Notice of meeting of

Urgency Committee

To: Councillors Steve Galloway (Chair), Gillies, Jamieson-Ball, Potter and Scott

Date: Friday, 3 August 2007

Time: 11.00 am

Venue: The Guildhall

AGENDA

1. **Declarations of Interest**

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

2. **Minutes** (Pages 3 - 8)

   To approve and sign the minutes of the meetings of the Urgency Committee held on 26 June 2007 and 29 June 2007.

3. **Public Participation and Other Comments**

   At this point in the meeting members of the public who have registered their wish to speak regarding an item on the agenda or an issue within the Committee's remit can do so. The deadline for registering is Thursday 2 August 2007, at 5.00 pm.

   Note: In respect of items 4 & 5 below, the decisions to be taken are Executive functions. The Urgency Committee will therefore act in an advisory capacity to the Executive Leader, who is authorised to take the decision having regard to that advice.

4.   easy@york Progress Report and Options for Phase 2 (Pages 9 - 56)

This report sets out the early outcomes of the first phase of easy@york, provides an analysis of the early benefits that have been achieved by the programme and gives an indication of some of the lessons already learnt. It also makes the case for a second phase of the programme and presents options to extend the reach of the current York Customer Centre and to establish a single, one-stop shop for face-to-face contact in the Hungate Building by 2010. The report presents high level costs for a future phase and options on how this can be funded.

5.   Children's Centres Capital Programme (Pages 57 - 68)

This report informs Members of progress to date on the development of the eight Children's Centres in York under phase 2 of the national programme, details the results of tenders received for capital works and sets out options for closing a funding gap in order to allow construction contracts to be let.

6.   Science City York Limited: Interim Governance of Company Limited by Guarantee (Pages 69 - 72)

This report explains that the Council's representative and director of the newly formed Science City York Company Limited by Guarantee (CLG) is the Chief Executive, who is shortly to retire from the Council, and therefore recommends that an interim replacement be made. It also makes a recommendation on the role of Chair of the new CLG Board and proposes that this be taken by a private sector representative, Richard Gregory, who has been chairing the "Stakeholder Group" during the transitional period from an informal partnership to a CLG.

7.   Temporary Management Arrangements in Resources Directorate (Pages 73 - 76)

This report sets out, for Members' approval, temporary management arrangements in Resources to cover the period of time the Director of Resources is Acting Chief Executive and Head of Paid Service.

8.   Appointments and Changes to Membership (Pages 77 - 84)

This report seeks approval for changes to the Conservative Group's membership of committees, working groups and outside bodies following the death of Councillor Bennett, and to appoint a vice chair of the Yor OK Board and an additional representative on the York Central Steering Board. It also seeks approval to appoint an Interim Electoral Registration Officer and Returning Officer.

9.   Any Other Matters which the Chair decides are urgent under the Local Government Act 1972. (Pages 85 - 94)

Appointments Committee for Monitoring Officer

This report seeks formal approval to appoint a Chief Officer Appointments Committee to proceed with the appointment of the Head of Legal Services/ Monitoring Officer within the Chief Executive's Directorate.

Ratification of Appointment of Chief Executive

This report seeks formal approval of the recommendation of the Chief Officer Appointments Committee relating to the appointment of the Chief Executive.

[**Exclusion of Press and Public:** Urgency Committee will need to exclude the press and public during consideration of Annex 1 of this report on the grounds that it contains information relating to any individual. This information is classed as exempt under paragraph 1 of Schedule 12A to Section 100A of the Local Government Act 1972 (as revised by The Local Government (Access to Information) (Variation) Order 2006).]

Democracy Officer:

Name: Simon Copley
Contact details:
  • Telephone – (01904) 551078
  • E-mail – simon.copley@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.

Agenda Annex

About City of York Council Meetings

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

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

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

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

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

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

যদি যথেষ্ট আগে থেকে জানানো হয় তাহলে অন্য কোন ভাষাতে তথ্য জানানোর জন্য সব ধরণের চেষ্টা করা হবে, এর জন্য দরকার হলে তথ্য অনুবাদ করে দেয়া হবে অথবা একজন দোভাষী সরবরাহ করা হবে। টেলিফোন নম্বর (01904) 613161.

