular in the city centre, remains a key barrier to people getting around the city and is environmentally damaging. We have recognised that traffic levels cannot continue to grow or be sustained at their present levels. The actions in this Strategy, which form part of an overall Local Transport Plan will address this. We will encourage significant shifts towards more environmentally friendly modes of transport through continued investment and improvement, together with partners, in the city's public transport system.

### Some of the key things to deliver this priority are:

#### In the next 12 months ....

- Introduce first phase of FTR fleet
- Implement actions to increase usage levels of key bus services
- Build 500 meters of off street cycle route
- Start work on Moor Lane and Hopgrove outer ring road improvements
- Implement reduced parking charges for environmentally friendly vehicles

#### Over the course of this Strategy ....

- Use the pending Vehicle Replacement Programme as an opportunity to help minimise the negative impact of the Council's own Vehicle Fleet
- Improve bus services by extending route options and running times of the Park & Ride service (i.e. new A59 site & Grimston Bar extension)
- Begin the development of a Sustainable Transport Centre (Terminus) and implement the bus engine changeover project
- Introduce real-time information for bus passengers
- Undertake rationalisation of council, health and voluntary sector transport

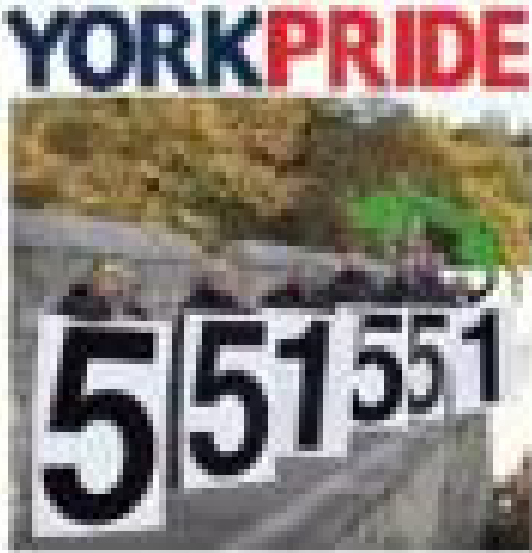
### How we will measure what difference we have made

- Increased modal shift from car use to more sustainable means of transport
- Increase in people using buses and trains to travel to and in York
- Reduced congestion on York's roads

- Improved and perceived safety in travelling and getting around
- Improved air quality in York's city centre
- Increased cycling trips within York – including 2 wheeled powered cycles and children cycling to school

# ENVIRONMENT & SUSTAINABILITY

## Improve the actual and perceived condition and appearance of the city's streets, housing estates and publicly accessible spaces



### Why is this a priority?

Ensuring that people live in well looked-after surroundings in which they can take real sense of pride is another key priority for the city and the Council. It is essential to the strength of community feeling within the city. We know that satisfaction with the cleanliness local areas and neighbours has gone up but we plan to increase it even further. Our new Neighbourhood Services teams will deliver improved street level services and they will customise services to address local needs. We will make it clear to residents exactly what standards they should expect to see on streets, estates and open spaces.

### Some of the key things to deliver this priority are:

#### In the next 12 months ....

- Set up a new Directorate of Neighbourhood Services focussed around delivering improved street level services
- Develop Neighbourhood Action Plans so services can be customised to address local needs
- Ensure better links between ward budgets and local improvement requirements
- Ensure improvements to key "street-level" Performance Indicators

#### Over the course of this Strategy ....

- Implement phase 2 of the York Pride action plan to
  - improve road and footpath maintenance
  - improve appearance of Council owned housing estates
- Introduce descriptions of Neighbourhood Service Standards so that residents are clear what the Council aims to provide 'on the ground'

### How we will measure what difference we have made

- More land and highways which have acceptable levels of litter and detritus
- More people satisfied with local cleanliness and their local area/neighbourhood

- More tenants satisfied with the maintenance of their local open spaces
- Less land and highways where unacceptable levels of graffiti and fly-posting are visible are reduced/eliminated

# COMMUNITY SAFETY

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



### Why is this a priority?

Ensuring that people can go about their lives without fear of being attacked, abused, or feeling intimidated by persistent nuisance behaviour is another key priority for the city and the Council. There are a range of steps being taken to make communities much safer places. Examples of responses to day-to-day problems include more visible policing in neighbourhoods and a call-out service available at weekends to report noisy, night-time parties. Helping those with young children to develop better parenting skills is part of longer term efforts to prevent or reduce the incidence of behaviour which harms or causes a nuisance to others.

### Some of the key things to deliver this priority are:

#### In the next 12 months ....

- Improve policing at a neighbourhood level through a range of initiatives including more PCSOs, review and improvement of community ranger service
- Introduce more enforcement measures (including a weekend night-time noise service) to deal with noise nuisance
- Implement 2nd stage of the Parenting Strategy

#### Over the course of this Strategy ....

- Increase the use of CCTV through the introduction of mobile cameras in anti-social hot-spot areas around York
- Increase the range and quality of interventions by the YOT, which help reduce the number of young people involved in crime and anti-social behaviour
- Implement changes to make better use of the Council's new ASBO and enforcement powers

### How we will measure what difference we have made

- Improved perception of community safety among residents
- Improved perception among residents of young people causing a nuisance
- Reduced level of violent crime

- Reduced level of disorder related to alcohol consumption)
- Reduced level of criminal damage

# EDUCATION, SKILLS & LEARNING

## Increase people's skills and knowledge to improve future employment prospects



### Why is this a priority?

Ensuring that people are equipped to gain the jobs they want is another key priority for the city and the Council. This means helping teenagers to get the qualifications they need to move into work or further education. It also means helping people who've left school or college who may have missed out on those opportunities when younger or who want to change direction. For teenagers there will be more vocational courses on offer and a new centre where they can develop the skills needed in this type of work. Older adults will be able to take courses to improve Basic Skills and, in the future, go along to a Library Learning Centre.

### Some of the key things to deliver this priority are:

#### In the next 12 months ....

- Offer a greater range of vocational courses for 14 – 19 year olds
- Involve employers in the design, delivery and assessment of the new vocational programmes
- Develop a York Youth Award that will formally credit young people with their contribution to society
- Plan and build a 14 – 16 vocational skills centre on the Danesgate site
- Determine notices for the reorganisation of secondary education on the west of the city
- Begin to establish a network of Library Learning Centres, starting with Acomb library, subject to LSC funding
- Ensure that the Adult and Community Education Service adjusts its programmes to meet the national priorities for Basic Skills and Level 2 provision
- Formally incorporate Learning Connections in Adult and Community Education and the Library Service and ensure that they maintain provision in their existing library sites

#### Over the course of this Strategy ....

- Open the Danesgate Skills Centre
- Replace Manor school and merge Lowfield and Oaklands schools in an extensively refurbished building on the Oaklands site
- Seek funding to improve and enhance the worst primary school buildings in the city
- Improve quality of work related learning available to young people in the city
- Design and develop a web-based 14 – 19 prospectus for all young people in York
- Open further Library Learning Centres at key sites in the city, including New Earswick, subject to capital funding
- Help people with mental health problems, and physical and learning disabilities, into work
- Work with employers and the Learning and Skills Council on developing workplace skills and career progression, focusing on the requirements of the future economy

### How we will measure what difference we have made

- Increased % of leavers with 5 or more GCSEs at A-C grades
- Decrease in % of 16-18 year olds not in Education, Employment or Training

- Increase in % of end of KS4 pupils taking a vocational subject
- Increased number of adults gaining basic skills as part of the Skills for Life strategy

# ECONOMY

## Improve the contribution that Science City makes to York's economic performance and sphere of national and regional influence



### Why is this a priority?

With the reduction in traditional employment sectors it is essential that York has a broader based economy to supplement employment opportunities and provide stable employment levels. This will help York to be a sustainable city in the years ahead. Businesses built around new scientific knowledge have been fostered as part of the Science City initiative. This is a growing and important sector of the economy nationally which will bring investment funds and give rise to an increasing number of new jobs. We want to make the best of these opportunities for York residents.

### Some of the key things to deliver this priority are:

#### In the next 12 months ....

- Start to implement the newly approved 4 year action plan which supports the creation of more jobs and businesses in the city and its surrounding area
- Devise with the other 5 national Science Cities, a strategy which will feed into and influence the government's 2007 spending review

#### Over the course of this Strategy ....

- Implement further elements of the 4 year action plan which supports the creation of more jobs and businesses in the city and its surrounding area
- Strengthen and modernise the economy of the city and its surrounding area by progressing the agreed vision of creating 15,000 new jobs in the knowledge-based sector by 2021
- Review, with key stakeholders, the future organisational requirements of Science City York in delivering both the city and the national science city strategy

### How we will measure what difference we have made

- Increased number of jobs in knowledge-based sector

- Increases in York's overall economic performance compared against regional and national trends/indicators



# ACCESS AND INCLUSION

## Improve the life chances of the most disadvantaged and disaffected children, young people and families in the city



### Why is this a priority?

Ensuring that people have the best possible start in life is a city and council priority, and is in line with the national agenda that “Every Child Matters”. The Council plays a key role in helping children who experience disadvantage and lack means to support themselves. This includes protecting children at risk. One of new ways we’ll be doing this is by opening Childrens Centre’s over the next 3 years. These will offer facilities, services and advice all under one roof for children, young people and families. In addition, a number of schools will extend what they can offer to children and the local community beyond the normal school day.

### Some of the key things to deliver this priority are:

#### In the next 12 months ....

- Establish three locality planning boards to co-ordinate the work of all agencies providing services for children and young people across the city
- Open 8 children’s centres to serve areas of greatest disadvantage and achieve ‘designated status’ for 3 of them
- Continue to improve on previous best performance in external assessment at all key stages
- Develop a much wider range of services for the community by increasing the number of extended schools in the city making the full range of provision
- Support greater personalisation in the school curriculum through improved performance information, and the provision of expert curriculum support services
- Develop the inclusion strategy for all pupils with special educational needs
- Make better use of index for children & young people (YorOK) to identify needs of children most at risk of failure
- Improve the educational provision made for Looked After Children
- Extend the specialist fostering scheme so that more children in care have the chance to live in families
- Set high standards of child protection through the work of the new Local Safeguarding Children’s Board

#### Over the course of this Strategy ....

- Achieve designated status for the remaining 5 Children’s Centres and open a further 2 centres, subject to the availability of DfES funding,
- Ensure that at least 50% of the Shared Foundation Community Partnerships in the city are making provision beyond the core offer for extended schools, including health, adult learning and job centre plus
- Improve the value added rating for primary schools to at least the national average and maintain top quartile performance for secondary schools
- Develop services that are more closely targeted on the needs of children and young people identified on the YorkOK index,
- Establish a more integrated service for disabled children
- Undertake targeted benefit take up and awareness campaigns to support children, young people and families

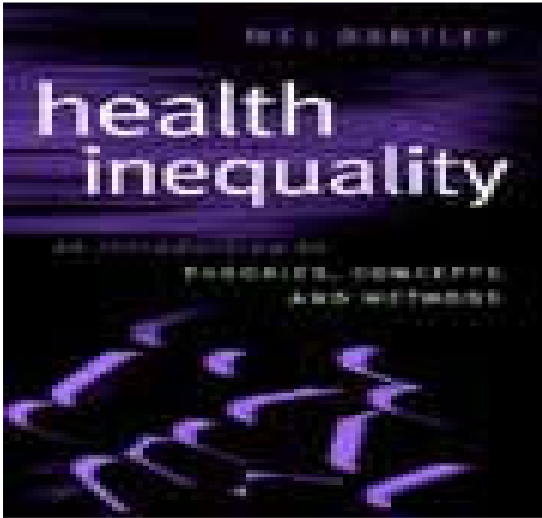
### How we will measure what difference we have made

- Reduced % of children and young people who live in York live in poverty
- Reduced number of young people of school age not in mainstream education/educated other than at school

- Improved relative educational attainment amongst most vulnerable groups of children and young people

# HEALTH AND WELL-BEING

## Improve the health and lifestyles of the people who live in York, in particular among groups whose levels of health are the poorest



### Why is this a priority?

York has one of the lowest levels of participation in sport and physical activity of any area in England. The Community Strategy's vision is to see York become a world class city in terms of participation in health and physical activity. So there is much work to do. We also recognise the health inequality dimension to this issue, with a worrying concentration of poor health in some areas of the city and among some groups in the population. Promoting healthy lifestyles and facilitating healthy living is a key priority for the Council and its partners.