Yeteri kadar önceden haber verilmesi koşuluyla, bilgilerin tercümesini hazırlatmak ya da bir tercüman bulmak için mümkün olan herşey yapılacaktır. Tel. (01904) 613161.

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کسی بھی دوسری زبان میں معلومات کی دستیابی ترجمہ شدہ معلومات، ترجمان کی شکل میں یقینی بنانے کے لئے ہر ممکن کوشش کی جائے گی، بشرطیکہ اس کے لئے پہلے سے منا سب اطلاع کی جائے۔ ٹیلی فون 613161 (01904)

Holding the Executive to Account

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

Scrutiny Committees

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

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

Who Gets Agenda and Reports for our Meetings?

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

Agenda Item 2

City of York Council   Minutes

MEETING	URGENCY COMMITTEE
DATE	26 JUNE 2007
PRESENT	COUNCILLORS STEVE GALLOWAY (CHAIR), GILLIES, JAMIESON-BALL AND SCOTT
APOLOGIES	COUNCILLOR POTTER

1.   DECLARATIONS OF INTEREST

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

No interests were declared.

2.   MINUTES

RESOLVED: That the minutes of the meeting of the Urgency Committee held on 23 May 2007 be approved and signed by the Chair as a correct record.

3.   PUBLIC PARTICIPATION

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

4.   EVENING PARKING CHARGES

Members received a report which sought their views on evening parking charges following the approval of the Policy Prospectus by the Executive on 12 June 2007. A decision on the issue was considered to be urgent owing to the perceived impact of evening parking charges on York's evening economy.

An evening parking survey had been carried out to assess the claims that the imposition of evening parking charges had damaged the evening economy. The results suggested that there may be some impact around the Parliament Street area but elsewhere the situation seemed to suggest that customers were not being deterred by the charges.

The report presented the following options for consideration:
• Option A – to remove evening charges completely;
• Option B – to modify the charges for both residents and non-residents;
• Option C – to allow Minster badge holders to park free of charge.

The report explained that any changes to the charges could not be implemented immediately as tariff boards and ticket machine software would need to be amended and the controlling Traffic Regulation Order would need to be modified.

The expected loss of revenue from the introduction of free evening parking for residents in 2007/08 was estimated to be £55,000. Given that the Council had a gross income budget of £6,200k it was considered that the reduced income from this proposal could be contained within the parking budgets. In a full year the cost would be £75,000 and it would therefore be necessary to address this ongoing cost through the 2008/09 budget process. The cost of changing signage of up to £10,000 would be met from existing budgets established for this purpose.

Some Members expressed concern regarding the methodology used in the survey, both in terms of not being able to establish the effect of charges specifically on residents and in terms of it not looking at those people who had ceased to use the car parks. Other Members noted that the same methodology had been used for a survey in 2004, prior to the introduction of the charges, and therefore the results could be directly compared.

Some Members expressed the view that removal of evening charges for residents would help to revitalise the evening economy and others highlighted the need to monitor if there was an upturn in business if charges were abolished.

Advice of the Urgency Committee

That the Executive Leader be advised:

(i)   That Minster badge holders be allowed to park free of charge in the evening.

Decision of the Executive Leader

RESOLVED: That the advice of the Urgency Committee be accepted and endorsed.

REASON: As requested in the Policy Prospectus.

5.   **PAY SUPPLEMENTS FOR CHIEF OFFICER POSTS**

Members received a report which asked them to approve a pay supplement for an Assistant Director (AD) post within Learning, Culture and Children's Services (LCCS), pending a wider review of AD salaries. The report had been brought to an Urgency Committee because of the need to fill the post of Assistant Director (School Improvement & Staff Development) in LCCS, following the decision of the current post holder to retire, and the inability to fill the post, having already failed on one attempt to recruit at the current salary.

The report presented three options for consideration:
• Option 1 – to pay the pay supplement as a 'market supplement' in addition to basic pay;
• Option 2- to pay the pay supplement in addition to basic pay based on performance in the post;

- Option 3 – to consolidate the pay supplement into the basic pay for the post.