### Some of the key things to deliver this priority are:

#### In the next 12 months ....

- Complete work on the expansion of Oaklands Sports Centre
- Agree a strategy for swimming, identifying future location and specification for public swimming pools in the city
- Invest in sports facilities to start implementing the city's zonal sports plan
- Make sure that health services are available in the city's new Children's Centres
- Encourage schools to offer at least two hours of high quality PE and school sport both within and beyond the curriculum every week for every child
- Improve school meals by using better ingredients and educate children about healthy eating
- Establish a city centre one stop shop to provide impartial and confidential advice for young people
- Improve the primary health care provided for looked after children

#### Over the course of this Strategy ....

- Develop better facilities for indoor and outdoor sport, making real progress on sports hubs in key areas
- Replace or refurbish Edmund Wilson Swimming Pool
- Work with the organisations involved in Active York to deliver an inclusive programme of active recreation across the city
- Offer a range of screening, exercise and other activities to help older people live independently and prevent them being admitted to hospital or to reduce the time they spend there
- Re-model services to give people with disabilities greater choice and independence in their lives
- Improve access to health services for people who sleep rough and other groups with comparatively poor health (such as people who are black and from a minority ethnic background)
- Undertake benefit take up and awareness campaigns targeted at groups whose level of health is the poorest
- Ensure vulnerable people can remain in their own home, without the need for residential care, through the use of assistive technology grants

### How we will measure what difference we have made

- Reduced variation in ill-health indicators
- Increased % of adults taking part in at least 30 minutes moderate intensity sport and active recreation on 3 or more days a week
- Increased proportion of older people able to live at home

- Increased % of 5-16 year olds participating in an average of 2hrs high quality PE and school sport per week
- Lower number of teenage pregnancies
- Increased number of schools achieving the Healthy Schools standard

# ACCESS AND INCLUSION

## Improve the quality and availability of decent affordable homes in the city



### Why is this a priority?

Residents see housing as one of the biggest issues for York. A recent Joseph Rowntree Foundation study emphasised that in York more than a third of young working households do not earn the levels required to raise a mortgage on a modest starter home. York is out of step with the region in having higher than average house prices, low vacancy levels and better than average housing conditions. In terms of supply, just 26% of homes built in 2003/4 were 'affordable'. Increasing affordability and driving up housing quality remains a priority for local residents.

### Some of the key things to deliver this priority are:

#### In the next 12 months ....

- Start work on refurbishing Travellers sites (subject to external funding)
- Start work on constructing new ArcLight centre
- Make the best use of Planning policies to increase the number of affordable homes in the city
- Reduce number of non-decent homes in the city
- Improve over 1,400 Council homes during the year

#### Over the course of this Strategy ....

- Continue investment to modernise council housing and develop initiatives to help with improvements to privately owned homes
- Increase number of affordable homes built using Planning policies and Housing Corporation funding
- Allocate affordable homes according to better analysis and understanding of people's housing needs
- Continue to improve existing sites for travellers and assess provision against housing needs
- Design routes to modern, adaptable homes for older people

### How we will measure what difference we have made

- Increased % of people whose housing needs are met
- Reduced number of homes below the decency standard
- Reduced number of people who are homeless or sleeping rough

- Increased number of new affordable homes built and occupied each year
- Increased % of York's housing market within the affordable threshold



# ORGANISATIONAL EFFECTIVENESS

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



### Why is this a priority?

The best organisations today are those which understand what matters to those they serve and can tailor what they do to fit those needs. We need to do more to move in this direction in many of the services we deliver. We will make it easier for people to contact us, using the latest channels such as the internet, to tell us about issues of concern and to find out about and request services. In some areas making improvements will require changes beyond the city, perhaps at the level of national government policies.

### Some of the key things to deliver this priority are:

#### In the next 12 months ....

- Establish a York Customer Centre
- Develop a transactional web-site for self service "24/7" services
- Develop, implement & promote a corporate system of encouraging customer comments and complaints
- Review existing Customer First measures & introduce revised corporate customer service standards and measures

#### Over the course of this Strategy

- Transfer further phases of the Council's customer contact into the York Customer Centre
- Improve the quality of the experience of people contacting the Council and increase the range and availability of ways in which people can contact the Council.
- Promote the use of more efficient ways for customers to enquire, book and pay for Council services
- Develop a comprehensive and integrated corporate consultation strategy to better understand what customers (including hard to reach and minority groups of customers) want and ensure this information is considered when planning / reviewing service delivery
- Use the information from the consultation and customer comments and complaints to improve the way that the Council responds to, and uses, feedback from customers
- Develop ways to have greater levels of involvement from customers and residents in the design and review of services

### How we will measure what difference we have made

- Improved CPA corporate assessment rating
- Increase in % of residents satisfied with the services provided by CYC
- Increase in % of customer facing services designed/reviewed involving customers and/or using customer feedback and complaints

- Increase in % of "one and done" contacts
- Reduction in "end to end" time to satisfy customer requests
- Greater availability of channels of access to services
- Greater use of different channels of access to services

# ORGANISATIONAL EFFECTIVENESS

## Improve leadership at all levels to provide clear, consistent direction to the organisation



### Why is this a priority?

York undertook a Peer Review in early 2005 to provide us with an outsiders view of where we needed to improve. One of the key messages fed back was that we needed to be clear about what we want to achieve over the next few years. By this they meant being clear about our ambitions and working with more collective focus on a commonly agreed corporate agenda. This clarity and the leadership necessary to drive through the priorities will release the potential inherent in the council's staff. Implementing this corporate strategy will be a mechanism to improve our corporate leadership.

### Some of the key things to deliver this priority are:

#### In the next 12 months ....

- Use this corporate strategy to help focus attention on delivering the Council's priority outcomes
- Improve internal communications to ensure that people, particularly our staff, know what the Council's priorities are and what they mean
- Define clearly what kind of organisation we want the Council to be

#### Over the course of this Strategy ....

- Translate the definition of what kind of organisation we want the Council to be – into a clear policy framework which helps shape everything which we do
- Develop ways in which to improve and promote effective leadership at all levels – including that provided by senior managers and elected members

### How we will measure what difference we have made

- Improved CPA corporate assessment rating
- Improved staff survey results relating to the Council's leadership

- Improved Annual Audit feedback/results

# ORGANISATIONAL EFFECTIVENESS

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



## **Why is this a priority?**

Well developed partnership working is a key indicator of a confident and successful organisation. Successful strategic partnership working is key to delivering the community strategy for York. In the next year we will develop and agree York's first Local Area Agreement. Over the next 2 years we will undertake the first review of the Community Strategy. A key requirement will be to develop the councils approach to partnership working, adapting to the potential loss of direct control inherent in partnership working and strengthening our city leadership role across the whole of the public and voluntary service sector.

**Some of the key things to deliver this priority are:**

### **In the next 12 months ....**

- Review and revise the Community Strategy
- Work with partners to develop a Local Area Agreement (LAA)
- Review the Local Strategic Partnership structure

### **Over the course of this Strategy ....**

- Design ways in which to place the needs of our communities at the heart our partnership work
- Improve the effectiveness and profile of the LSP
- Review the purpose and added benefit of our partnership arrangements
- Develop better ways to capture and share knowledge with our partners by utilising the opportunities and technology delivered by [easy@york](mailto:easy@york)

**How we will measure what difference we have made**

- Improved CPA corporate assessment rating
- Improved Annual Audit feedback/results
- Successful delivery of LAA

- Positive Partnership survey results
- Improved Customer opinion (about how well CYC and its partners work together)
- Increase in effectiveness of LSP

# ORGANISATIONAL EFFECTIVENESS

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



### Why is this a priority?

The resources available to pay for services and activities are always under pressure given the various competing demands upon them. That's why it's important that we use these resources as efficiently as possible. Routinely increasing efficiency is something that the Government expects of all local authorities under its annual Gershon reviews and we know that residents and Council taxpayers expect nothing less. By making our activities more efficient we will free up resources to do more, or will make cost savings to balance the Council's budget.

### Some of the key things to deliver this priority are:

#### In the next 12 months ....

- Develop and start to implement a strategy for "increasing our organisational effectiveness" which is underpinned by our workforce development strategy and agreed approach to service improvement
- Promote and embed the use of the Council's approved service improvement and project/programme management approaches
- Develop a comprehensive programme of efficiency projects, including improvements identified through easy@york - and complete the first year of projects within this programme

#### Over the course of this Strategy ....

- Implement further elements of "increasing our organisational effectiveness" strategy
- Complete year 2 and 3 efficiency projects.
- Further develop the easy@york programme to bring in and improve additional services
- Implement attendance management strategy
- Develop and implement a competition strategy, procurement strategy and 3 year procurement plan
- Improve the management of the Council's assets

### How we will measure what difference we have made

- Improved CPA Use of Resources and VFM assessments
- Achievement of efficiency programme

- Achievement of strategic procurement plan
- Increased attendance levels
- Increased levels of staff satisfaction and motivation

BACK COVER

CONTACT DETAILS: To provide feedback or to request further information please contact: xxxxxxxxxxxxxxxx.

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**Executive****16<sup>th</sup> May 2006**

Report of the Director of City Strategy

**ftt Traffic Regulation Orders****Summary**

- 1 This report presents the findings of the consultation exercise for the introduction of Traffic Regulation Orders (TRO's) to prohibit parking on the ftt route along Challoners Road, Cornlands Road, Eason View and Tudor Road. The report seeks Members approval to implement the proposals at an estimated cost of £17,500.

**Background**

- 2 City of York Council is committed to working in partnership with First (York) to introduce a new concept in bus travel, marketed as ftt or 'future' bus. ftt is the name given to the new futuristic vehicle that will replace conventional buses on Service 4 between The University of York, the City Centre and Acomb. In addition to new ftt vehicles the ftt concept also includes the provision of a dedicated high quality bus corridor providing an unimpeded path for ftt services similar to a tramway.
- 3 Delays to the existing Service 4 bus services occur at present, often as a result of parked vehicles along the route. This affects service reliability and is seen as a barrier to some in using local bus services across the city. To ensure the ftt operates effectively and to minimise delays to the service, TRO's are proposed along parts of the route identified in Paragraph 1. Plans identifying the detail and location of the TRO's can be found in Annex A.
- 4 In advance of proposals to introduce parking restrictions along Challoners Road, Cornlands Road and Tudor Road residents were consulted extensively on the provision of off street parking throughout February. Following a number of requests for off street parking a large number of dropped vehicle crossings and lay-bys have already been provided. A number of late requests have been received. These will be implemented along with the provision of dropped vehicle crossings on Eason View subject to Executive approval.

**Consultation**

- 5 The TRO's identified in Annex A were advertised following the statutory process (in the local press and through on street signage). In addition to this a letter outlining the scheme was delivered to all properties with frontages directly affected by the proposals. As part of the consultation, residents were invited to identify any parking

problems that the restrictions may cause. Where feasible the Council is investigating both the provision of dropped vehicle crossings to facilitate access to private parking and hard standings to lessen the impact and improve conditions for local residents.

6 Whilst the Council does not have an obligation to provide parking provision for vehicle owners when introducing new waiting restrictions, the efficient running of the ftr service would be compromised by parked vehicles at certain locations. Consequently, where practical the Council has implemented, or proposes to implement in the case of Eason View subject to approval, a programme of dropped vehicle crossings and lay-bys to provide off street parking .

7 The issues raised and officer comments are outlined in Annex B. A summary of the responses is detailed below.

8 Challoners Road

No objections were received. Residents living in properties on the section of Challoners Road on which the ftr vehicle operates have been provided with dropped vehicle crossings as part of the recent resurfacing works.

9 Cornlands Road

All residents requiring off street parking along Cornlands Road have recently been provided with dropped vehicle crossings during the recent road resurfacing works. Consequently only five objections were received. The Council are currently in the process of providing off street parking for the flats located at 49 - 63 Cornlands Road. It is anticipated that this parking will be complete at the earliest opportunity. Until works to provide off street parking for the flats are complete, it is recommended that parking restrictions are not implemented along a 40 metre section of road outside the flats to facilitate on street parking. Once off street parking is provided the TRO will then be implemented.

10 Eason View

Residents on Eason View had not been offered off street parking prior to the TRO consultation. Consequently a total of 11 objections were received as some residents do not have off street parking. These objections could be countered through the provision of off street parking through a combination of dropped vehicle crossings and lay-bys.

11 Tudor Road

All 4 objections to the TRO on Tudor Road relate to the reduction in on street parking provision. Residents identified that they would be in favour of the scheme if sufficient off street parking is made available. All residents of Tudor Road were invited to apply for off street parking in February. Whilst it has not been practical to provide dropped vehicle crossings at all locations due to the location of trees, utility services, lamp columns and other street furniture the council have also provided a numbers of lay-bys to overcome where possible the issues raised by residents.



## Options

- 12 The options available for Challoners Road are as follows:
- I. Implement the TRO as advertised.
  - II. Take no action at this time. This option is not recommended as no objections have been received and this may lead to operational and service reliability problems.
- 13 The options available for Cornlands Road are as follows:
- I. Implement the TRO as advertised with a 40 metre section omitted outside the flats until off street parking is complete.
  - II. Take no action at this time. This option is not recommended as this may lead to operational and service reliability problems.
- 14 The options available for Eason View are as follows:
- I. Implement the TRO as advertised.
  - II. Implement the TRO as advertised and facilitate off street parking where practical.
  - III. Take no action at this time. This option is not recommended as this may lead to operational and service reliability problems.
- 15 The options available for Tudor Road are as follows:
- I. Implement the TRO as advertised.
  - II. Take no action at this time. This option is not recommended as this may lead to operational and service reliability problems.

## Legal Authority

- 16 The City of York Council, as Highway Authority, has powers under the Highways Act 1980, the Road Traffic Regulation Act 1984 and the Traffic Signs Regulations and General Directions 2002 to implement the proposals recommended in this report.

## Financial Implications

- 17 The Council are working in Partnership with First (York) to introduce the ftr concept to York. Whilst First (York) have met the costs of new vehicles the Council are responsible for associated infrastructure. The cost of the signing and lining will be £5,000 and the cost of providing additional dropped vehicle crossings and hard standings will be £12,500, a total cost of £17,500. Members have approved this sum as part of the overall capital programme for 2006/2007.

**Recommendation**

- 18 That Members approve the implementation of the Traffic Regulation Orders as outlined above and provide off street parking where appropriate.

<b>Contact Details</b>	
<b>Author:</b>	<b>Chief Officer Responsible for the report:</b>
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For further information please contact the author of the report	

**Background Papers**

Future Bus – EMAP 6<sup>th</sup> January 2006  
for Traffic Regulation Orders (TRO's) 4<sup>th</sup> April 2006





<p>Revision 3/20/2020          Project: FTR          Drawing: Waiting Restrictions          Tudor Road, Cornlands Road</p>	<p>Drawn by: Scott Goodall          Checked by: S. Stanger          Approved by: S. Stanger          Drawing No: CTDAFG316/a          Revision: 0</p>	<p>Date: 20/02/20          Date: 20/02/20          Date: 20/02/20</p>
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<p>Revision 3/20/2020          Project: FTR          Drawing: Waiting Restrictions          Tudor Road, Cornlands Road</p>	<p>Drawn by: Scott Goodall          Checked by: S. Stanger          Approved by: S. Stanger          Drawing No: CTDAFG316/a          Revision: 0</p>	<p>Date: 20/02/20          Date: 20/02/20          Date: 20/02/20</p>
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Revision 3/ Approved 2/24/2016



Local Road List with number 03 04  
 10/2015  
 10/2015 to 03/2016



Client  
 Project  
 FTR

Project  
 FTR  
 Waiting Restrictions  
 Chalmers Road / Eoson View

Drawn by  
 Checked by  
 Approved by  
 Drawing No.  
 Revision

Scott Goodall  
 S. Stanger  
 S. Stanger  
 CTDAFG316/b

Date: 20/02/06  
 Date: 20/02/06  
 Date: 20/02/06

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 Plot Scale: 1:1

Old Issue



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## Representations made to the formal Traffic Regulation Order Advertisements

### Cornlands Road

Comments	Officers Response
Objection - No consideration for parking has been given to residents living in flats *	Off street parking to be provided. (para 9)
Objection - What proposals are there for those who live in the flats*	Off street parking to be provided. (para 9)
The Medical Centre – Objection - The introduction of parking restrictions will inconvenience patients. Request that the proposal be reconsidered and some free parking area be retained in the area outside the medical centre. In addition some consideration should be given to improving the dropping off facilities at the school.	The Medical Centre has off street parking. School Travel Plan Officer asked to liaise with school with respect to drop off facilities.
Objection - Will no longer be able to park outside our house.*	Off street parking already provided.
Objection – What are the plans for residents who have no where else to park?*	Off street parking already provided to those who requested.

### Eason View

Comments	Officers response
Objection – We won't be able to park outside our property.*	Off street parking could be provided to counter the objection.
Objection – I won't be able to park outside my property.*	Off street parking could be provided to counter the objection.
Objection – Difficult for our carer to visit*	Off street parking could be provided to counter the objection.
Objection – Our family carers will be unable to park outside our property.*	Off street parking could be provided to counter the objection.
Objection – Unable to park outside property.*	Off street parking could be provided to counter the objection.
Objection – Carer, family and visitors will be unable to park outside property.*	Off street parking could be provided to counter the objection.
Objection – Family carers will be unable to park outside my property.*	Off street parking could be provided to counter the objection.
Objection – We are unable to park our sons car outside our property, also bus stop will block our driveway.*	Off street parking could be provided to counter the objection
Objection – Parking restrictions will inconvenience residents and their visitors.	Parking restrictions will inconvenience residents and their

	visitors. A lay-by could be provided to assist.
Objection – Unable to park outside property.*	Off street parking could be provided to counter the objection.
Objection – Unable to park outside property.*	Off street parking could be provided to counter the objection.

### **Tudor Road**

Comments	Officers Response
Objection – Unable to park outside property*	Off street to be provided para 11
Objection - Unable to park outside property*	Off street to be provided para 11
Objection – Concerned I have no way of parking vehicle on my property due to Bus Stop.*	Off street to be provided para 11
Objection – Will be unable to park outside property.*	Off street to be provided para 11





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**Executive**

16 May 2006

Report of the Director of Community Services

**Procurement of a Replacement Social Care IT System****Purpose of Report**

1. The report seeks agreement to move forward with contract negotiations, with Deloitte/Coreologic for a new adult social care IT system, and to extend the current contract with Careworks to provide a full IT system for Children's Services.

**Background and Business Case**

2. The business case for replacing the current information system for social care was agreed within Community Services in 2003. Funding was approved, through the budget process for 2004/5, for a Project Team to support the specification, procurement and implementation of a new system. Members agreed to the procurement of a new social care system, through the IT Development Plan for 2005/6, with updated costing supplied in the IT Plan for 2006/7
3. The current IT system is a bespoke system developed in partnership with the supplier in 1996, and covers both adult and children's social care. The supplier made it known in 2003 that the support and maintenance contract for the system would not be renewed beyond March 2006
4. As a result of the Information for Social Care initiative, which links to the e – government agenda, significant further developments would be needed to the system to enable electronic records to be introduced and to facilitate electronic information sharing with customers and partner and contracted agencies.
5. There is a business need to improve the activity and budget management information available, in relation to care purchased for customers, which the current information systems do not automatically link making it more difficult to track and manage commitments against planned care packages.
6. At the time the business case was considered it was envisaged that an integrated system would be procured for both children's and adult's services, similar to the current system.

7. Since this time, Children's Services have been offered the opportunity to participate in a national pilot for the development of an 'Integrated Children's System', (known as RAISE, provided by Careworks)
8. This has delivered the ability to hold all assessment and care plans for children in an electronic format. The previous access database that had held this information was obsolete and needed to be replaced. The new system has also facilitated the production of required statutory returns and management information on children in need and children who are looked after by the local authority.
9. Considerable work and effort has been required from Children's Services to develop the pilot, but the system is now delivering positive results. At present the arrangement is that the use of the new RAISE system is still dependant on the current social care system (ISIS) as the main demographic data repository. However RAISE has the capacity to provide children's services with a full information system.
10. Within City of York Council, Children's Services are now no longer an integral part of Community Services, but part of the new Learning Culture and Children's directorate. This is in line with the Government's agendas for both children's and adults' social care. There continue to need to be important links between the two services, but other partnerships and links are coming to the fore for both customer groups. Careworks also supply the IT system used by the Youth Offending Team in York.

### **Procurement approach**

11. The replacement project has been set up using Prince2 principles and approach in line with the recommendations from the Post Implementation Review of the Integrated Housing Management, Revenues and Benefits Project (reported to members in August 2004). It forms one part of a change programme that also includes delivery of business changes relating to Electronic Social Care Recording (ESCR) and Single Assessment Process (SAP), as well a review of the IT infrastructure within the department, and the current development of the Integrated Children's System.
12. A Programme Board, chaired by the Head of Community Services oversees the delivery of the whole programme. Project Boards exist for both the Adults and the Children's systems projects.
13. With advice from Central IT that the value of the project required an EU procurement must be carried out, it was agreed by the Programme Board to take a 'Negotiated Tender with advert' approach to the procurement. External advice was sought from the Office for Government Commerce (OGC) before this approach was agreed and it has been carried out following EU regulations and internal CYC Financial regulations.

14. The Most Economically Advantageous Tender (MEAT) approach was agreed by the board to be the most suitable evaluation technique for this procurement and the Board therefore set the cost/quality criteria for the evaluation.
15. The flexibility of this approach has ensured that Community Services have developed a detailed specification to contract with the supplier, and has the added benefit of allowing the procurement to proceed without a delay. It does not depend on having the right business processes in place at the outset of the procurement, and has allowed officers to review opportunities for business change through the demonstration of products on offer, and through the visits to other authorities already using the systems under consideration.
16. The approach also allows for a greater partnership approach to be developed in the relationship with potential providers, as the negotiations prior to a Best and Final Offer allow exploration of key issues and for joint consideration of potential ways to address these issues.
17. In November 2004 an OJEU notice was placed inviting expressions of interest in the delivery of a new social care system. Interested respondents were provided with a pre-qualification questionnaire and high level details of our requirements. The expectation was that these requirements would be developed through the negotiated tender process, to provide a detailed specification by the end of the process.
18. Potential providers have been evaluated throughout the different stages of the procurement process against agreed criteria, which feed in to an evaluation model, which follows CIPFA guidance. As the process has continued the suppliers have provided more detailed information, and the requirements for the replacement system have been refined. Annex A contains details of the evaluation model.
19. Five Suppliers were originally short listed from the 11 expressions of interest in response to the OJEU notice, using the pre-qualification criteria and high level specification and with advice from IT Procurement.
20. The shortlist did not include the provider of the piloted Children's system, (Careworks) who did respond to the OJEU notice, but did not provide sufficient information in the Expression of Interest to evidence that they currently had a system able to meet the adults' requirements.
21. The Programme Board reviewed the requirement for an integrated system at this point, and it was agreed that there were sound reasons to keep open the option that two separate systems might be deployed, rather than the initial proposal for an integrated system.