Some Members expressed concern that agreement of a market supplement would set a precedent for other similar posts and officers advised that any further requests would need to go through a similar approval process.

Members also expressed concern that there was no comparator information available on similar posts in other organisations and requested that the item be deferred to another Urgency Committee meeting to allow for this information to be provided.

RESOLVED: (i)   That the report be deferred to a further Urgency Committee meeting.

REASON: To allow the provision of comparator information.

COUNCILLOR S F GALLOWAY
Chair
The meeting started at 12.15 pm and finished at 1.10 pm.

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City of York Council	Minutes

MEETING	URGENCY COMMITTEE
DATE	29 JUNE 2007
PRESENT	COUNCILLORS STEVE GALLOWAY (CHAIR), GILLIES, JAMIESON-BALL, POTTER AND SCOTT

6. DECLARATIONS OF INTEREST

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

No interests were declared.

7. EXCLUSION OF PRESS AND PUBLIC

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

Annexes 2-5 to Agenda Item 3 (Pay Supplement for Assistant Director of School Improvement and Staff Development) (minute 8 refers) on the grounds that they contained information relating to any individual and the financial and business affairs of any particular person (including the authority holding that information). This information was classed as exempt under paragraphs 1 & 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).

8. PAY SUPPLEMENT FOR ASSISTANT DIRECTOR OF SCHOOL IMPROVEMENT AND STAFF DEVELOPMENT

Members received a report which asked them to approve a pay supplement for an Assistant Director (AD) post within Learning, Culture and Children's Services (LCCS), pending a wider review of AD salaries. The report had been brought to an Urgency Committee because of the need to fill the post of Assistant Director (School Improvement & Staff Development) in LCCS, following the decision of the current post holder to retire, and the inability to fill the post, having already failed on one attempt to recruit at the current salary.

The report presented three options for consideration:
- Option 1 – to pay the pay supplement as a 'market supplement' in addition to basic pay;
- Option 2- to pay the pay supplement in addition to basic pay based on performance in the post;
- Option 3 – to consolidate the pay supplement into the basic pay for the post.

The comparator information requested at the previous meeting of the Urgency Committee was set out in the annexes to the report. Officers advised that some of the information included in Annex 2 was inaccurate and provided some updated information relating to maximum salaries paid by comparator unitary authorities.

Members discussed with officers the potential benefits and risks of each option.

RESOLVED: (i) That it be agreed to implement a supplement which allows the Director of LCCS to pay up to £75,000 in the particular case of the Assistant Director (School Improvement & Staff Development) in order to facilitate successful recruitment with £5k being applied as a market supplement for the tenure of the postholder, subject to:

a) The annual cost of living pay rises only applying to the basic salary and not the supplement;

b) Any uplift in basic pay arising from the outcome of the wider Assistant Director salary review being offset against a reduction in the supplement;

(ii) That the onward consequences of this particular supplement and the outcome of the review of Chief Officer pay be recognised.

REASON: In order to enable the Council to recruit to the post of Assistant Director (School Improvement & Staff Development).

COUNCILLOR S F GALLOWAY
Chair
The meeting started at 2.00 pm and finished at 3.10 pm.

Agenda Item 4

CITY OF YORK COUNCIL

Urgency Committee   3rd August 2007

Report of the Easy@york Programme Director

Executive Summary

Easy@york Progress report and options for Phase 2

Summary

1. This report provides a high level view of the main reasons why we need to undertake a second phase of easy@york. The full business case is set out in the main report but this summary will help to guide members to the key points.

Background

2. The first phase of easy@york is not yet finished but already it is widely regarded throughout the organisation as a major success and an exemplar of how significant improvements can be made to the way in which the Council delivers services to customers, more efficiently and more effectively.

3. When the Programme was agreed there was always the assumption that further phases would be needed in order to cover the majority of our customer contact and essentially to be able to move to Hungate. The main report sets this out in more detail.

Benefits of the easy@york approach

4. The Programme has already delivered significant customer benefits –

   - Faster end to end processing of customer requests

   - Better quality services resulting in high levels of customer satisfaction (99%)

   - Efficient processes already yielding savings, with £307k of potential savings being identified after only 5 months and with only half of the first phase actually implemented.