This was because the agenda for Children's and Adults' Social Care are now diverging.

22. Although Careworks had been excluded from the shortlist for an integrated system, they were considered to be a potential supplier for a children's system. This was because :
  - Considerable time and effort had already been expended in developing the RAISE pilot,
  - The RAISE system had been procured at a reduced price because of the pilot,
  - The information provided indicated they could meet the requirements for Children's Services for a replacement information system
23. A thorough review of the risks and benefits of procuring separate or joint systems was undertaken jointly between Community Service (Adults and Children's) and Resources (Central IT), with advice from the Council's Risk Manager.
24. The conclusion of this exercise was that the risks were finely balanced between the two options. The risks associated with procuring separate systems focussed mainly on the potential additional costs and overheads of two systems, including any need to interface and link the systems, and to duplicate links to other Council systems, such as the Finance system.
25. The risks associated with an integrated system were that the business investment in the current system would be lost (time, money, commitment and effort), that the key links for Children's services were increasingly external to Community Services and so would still require separate interfaces, and that the project would be delayed if Children's Services requirements were brought into the negotiation of the adults system at the point which we had reached in the procurement exercise. Delay would bring significant risks because the current ISIS system will be unsupported from April 2006. The longer it is necessary to use the system without full support available the higher the risk of a failure that would impact on critical business processes.
26. It was agreed by the Programme Board that the risks relating to procuring separate systems could be better managed than the risks if an integrated system were to be pursued. The risks would be managed through a parallel procurement exercise, which allowed some comparison of costs between integrated or separate systems. If the costs of the two systems should be in excess of the indicative prices provided for an integrated system, the integrated system could still be an option.
27. All providers were formally advised of this change in approach, in writing, with an explanation that a parallel evaluation would be undertaken, with the option that an integrated system might be

reconsidered, at a later point in the process. No objections were received from any of the providers to the change in approach.

28. The short listed systems therefore were primarily evaluated in respect of the Adults' functionality. At the same time an evaluation of the RAISE system functionality was undertaken to establish if it could meet the full requirements of Children's' Services.
29. The Children's' functionality requirements were also evaluated against the shortlisted Adults providers for comparison.

## **Options**

30. The options are:
  - Option One: to procure an integrated social care information system for adults and children's services
  - Option Two: to develop separate systems for Adults, and Children's.
31. The results of the evaluation were that Deloitte's were the preferred supplier for either an Adults Social Care Information system, or an Integrated Adults and Children's system.
32. However there are strong reasons to replace the current system with separate systems, (Deloitte/Coreologic for Adults and Careworks RAISE for Children's) which are explained in paragraphs 60-66.

## **Procurement Process**

### **Adult's procurement**

33. The procurement process has followed proper and agreed procedures, in line with financial regulations and European Union legal requirements.
34. The Programme Board agreed the evaluation model, (Annex A) based on CIPFA guidelines. Annex B gives details of the stages of the procurement and evaluation. Evaluation was carried out through scoring of:
  - demonstrations of the products to a wide range of staff
  - 'hands on' testing of system by key users
  - references from other local authorities
  - reference site visits by key users
  - submission of specifications by providers
  - submission of Best and Final Offers for costs
35. Two systems reached the final stages of the evaluation process: Deloitte/Coreologic and OLM. Representatives from Children's Services received a demonstration of both systems, to enable them to make a high level evaluation of the options.
36. The results of the evaluations were considered by the Programme Board at relevant stages of the process, and were used to reach the

recommendation that preferred supplier status be awarded to Deloitte

**Children’s’ Procurement**

- 37. The current contract with Careworks was drawn up in accordance with City of York procedures, with appropriate checks and references being taken. The contract covers the running of the pilot of the RAISE system with Careworks, but it allows for the continuation of the contract beyond the pilot stage of the system development. The contract would need to be updated to cover any additional functionality that is required.
- 38. This would be achieved by a change control to the existing supply and support contract to encompass the new functionality, ensuring that the Council is contractually protected against failure to deliver with the associated remedies and warranties.
- 39. A procurement exercise was carried out to expose Careworks to competition and to ensure that the Council were receiving the best system for its needs.
- 40. A full specification of the functionality required by Children’s Services has been developed, therefore, and Careworks were asked to submit a response to the specification, together with a Best and Final Offer (BAFO)
- 41. This response has been reviewed to ensure that it will meet York’s requirements, and the price has been compared to the indicative costs from Deloitte and OLM for an integrated system to establish whether the cost of separate systems can provide at least a similar value for money as an integrated system.
- 42. The full specification that Careworks have submitted will form part of any extended contract. Children’s Services will acceptance test for additional functionality in accordance with the procedures and remedies available within the contract.

**Analysis - Evaluation results**

- 43. Annex C provides information about the evaluation results for both Deloitte/Corelogic and OLM.
- 44. In summary the Deloitte/ Corelogic bid scored higher than the OLM bid on all aspects. The evaluation in respect of costs for OLM includes a notional amount per annum (£11K) for upgrades that could need funding over the lifetime of the product and shows the full cost of the system including some modules which already in use within Department ( Supporting People and Fairer Charging).
- 45. The following table outlines the overall scores from the evaluation model for the two adult systems.

	Functionality	Supplier capability	Technology	Cost*	Total scores	Percentage of marks
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						available
Deloitte/Corelogic	3623	1089	1209	1226	7147	72.9%
OLM	3482	909	1128	1174	6692	68.2%

\* see paragraph 44 above

46. The price difference between the two Best and Final Offers (BAFOs) reflects the costs that would actually need to be funded (i.e. excluding the modules already implemented for OLM). The Deloitte bid is higher by £41k over five years, once the OLM modules already implemented are disregarded.
47. As well as the formal evaluation, the Project and Programme Boards have taken account of some 'softer issues'.
48. These included issues in respect of a current OLM system that is operational in Community Services. These issues have to be seen in the context that City of York has no comparable experience of a Corelogic system, and so their likely conduct during implementation and in provision of support is unknown in terms of risk beyond references from other sites. Deloitte has worked with the Council, in the [Easy@York](#) programme, and are considered to have delivered as per the contract specification.
49. The implementation of 'Fairer Charging and Supporting People' system from OLM was undertaken between 2003 and 2004. It was procured on the basis that it would not influence a decision on the replacement system for ISIS, although it was recognised that the modules already purchased could link in to a full OLM social care system.
50. However the implementation of the Fairer Charging system raised some concerns that OLM was not as responsive and proactive in resolving issues as would have been expected. These issues were raised with OLM during these negotiations, and OLM acknowledged that they have now made alterations to their project management approach for implementations, which would address the concerns that York has raised.
51. Although the system does now perform most key actions that were required, there have been several work-arounds required, and the system is not as integrated as had been expected.
52. During the tender processes Deloitte and Corelogic were perceived to be more flexible and able to respond to the requirements of the authority, and of the negotiation process, in a more proactive and productive way than OLM.
53. The Children's functionality was not brought into negotiations with the Adult's suppliers, because it was agreed that a full negotiation of all three systems would bring delay and additional risk to the whole programme. However Children's Services have evaluated the functionality available in both OLM and Corelogic, and have agreed

that the Deloitte/Corelogic system would best meet their needs should an integrated approach be chosen.

54. There are issues for Children's services about the embedded Document Management system currently provided by the Corelogic system. It does not yet meet a key national standard which relates to admissibility of records in court. There is a commitment and a plan from Corelogic to reach this standard, but it would not be available for the projected go-live date. This will be an issue for Children's Services, where there is a potential for any case to involve court proceedings. The same consideration is not so critical for Adult's Services.
55. The evaluation of OLM found one essential area of functionality which is not available, and which OLM advised they have no current plans to provide as part of the agreed upgrades.
56. The RAISE system meets the requirements specification for a full Children's system, although there are some enhancements that will be required. Similar work would be needed on Deloitte/Corelogic., and both suppliers are able to commit to provide this functionality. There are no concerns about supplier capability, or technical requirements in relation to the Council's infrastructure.
57. The RAISE system will require use of a third party Document Management System (DMS), to deliver electronic records. The proposal from Careworks is to link RAISE to Anite Documents at Work. This is a DMS system already in use within the Council and within Community Services, and it offers the best solution to allow Children's services to meet requirements to safeguard information and ensure admissibility in a court hearing. This does add to the costs for Option 1, however.
58. If RAISE is used for the Children's social care information system it will reduce the costs for the replacement server needed for the YOT system

## **Conclusions**

59. It is the view of the Programme Board that Deloitte/Corelogic offer the best value for money for an adults system. Deloitte scored nearly 5% higher in the evaluation scores than OLM. Over five years, based on the known costs, OLM would be 3.5% lower in price.
60. The pricing models used by both companies is different, and therefore the price difference per annum varies between Deloitte being 10% more expensive and 7.6% less expensive than OLM.
61. The known prices for the project show the Deloitte bid as £41k more expensive than OLM over five years. Deloitte had a lower tendered price than OLM, however as the Council has some investment in the OLM product the actual cost to the Council for the Deloitte/Corelogic system is higher.



62. There are still unknown costs within the OLM bid, notably the potential need to pay for upgrades to the system. The support arrangements for the Corelogic system will incorporate 'future proofing' with the delivery of enhancements at no additional cost.
63. It is expected that there will need to be changes made to IT systems for example to respond to expected changes in social care as a result of the recent White Paper 'Our Health, Our Care, Our Say'. Therefore it is anticipated there will be additional costs for the OLM system over a five year period.
64. The Corelogic system scored consistently higher with staff in terms of functionality and ease of use. Staff buy-in will be important in ensuring that the best use is made of the new system and the benefits it can deliver in terms of improved information and more efficient business processes.
65. The Corelogic system has a better technical fit with York's requirements, in that it has less demand for server capacity, and does not require the introduction of a new third party Document Management System into the Council, because it will use embedded document management capability.
66. As a result of the negotiations there is more confidence in the approach taken by Deloitte and Corelogic being able to deliver what is required within agreed timescales.
67. Careworks RAISE system is considered to be the best option for Children's services because
  - It will require less time and resources to complete the functionality of the RAISE system than it would to start again with an integrated system. Additional project resources would be needed, and more staff released from the business, to ensure that design, build and testing of an integrated system meets children's requirements.
  - Implementation of an integrated system would mean duplication of time and effort that has already been put in to the RAISE development and would risk staff disillusionment and disengagement with the current pilot. This would bring further risks if recording is not then maintained to a high standard
  - An integrated system would require Children's Services staff to be retrained to use a different system.
  - Children's services are now part of Learning, Culture and Children's Directorate, with more of their business and information links developing in areas other than adult social care
  - There would be an estimated saving in the costs of a new server for the Youth Offending Team of £20k, because the two systems can be linked

- Experience with the combined Revenues Benefits and Housing IT system suggests that establishing support priorities across directorates will be complex and complicated to manage.

## **Legal Implications**

68. The procurement has been undertaken in line with EU regulations and internal financial regulations.
69. The Negotiated Route was the most appropriate use of EU regulations for this project under Article 13b of the new consolidated procurement directives which states that:
- a. Exceptionally, when the nature of the work or works to be carried out, the good or goods to be purchased or hired, or the services to be provided under the contract or the risks attaching to them are such as not to permit prior overall pricing*
70. The replacement for the ISIS system, although containing some replacement functionality also contained technical, functional and performance elements of the system that were not proved in the market place and the specification of some of the services and products on offer for these elements (SAP and information sharing) could not be achieved until advice has been received on these issues from the suppliers selected in the negotiations.
71. A contract will be negotiated ensuring that the appropriate warranties and remedies are available to the Council to mitigate against the Supplier's failure to deliver. Payment will be in accordance with payment milestones against agreed deliverables. External specialist IT legal advice will be taken up for the more complex areas of the Contract.
72. Financial regulations have been followed for the Children's procurement ensuring competition and comparison of the RAISE product against the 2 adults systems in terms of both functionality and cost to ensure best value has been achieved for the Council.
73. A financial waiver was granted for the initial procurement of the RAISE system.

## **Financial Implications**

74. The scores for costs form 20% of the overall evaluation score for Deloitte and OLM. This is in line with the 'MEAT' evaluation criteria, set by the Board at 80:20 split between quality and cost elements, provided the outcome fulfilled the affordability test and was in budget.
75. The actual cost differential between OLM and Deloitte, in reality, is not a big issue. Deloitte's bid costs only £41k more, over five years; that is 3.5% higher than the OLM bid.

76. Confidential Annex D shows the costs for the options and the funding available.
77. With regard to the options for separate or integrated systems, the recommended option, Option 1, to develop separate systems, is more costly, by £182k over 5 years. The difference in cost per annum varies between an additional £31,400, and £45,400 a year.
78. This is primarily because there will be a need for a separate Document Management system for Children's services, to ensure electronic records can be delivered to a standard that is likely to meet requirements for any court cases.
79. This comparison of costs for the two options does not include any additional implementation costs for an integrated system. This will be needed to cover additional training costs, retraining children's services staff in the use of a new system. It will also include duplication of design, build and testing effort for a new system, with an increase in project team resources and business staff resources required to support this. Officers estimate that additional costs could be in the region of £100,000. This would bring the difference in costs between the two options to £82k over five years
80. Both Options 1 and 2 are affordable within the budgets available for the purchase of the new IT systems.

### **HR Implications**

81. Staff will require support and training to implement and use a new system. The implementation project will address issues relating to staff training needs.
82. IT Support staffing will be reviewed during the project, and with advice from the selected supplier to ensure appropriate skills and resources are in place to provide support for the use of the new application(s).

### **Sustainability**

83. There are no significant sustainability issues relating to the choices within the procurement. The Deloitte system will require less access to high specification servers that will reduce both space requirements and energy requirements and already meets future requirements for fully web-enabled services.
84. All of the systems will support electronic record keeping, and will be able to support mobile working which will help to reduce the reliance on paper based records.

### **Crime and disorder**

85. All of the systems will support the work of the department in protecting vulnerable citizens. One of the requirements for the replacement system is that it is capable of alerting staff to risks, and

to sharing information with other agencies where appropriate information sharing protocols are in place

### **Equalities**

86. All of the systems support accessibility standards.

### **Recommendation**

87. It is recommended that contract negotiations are pursued with Deloitte, and with Careworks, to purchase separate systems for Adults and Children's services, as outlined in Option 1 in paragraph 29.
88. This will reflect the changing agenda for the different customer groups and can be achieved within the overall expected price for both areas of service. It will ensure that the investment in time, and commitment from children's services into the pilot system is not lost and that the requirements of both business areas are best met.
89. It will provide Adult's and Children's services with high quality, flexible and dynamic information systems, that will be able to respond to changing statutory requirements at a known cost.

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Bill Hodson  
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ANNEX A

## **EVALUATION MODEL**

### **ISIS Replacement Project**

**Project Number :** 04COM11  
**Release:** 1.0  
**Date:** 22<sup>nd</sup> July 2005

## **PRINCE 2 - PROJECT DOCUMENTATION**

**Author:** Martin Hillyard  
**Project Sponsor:** Bill Hodson  
**Project Executive:** Kathy Clark  
**Project Manager:** Martin Hillyard

## Summary and Proposal

This document summarises the breakdown of an overall evaluation model for the procurement of a new adults social care database. The evaluation process being carried out results in scores being assigned and these all feed into this model to give a single total for each supplier. This total should then inform the short listing or final selection, but does not automatically determine that selection.

Categories have been selected to breakdown the evaluation into sections for logical comparisons, and these are broken down further into sub levels until the details of each evaluation activity is reached. This document reflected the first two levels from the highest level down, and aims to reach an agreement to the relative importance of each. It also relates these to how they will be evaluated in terms of the activities to be carried out and these weightings are presented for agreement.

## Background

The model is based closely on the one used for the Integrated Housing Revenues and Benefits Management System (IHRBMS) procurement and the initial weightings split is similar though not identical.

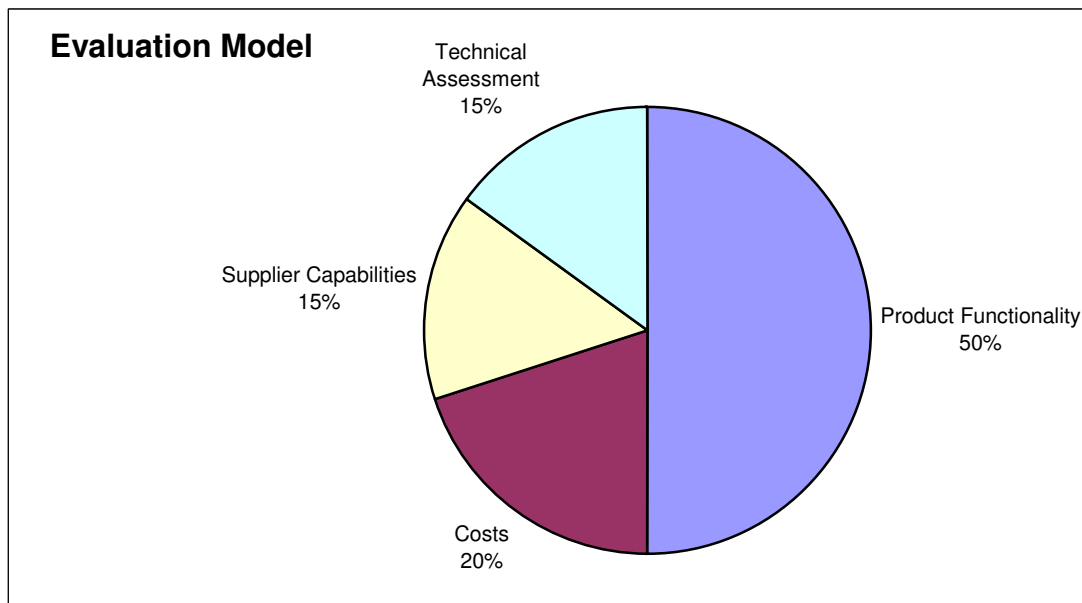
Information has been drawn from the assessment criteria drawn up via steering group, requirements document based somewhat on the work by Pam Russell, assessment activities already carried out and in process, future plans and the IHRBMS model. As most of these are on-going work and subject to greater development, and should significant changes be required they will be captured as versions of the model and details of any changes made recorded for audit. However, the general nature of the highest level groupings attempts to cover all areas and thus reduce the likely to require changes, once the weightings have been agreed.

The assignment of weightings at this stage has been based on an estimate of the relative importance to adult social care, but factored to take into account the role the IT system will play and the reliability of the evaluation process to assess between different providers.

The model calculates based on a maximum points available of 10000. But to present the weightings these are shown as percentage contributions. Simplified definitions are provided of the second level of the evaluation model. The model has also been tested against activities already carried out and scores transferred – although these are not presented here and overall may change according to the weightings agreed.

## Top Level Split

The highest level of the model is categorised into four areas as shown below with their respective weightings.



The cost is converted into a score by a calculation provided by CIPFA. The score is reached by determining the arithmetic mean of the supplier costs. This cost then represents half the available points and the supplier score is reached by applying an algorithm adding or reduction points according to the percentage by which the supplier cost is under or over the mean. For example,

Points available 2000

Supplier A cost £800,000

Supplier B cost £700,000

Mean cost £750,000 equates to half maximum available points, 1000

Supplier A % Below Mean =  $(£750,000 - £700,000) / £750,000 = 6.7\%$

Additional Points above mean =  $6.7\% \times 1000 = 67$

Total Points 1067

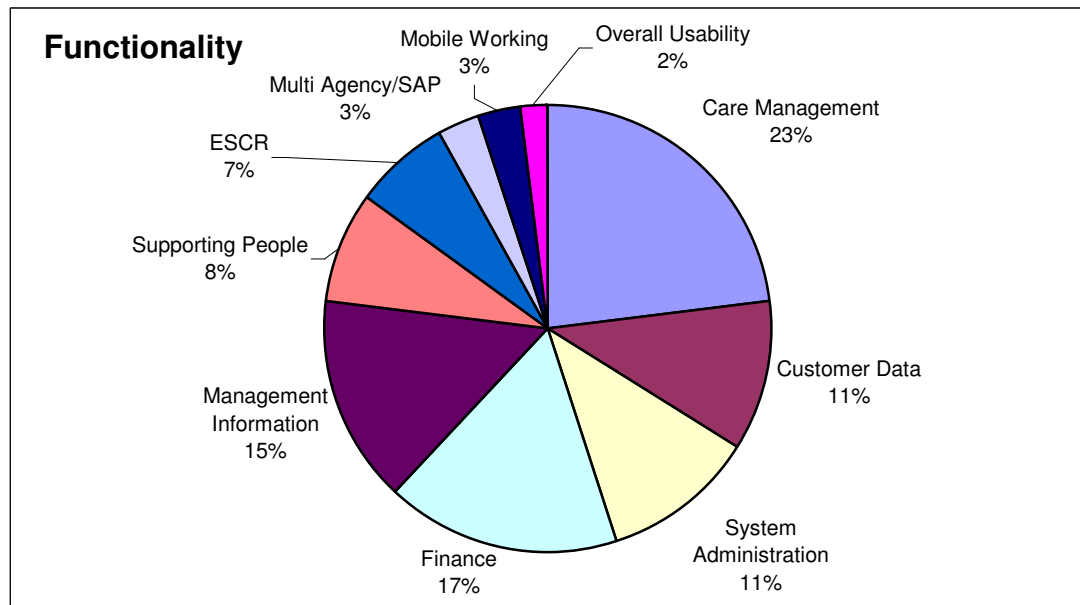
Supplier B % Below Mean =  $(£750,000 - £800,000) / £750,000 = -6.7\%$

Additional Points above mean =  $-6.7\% \times 1000 = -67$

Total Points 933

## Product Functionality Split

The product functionality in the chart above will be formed from analyses of various aspects of functionality which are set out below and weighted as shown.



### Overall Usability

This picks up specific aspects of the demonstrations and hands on which asked for responses about the system as a whole. All other sections have elements of usability included in their appraisal. Specific questions have been asked and included in the assessment of the other functionality. However these have been left in the individual functionality scoring as it seemed likely all functionality assessments would at least in some way be affected by the system look and ease of use.

The make up of the rest of the sections is summarised below. More details can be provided for further clarification if required.