   - Released capacity to deal with increased demand for services

   - Introduction

Imperatives

5. Without a further phase of easy@york the move to Hungate will not be possible as: -

- The size and layout of the building is predicated upon a single customer contact point. Without establishing a single customer service, more space would be needed to create separate receptions for each service.

- Easy@york will create new processes for handling customer requests using electronic workflow and document management. Without this, there will still be a reliance upon paper and a need for staff to be located in close proximity to share paper documents. This will mean that Hungate will not be big enough to contain either the number of staff (no home working) or the volume of paper we will need to store to continue working as we are.

- The Hungate project would need to be reviewed and significant additional cost and delay would inevitably ensue.

6. Government are starting to mandate the approach we are taking, building in measures into the inspection regime for Comprehensive Area Agreements that measure self service (web) customer transactions and transactions delivered in one contact, which can only be measured and delivered by use of CRM and contact centre solutions like easy@york.

7. The approach being recommended for easy@york is being widely adopted elsewhere by other authorities. Research of other authorities has shown that significant savings can be made (over £1m p.a. of savings have been made by other authorities on services included within phase 2). These authorities have also improved the customer experience.

8. Customers are very satisfied with the service they are receiving from the York Customer Centre with 99% very or fairly satisfied with the overall service received. Further improvements are being made to bed the service in. A telephone menu will be introduced in August to increase the effectiveness of the YCC staff in handling customer calls.

9. Our Customer Services need to move with the times and easy is the only mechanism we have of meeting these changing demands. In future, customers will: -

- Demand more joined up approaches from us

- Expect to be able to access the Council self-service over the internet

- Expect to deal with the Council when they want to, often out of normal hours.

- Expect much clearer indications of when we will deliver their service requests

- Expect much better feedback on work in progress

Recommendations

10. Members are asked to agree funding for a second phase of easy (Option 3) to cover Housing Management, Social Services, Warden Call, Parking, electoral registration, Licensing, Flexible Working, Income Collection, recruitment and internal processes to facilitate the move to Hungate. This will cost approx £2m - £2.5. A further report will be brought back to Executive before Christmas to refine the exact scope, timing and delivery mechanisms for the next phase,

Contact Details

Author:	**Chief Officer Responsible for the report:**
Author's name Tracey Carter	*Chief Officer's name* Simon Wiles
Title easy@york Programme Director	*Title* Director of Resources
Dept Name Resources ITT	
Tel No. 553419	

Report Approved ☑ **Date** 31/7/07

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

For further information please contact the author of the report

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CITY OF YORK COUNCIL

Urgency Committee   **3rd August 2007**

Report of the Easy@york Programme Director

Easy@york Progress report and options for Phase 2

Summary

1. This report sets out the early outcomes of the first phase of easy@york, provides an analysis of the early benefits that have been achieved by the programme and gives an indication of some of the lessons already learnt. It also makes the case for a second phase of the programme and presents options to extend the reach of the current York Customer Centre and to establish a single, one-stop shop for face-to-face contact in the Hungate Building by 2010. The report presents high level costs for a future phase and options on how this can be funded.

2. The report is urgent as a decision cannot wait until after the summer recess. A delay would lead to a significant hiatus in the programme which would both delay work on phase 2 and potentially threaten the move into Hungate in 2010. In the short term the Programme Team are largely employed on short-term contracts which are approaching their end date. They may leave if there is no commitment to a second phase and this in turn would lead to a delay in commencing phase 2 and a loss of vital skills and experience.

3. The Programme is designed to: -

   - Make services more efficient and cost effective

   - Improve Customer satisfaction with access to our services

   - Ensure that the move to Hungate can be practically achieved

   - Improve the delivery of end-to-end services and thus have a broader impact upon both citizen satisfaction with the city and economic development (e.g. cleaner streets will promote the city to tourists).

   - Increase citizen participation/community involvement by making the Council more transparent and accessible and developing two-way communication channels.

   - Make a significant contribution to the performance management agenda highlighted in the current White Paper.