### Care Management

- Referral
- Allocation
- Assessment
- Commissioning Service
- Care Planning and Monitoring
- Monitoring Workloads
- Management supervision

### Finance

- Budget Monitoring
- Residential Care
- Non Residential Care
- Contract Management



**Management Information**

Statutory returns  
 Management reports  
 Data quality control  
 Data structures compatible with information requirements for  
 Local Performance Indicators  
 Ability to Access Data in All Tables with Appropriate Security

**Person Data**

DoH Minimum Datasets  
 Warning Indicators/ flags  
 Registers  
 Classifications/Categorisation  
 Relationships  
 Multiple person identifiers  
 Address Details

**System Administration**

System config  
 data maintenance  
 MS office compatibility  
 Help  
 Search functionality  
 Spell check  
 Audit  
 Archiving  
 Security

**Supporting People**

Provider Accreditation  
 Provider Contract  
 Quality Assessment framework (QAF)  
 Performance Indicators  
 Service Reviews  
 Client Payments management

**ESCR**

Meets ESCR guidelines  
 Standard document generation  
 management of electronic communication

**Multi Agency working**

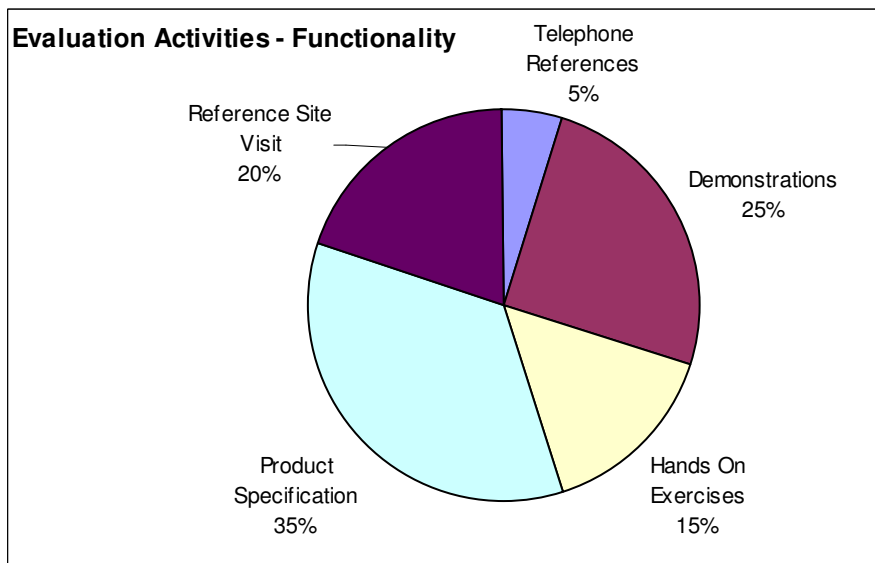
Single Assessment process (SAP)

**Mobile Working**

Upload and Download of Case Info / Security and Audit  
 User data entry interface

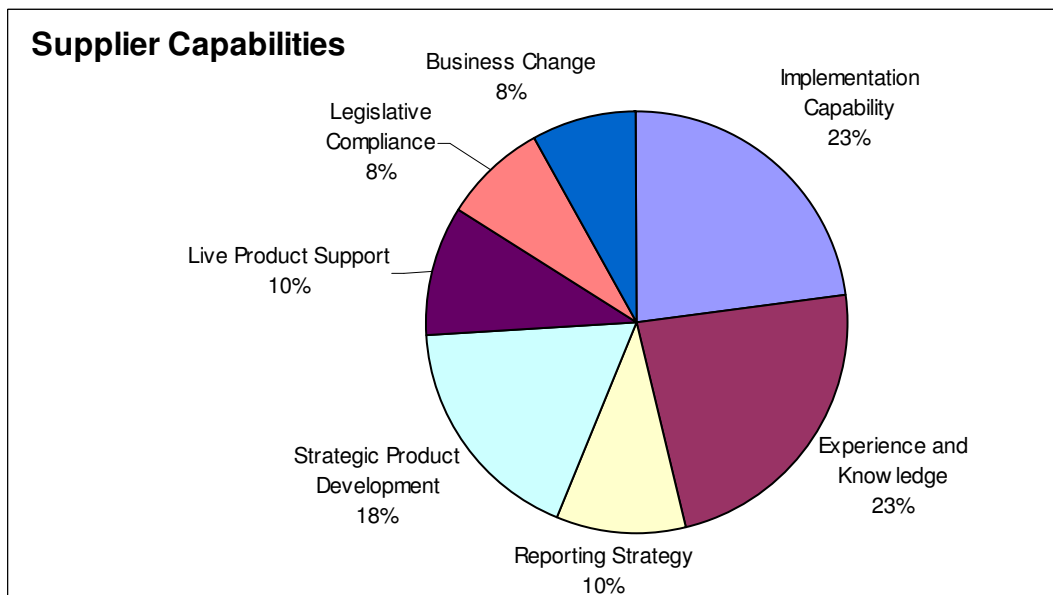
The assessment of the product functionality is planned to cover the following activities and weighted as shown.

The functionality will not be assessed in each activity in the above proportions. This allows different activities to be targeted accordingly. An example of this is that Care Management has been given a higher proportion of the assessment from the demonstrations as this activity heavily focussed on the core system and the involvement of care workers and administrators. The telephone references has a proportional lower focus as these were often directed at project managers, support managers or IT professionals.



**Supplier Capability Split**

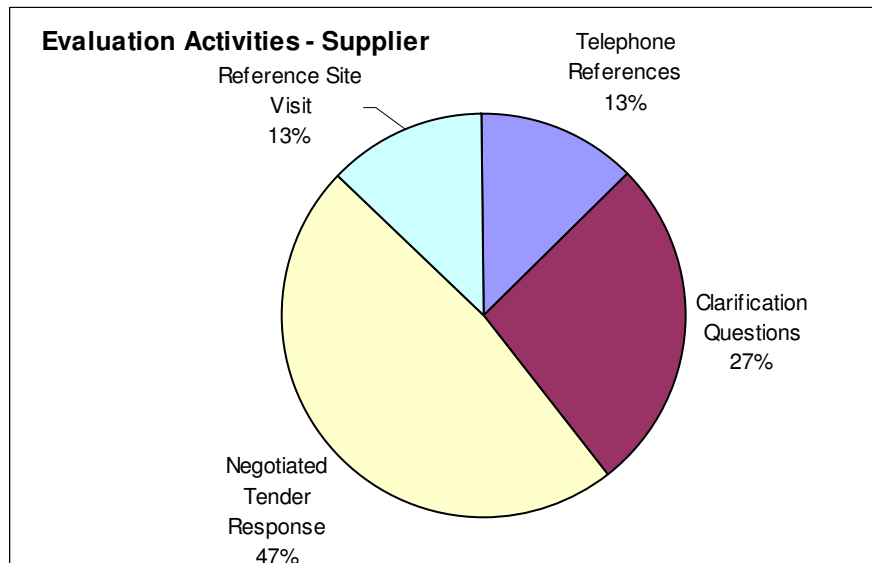
The supplier capability in delivering, developing and supporting their solution has been weighted as below.



**Implementation Capability**

- Project Management Approach
- Project Plans and Phasing
- Training Approach
- Data Mapping and Migration Approach
- Relationship with Third Party Suppliers
- Technical Support
- Resources and Flexibility
- Support for Testing, Fault Logging and Acceptance

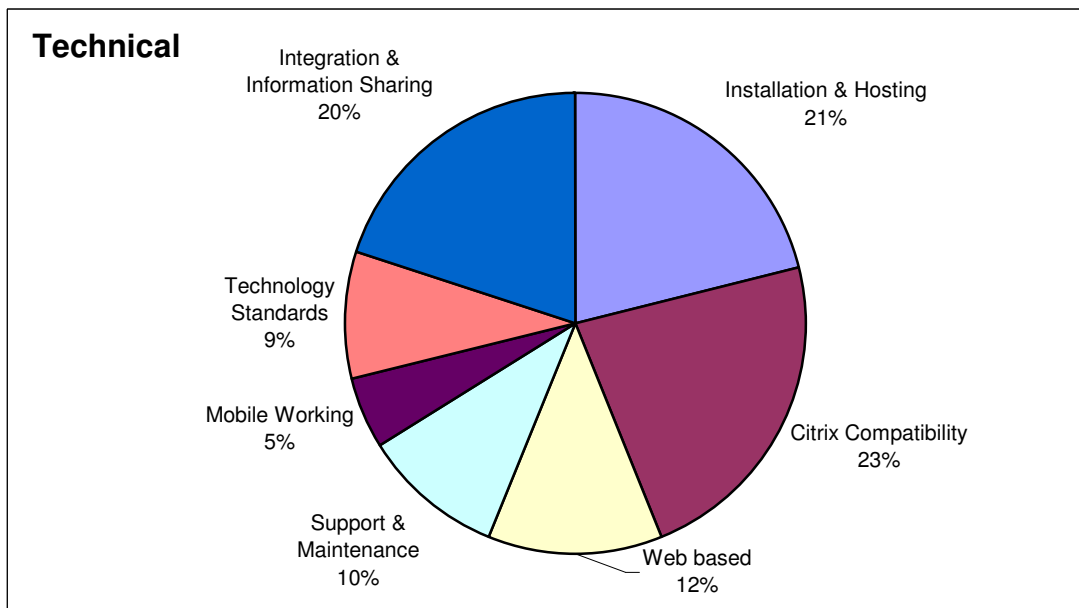
	Documentation
<b>Experience and Knowledge</b>	<ul style="list-style-type: none"> <li>Established performance with other systems and products</li> <li>Understanding and involvement with multi agency work</li> <li>Standardisation of tools</li> <li>Ability to inform change e.g. ESCR know-how</li> </ul>
<b>Reporting Strategy</b>	<ul style="list-style-type: none"> <li>Re-development of standard reports</li> <li>Updating of universes with product development</li> <li>Support for reporting tool</li> <li>Development plan</li> </ul>
<b>Strategic Product Development</b>	<ul style="list-style-type: none"> <li>Major Release Strategy and Communication Approach</li> <li>Use of User Forums</li> <li>Current Product Roadmap</li> <li>Incorporation of enhancements to core product</li> </ul>
<b>Live Product Support</b>	<ul style="list-style-type: none"> <li>Helpdesk Approach / Fault Logging / SLA</li> <li>Escalation Processes for Faults</li> <li>Sharing of fault information and resolutions</li> <li>Account Management</li> <li>Approach to Patching and Fixes</li> </ul>
<b>Legislative Compliance</b>	<ul style="list-style-type: none"> <li>Evidence of strategic partnering links with central government initiatives.</li> <li>Strategy and Capacity to respond to change</li> </ul>
<b>Business Change</b>	<ul style="list-style-type: none"> <li>Ability to support CYC business change</li> <li>Approach to understanding business process and related system impacts or vice versa</li> <li>Ability to track and identify benefits realised from deployment</li> </ul>



As with product functionality supplier capability will not be assessed in the overall proportions in each activity. The activities will be focussed to the most appropriate aspects.

**Technical Split**

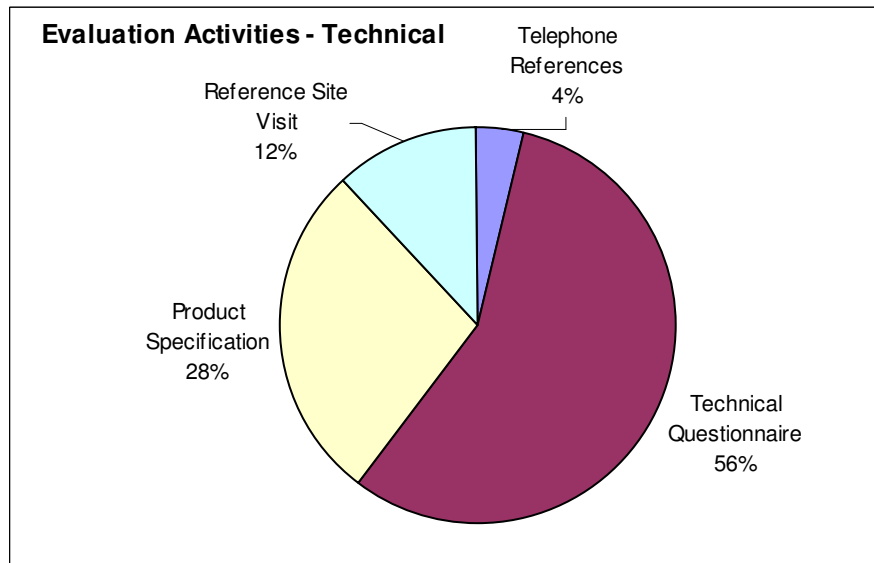
The technology of the suppliers proposed solution, the impacts on IT support and the suitability for CYC current infrastructures has been categorised and weighted as follows.



<b>Installation &amp; Hosting</b>	<ul style="list-style-type: none"> <li>Server architecture</li> <li>O/s and db platforms</li> <li>Server costs/viability</li> <li>Database instances</li> </ul>
<b>Citrix Compatibility</b>	<ul style="list-style-type: none"> <li>Runs on CYC version</li> <li>Suitable reference inspection</li> <li>Third party components</li> </ul>
<b>Web based</b>	<ul style="list-style-type: none"> <li>e.g. Jinitiator dependent</li> <li>Web delivery</li> </ul>
<b>Support &amp; Maintenance</b>	<ul style="list-style-type: none"> <li>Upgrade management</li> <li>Maintaining business continuity</li> <li>Support contract terms</li> </ul>
<b>Mobile Working</b>	<ul style="list-style-type: none"> <li>Data synchronisation/carrier</li> <li>Hardware suitability</li> </ul>
<b>Technology Standards</b>	<ul style="list-style-type: none"> <li>EDMS</li> <li>Gazetteer, own and LLPG</li> <li>ISO9001</li> </ul>
<b>Integration &amp; Information Sharing</b>	

Open standards compliance  
eGIF compliance  
Adaptors available  
Architectures  
Secure authentication

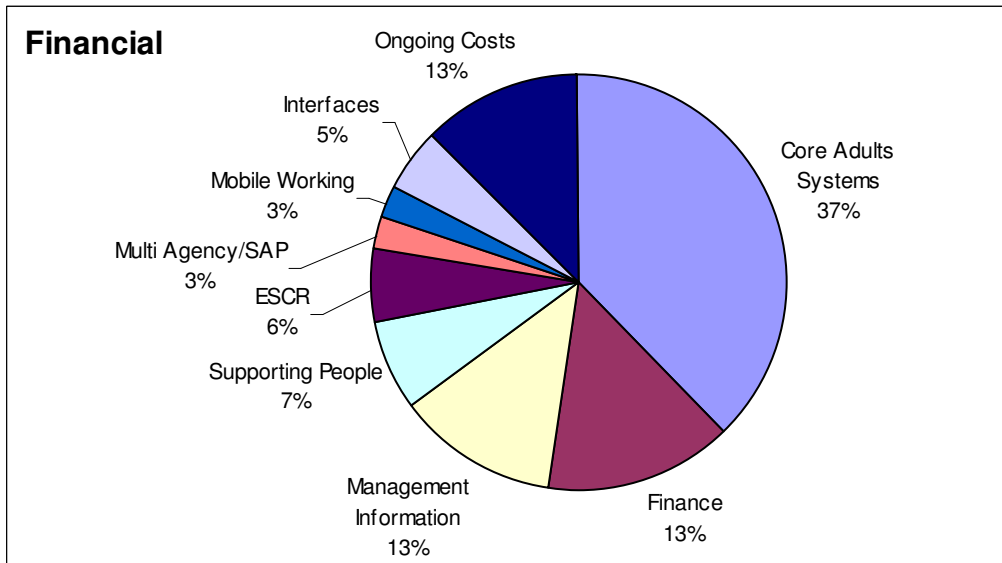
As with product functionality the technology will not be assessed in the overall proportions in each activity. The activities will be focussed to the most appropriate aspects.



### Overall System Cost

The system cost has been split down in line with the product functionality with two additional items: interfaces and on-going cost. It has not yet been agreed that suppliers will break down costs in this way, but it would be helpful for comparison and creating milestone payments.

On going costs will not just address the supplier support and maintenance fees, but also consider network overheads and CYC support staff costs. Core Adults Systems covers the product functionality of Care Management, Customer Data and System Administration. These have been grouped together as they seem inseparable in terms of product costing and deployment.



**ANNEX B****Procurement Process**

<b>Stage</b>	<b>Process</b>
<b>Stage 1</b>	Pre-qualification questionnaires evaluated and telephone references conducted (First Shortlist)
<b>Stage 2</b>	Supplier Demonstrations and Hands on Exercise
<b>Stage 3</b>	Clarification Session with Suppliers
<b>Stage 4</b>	Second Shortlist from results of demonstration and exercise results
<b>Stage 5</b>	Specification provided by Supplier and gap analysis carried out to identify gaps in our requirements for points in negotiation
<b>Stage 6</b>	Reference Site Visits
<b>Stage 7</b>	Negotiation of Specification with Suppliers
<b>Stage 8</b>	Best & Final Offer and evaluation of BAFO. Preferred Supplier Selected
<b>Stage 9</b>	Contracting

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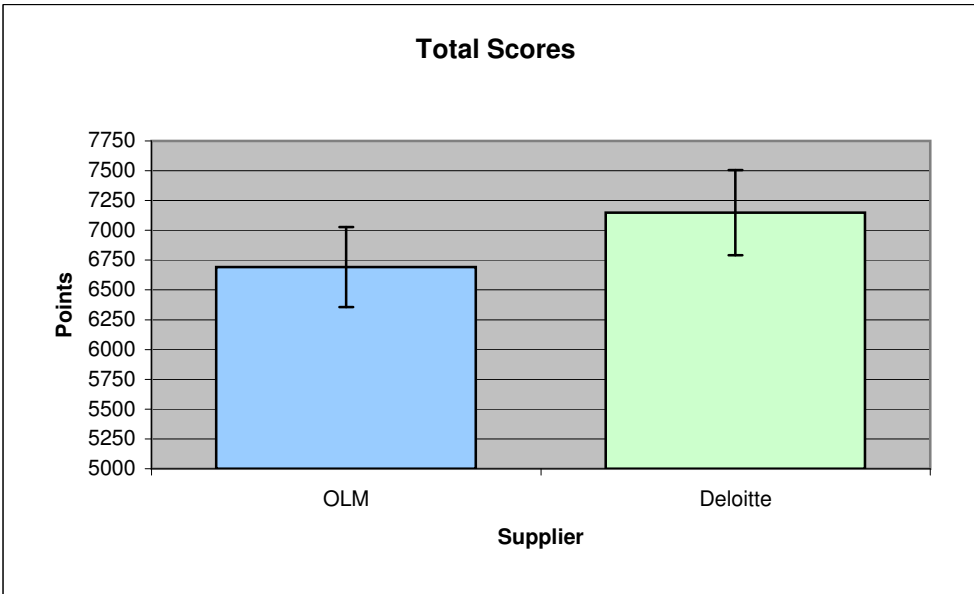


ANNEX C Evaluation Scores

OLM	Product Functionality	Marks for Cost	Supplier Capability	Marks for Technical	Percentage of marks	TOTAL
	3482	1174	909	1128	68.2%	6692

Deloitte	Product Functionality	Marks for Cost	Supplier Capability	Marks for Technical	Percentage of marks	TOTAL
	3623	1226	1089	1209	72.9%	7147

Max Possible Score	5000	2000	1500	1310	0	9810
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**SUMMARY OF FUNCTIONALITY MARKS AGAINST MAIN CATEGORIES**

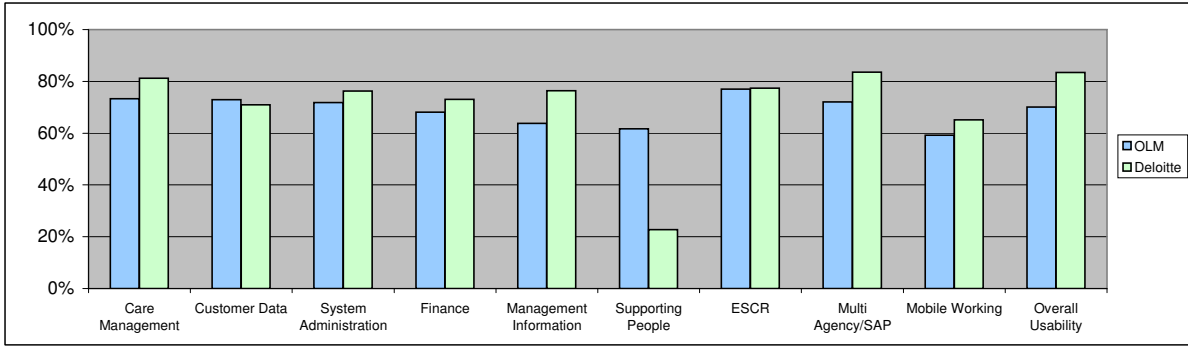


Chart 1: Percentage of marks achieved by supplier by category

	Care Management	Customer Data	System Administration	Finance	Management Information	Supporting People	ESCR	Multi Agency / SAP	Mobile Working	Overall Usability	Total
OLM	842	394	395	568	478	231	269	144	89	70	3482
Deloitte	934	383	419	609	573	85	271	167	98	83	3623
Max Score	1150	540	550	835	750	375	350	200	150	100	5000

Table 1: Actual marks achieved by supplier by category

**SUMMARY OF FUNCTIONALITY MARKS AGAINST EVALUATION ACTIVITIES**

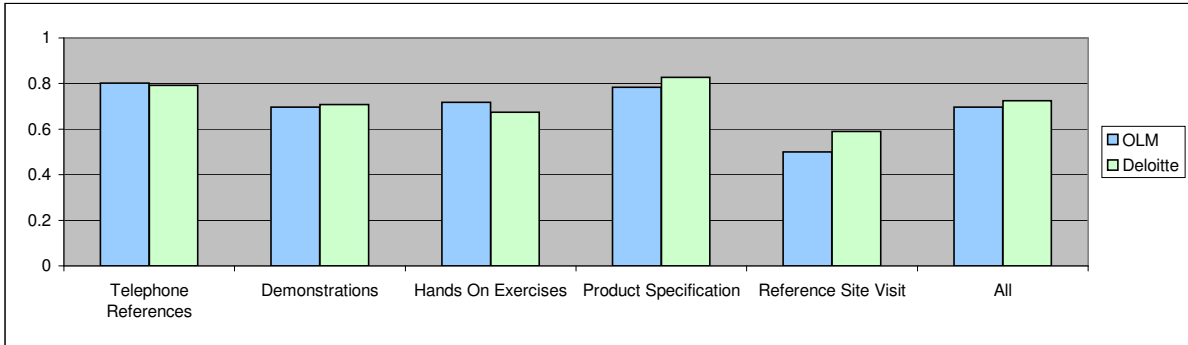
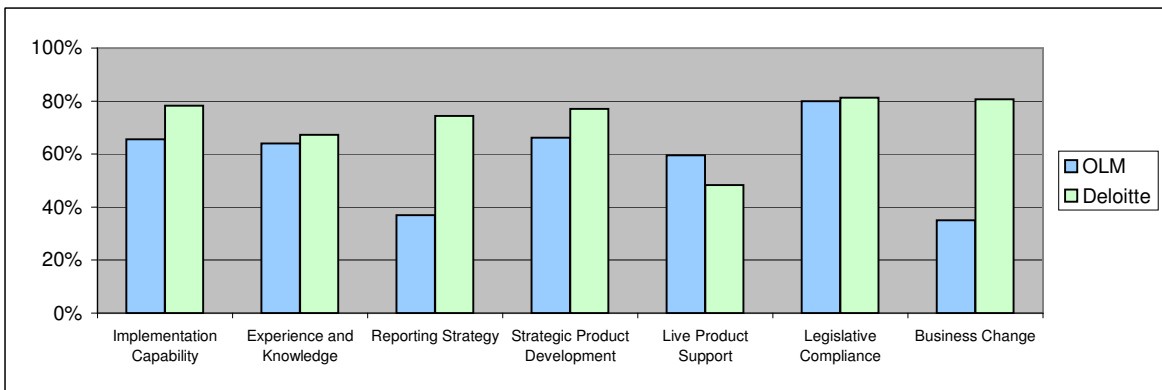


Chart 2: Percentage of marks achieved by supplier by evaluation activity

	Telephone References	Demonstrations	Hands On Exercises	Product Specification	Reference Site Visit	All
OLM	200	871	538	1372	501	3482
Deloitte	198	884	505	1447	590	3623
Max Score	250	1250	750	1750	1000	5000