Background

4. This is achieved by opening up new ways of communicating with customers, by developing a new customer contact service and by redesigning and rationalising business processes, all underpinned by the use of technology. The easy@york programme has delivered a first phase of services which include: -

    *   York Pride Action Line – Street Cleansing, Refuse, Pest Control, Bulky Goods Collection, Highways, Street Environment, Abandoned Cars
    *   Switchboard
    *   Planning and Building Control
    *   Revenues
    *   Housing Benefit and Council Tax Benefits (still in development)

5. The easy@york programme was the Council's response to both the e-government targets set by central Government and to our own assessment of customer access arrangements across the Council. During a Best Value review of access to services, customers told us that: -

    *   They wanted more ways of contacting the Council i.e. phone email internet and SMS etc
    *   They want to be able to get through to us when they phone
    *   They wanted extended hours of access
    *   Their preferred method of contact was the phone
    *   The majority would consider using the internet in the future
    *   They found our 13 City Centre reception points confusing and inefficient
    *   They found the Council organisational structures confusing and silo based and wanted better signposting of services
    *   They wanted more efficient and joined up services.

6. In response to this we developed a CYC Customer Access Strategy and the easy@york Programme to deliver a series of wide ranging improvements. Face to face contact was initially in scope but as the programme became more defined it was decided that there was insufficient space in any existing buildings to coherently achieve this and so it was decided to focus on telephone and web access channels.

7. An important driver for easy@york has always been the efficiency agenda. The Council's financial position means that we have to get the most out of all our services and the programme has given us the ideal opportunity to deliver efficiencies. The Programme has developed a service improvement methodology which uses a systems approach to identifying the key outcomes for each service. Using detailed analysis of performance data, drawing on the experience of existing staff and applying external challenge, we have redesigned processes and configured the new technology solutions to make these processes faster, more accurate and more responsive. This has already led to some efficiencies. Staff are still becoming accustomed to working in these new ways and further improvements are expected.

8. Easy@york was also CYC's response to the targets set by central government to achieve e-government, the electronic enablement of services. Though we successfully achieved the BVPI 157 target of e-enabling 100% of services by December 2005, we decided that we did not want to create a veneer of technology

and processes that did not add real value to the customer experience and could make us inefficient. Our approach was to take a long term joined up view of what e-government could do for the city and to undertake a fundamental redesign of our delivery of services to customers. This involved improving processes and using technology to open up access and make services faster and more accurate. This approach has, over time, been vindicated, as e-government has become "t-government" (transformational government). Central Government have now created a strategy for the long term transformation of public services which seeks to: -

- Design Services around the citizen or customer

- Release efficiencies by standardisation, simplification and sharing of services

- Improve Government delivery of technology enabled change

9. The approach taken by CYC in the easy@york programme is clearly consistent with the new t-government approach. Many authorities started out by developing one-stop-shops and Contact Centres, implementing interactive web sites and CRM systems. What we are now increasingly seeing is a number of authorities going back and integrating their front end customer services with their existing back office businesses, changing business processes and linking IT systems together. This model of transformation is rapidly becoming the ideal way forward and York are now at the forefront of this developmental trend. Further detail of the national picture is set out in Annex 5, along with case studies of how this approach has generated savings in other authorities. Other authorities currently adopting the same approach as York are: -

Birmingham CC	Leeds CC	*Bromley LB*	Preston CC
Rotherham MBC	East Riding	Hillingdon BC	Bradford MBC
Waltham Forest LB	Wirrall MBC	Liverpool CC	Tees Valley

10. In summary, customer expectations are changing and our customers are demanding more from all our services. Government strategy is evolving towards the delivery of end to end transformation of services centred around the customer, technology is offering us increasing options to change the ways we work and the Council is itself setting out its ambitions to embrace this agenda

11. The move to Hungate is dependent upon a second phase of easy@york. The design of Hungate is based around a one stop shop where all customer contact will be centrally managed. Without easy@york this will be impossible and the Hungate building will not be able to function properly. In addition the recent announcement that targets for efficiency savings will rise from 2.5% to 3% p.a. and there is an assumption that this money will be taken directly from our annual finance settlement from 2008/9. Easy@york is central to identifying opportunities for efficiencies.