Table 2: Actual marks achieved by supplier by evaluation

**SUMMARY OF SUPPLIER CAPABILITY MARKS AGAINST MAIN CATEGORIES**

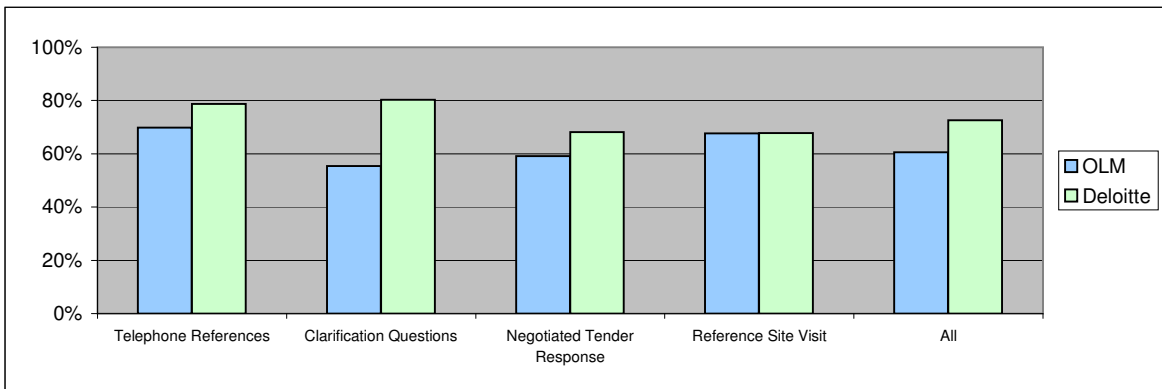


**Chart 1: Percentage of marks achieved by supplier by category**

	Implementation Capability	Experience and Knowledge	Reporting Strategy	Strategic Product Development	Live Product Support	Legislative Compliance	Business Change	Total
OLM	226	221	56	179	89	96	42	909
Deloitte	270	232	112	208	73	98	97	1089
Max Score	345	345	150	270	150	120	120	1500

**Table 1: Actual marks achieved by supplier by category**

**SUMMARY OF SUPPLIER CAPABILITY MARKS AGAINST EVALUATION ACTIVITIES**

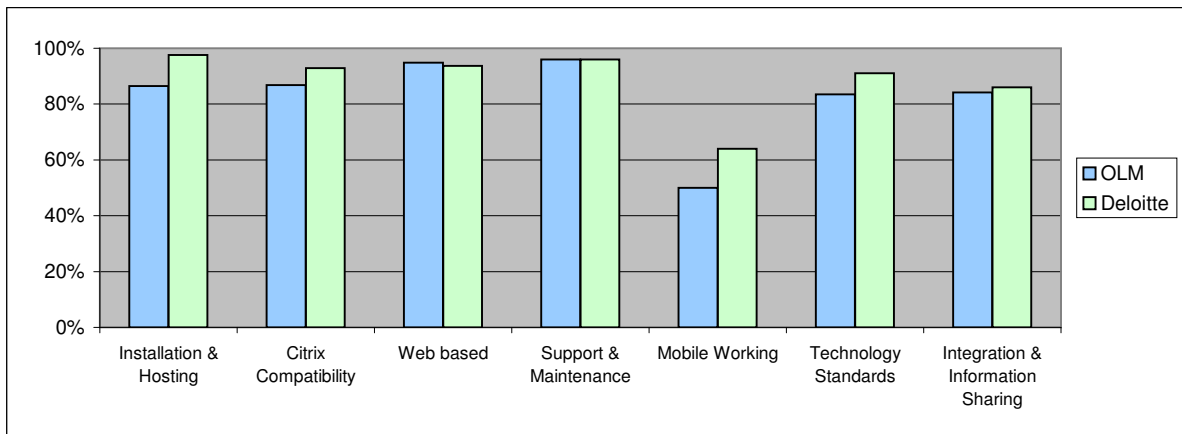


**Chart 2: Percentage of marks achieved by supplier by evaluation activity**

	Telephone References	Clarification Questions	Negotiated Tender Response	Reference Site Visit	All
OLM	126	222	426	135	909
Deloitte	142	321	490	136	1089
Max Score	180	400	720	200	1500

**Table 2: Actual marks achieved by supplier by evaluation**

**SUMMARY OF TECHNICAL COMPLIANCE MARKS AGAINST MAIN CATEGORIES**

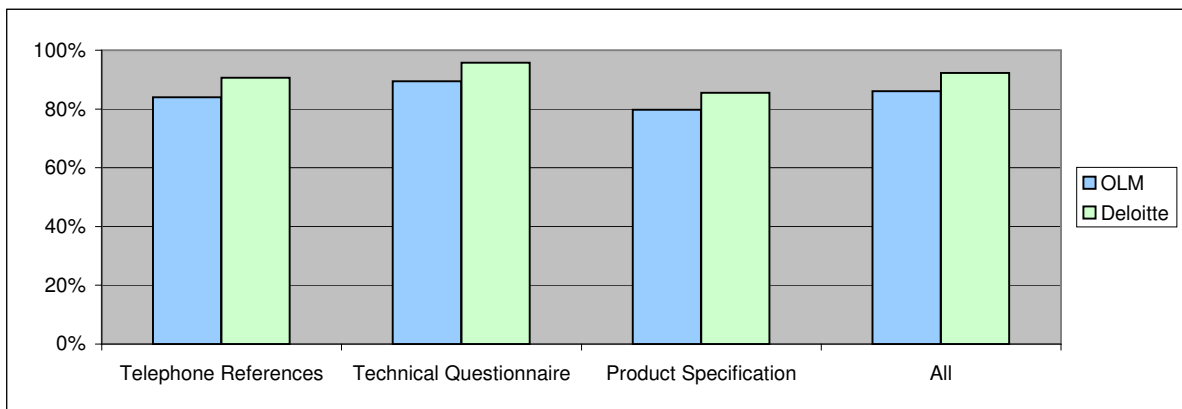


**Chart 1: Percentage of marks achieved by supplier by category**

	Installation & Hosting	Citrix Compatibility	Web based	Support & Maintenance	Mobile Working	Technology Standards	Integration & Information Sharing	Total
OLM	333	274	128	120	30	104	139	1128
Deloitte	376	293	127	120	38	114	142	1209
Max Score	385	315	135	125	60	125	165	1310

**Table 1: Actual marks achieved by supplier by category**

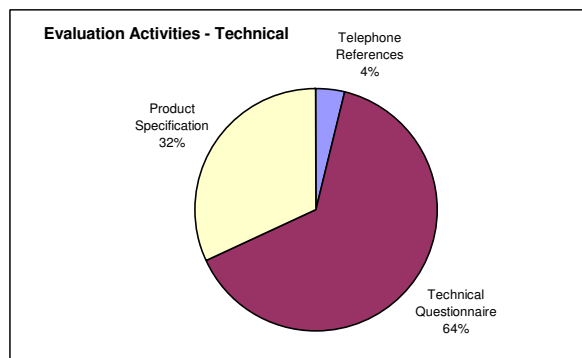
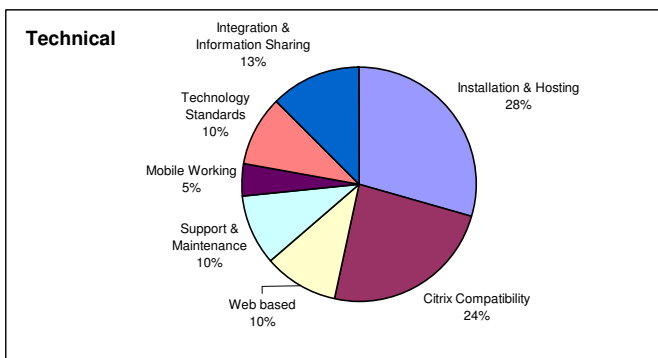
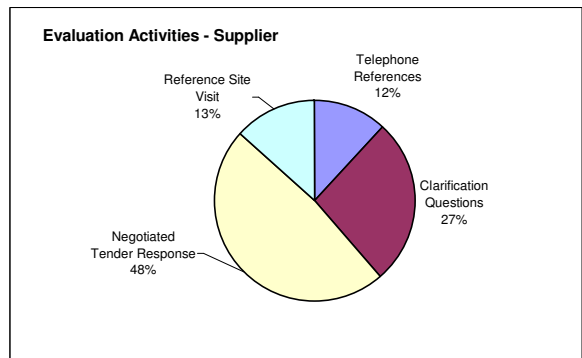
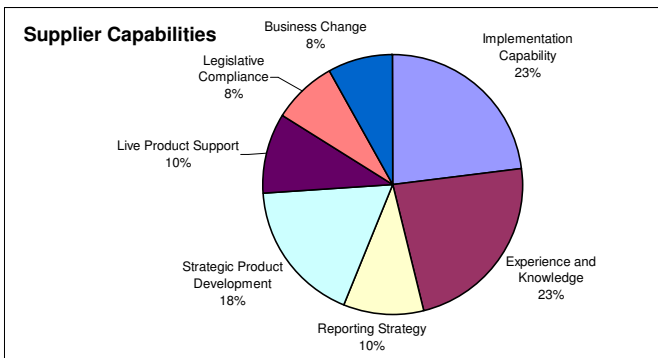
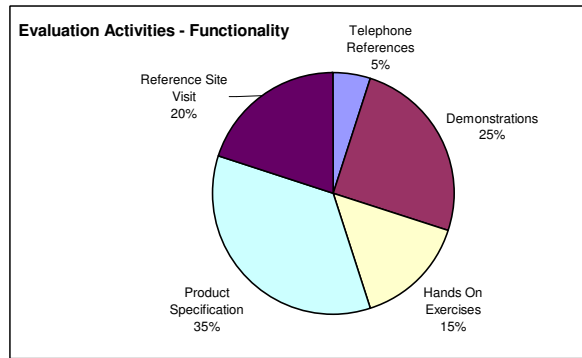
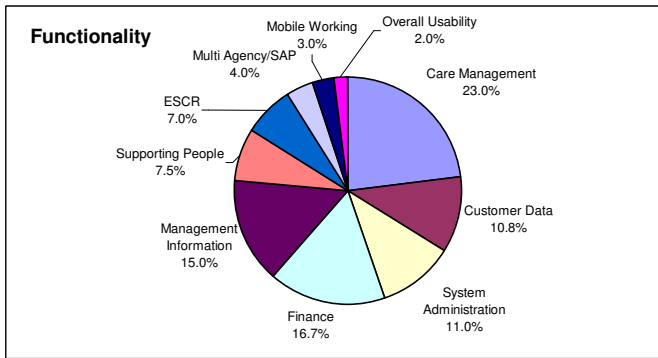
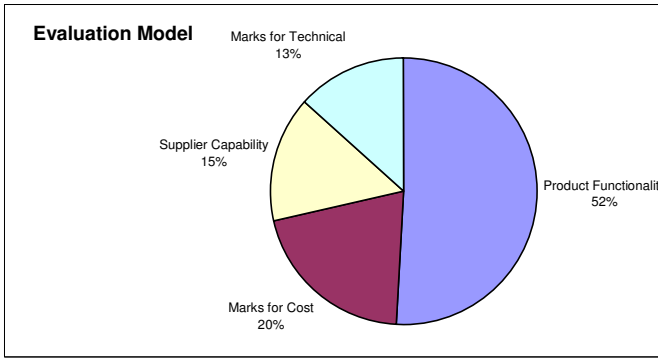
**SUMMARY OF TECHNICAL COMPLIANCE MARKS AGAINST EVALUATION ACTIVITIES**



**Chart 2: Percentage of marks achieved by supplier by evaluation activity**

	Telephone References	Technical Questionnaire	Product Specification	All
OLM	42	751	335	1128
Deloitte	45	805	359	1209
Max Score	50	840	420	1310

**Table 2: Actual marks achieved by supplier by evaluation**



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

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