Easy@york

12. A four phase Programme was agreed in principle by members in 2005 but funding was only endorsed for the first phase. At this time an outline plan was proposed that set out three further phases of delivery, incrementally introducing telephone, email and internet access to additional services via the York Customer Centre, concluding

in a final fourth phase which would see the introduction of face to face contact for all Council Services in the Hungate Building in 2010.

13. The first phase was further subdivided into: -

Phase 1a – Achieve Implementing e-government targets by end 2005 (IEG)

Phase 1b – Establish the York Customer Centre (YCC) and the new web site as the single point of telephone and electronic access to deliver deep service transformation for York Pride Action Line services and Planning and Building Control. In addition, some wide services such as signposting of calls (previously Switchboard), income collection, complaints and some information provision would be delivered for the whole Council.

Phase 1c - Incorporation of the Revenues and Benefits service into the YCC.

14. In 2006 we contracted with Logica CMG to be our solution provider to help us to develop detailed process designs and configure these into a technical solution. This solution is an integrated suite of IT systems that gives us a strong, robust and expandable architecture that we can exploit in the future. The solution comprises (further detail is attached in Annex 1):

- Customer Relationship Management System (CRM)

- New web site and Content Management Solution (CMS)

- Geographical Information System (GIS)

- Integration hub to establish a single person and property data set for the entire Council and dynamically link this to the CRM and also use this to connect up back office systems

- Contact Centre Telephony solution

- Online e-consultation package

- Online Planning System

- Online Schools Admissions System

15. In addition to the services of our suppliers, we established a dedicated Programme team to develop, define and deliver a broad range of changes to working practices, organisational structures, policy refinements, technical designs, implementation, testing and training activities. The changes that the programme has brought about have touched every area of the Council but have brought significant change in Resources, City Strategy and Neighbourhood Services. The Programme Office has seconded staff from Resources and Chief Executives and has also recruited dedicated staff to provide the required level of skills and experience to deliver an ambitious programme of multidisciplinary change in a structured and controlled environment, utilising the Office for Government Commerce (OGC) Managing Successful Programmes (MSP) methodology.

Achievements to date

16. We have successfully delivered the majority of phase 1. Costs of phase 1 are set out in Annex 2.

Dec 2005	Met the BVPI 157 target of 100% of services e-enabled
June 2006	Established the York Customer Centre
Sept 2006	Go live of e-consultation system
Oct 2006	Go live of Online School Admissions
Feb 2007	Go live of new web site incorporating the Planning Portal
Feb 2007	Launch of phase 1 services in the YCC using new processes and technology
Mar 2007	Part of Revenues service goes live in YCC
April 2007	Web site became interactive
June 2007	Launch of more self service forms on the web
July 2007	Rest of Revenues Service goes live in YCC and on web
August 2007	Implement telephone menus system
Tbc	Benefits service goes live in YCC and on web

Implementation Issues

17. As a result of a huge preparation and implementation effort the Go live in February went very smoothly and we are now starting to see some real improvements in service and some efficiency gains though it is early days and we need to embed the new ways of working before taking these savings out of the budget. There are still some technical and business process issues being resolved post implementation. A review is underway to refine the service and define new measures of customer service. The Customer First target is very simplistic as it only measures the % of calls answered within 20 seconds. In a contact centre, more importance is placed upon processing the customer's request and dealing with their contact effectively in one go rather than on simply answering the phone as quickly as possible. The proposed new measures will concentrate upon

- Answering a greater % of all calls presented

- Answering calls in a reasonable time whilst ensuring we are not over resourced

- Quality of service e.g.

- o ability to deal with requests in one call

- o Ability to deal with call then and there

- o Customer satisfaction with the handling of the call.

Benefits Realisation – Phase 1

18. The YCC service has only been running for 5 months (and is still evolving) so statistical analysis should be treated cautiously and reviewed regularly as processes become embedded and seasonal trends appear. However the headline results are very promising. At this stage it is important to match up the early outcomes of the programme with the improvements (benefits) that we set out to achieve. They fall into two main categories.

- How effective have we been in delivering the Customer Access Vision?

- How effective have we been in driving out the service improvements that we identified for each service area?

19. It is important to understand that in driving out business changes in this way, you will reveal any masked weaknesses that may have existed in the service already and we are already uncovering significant unmet demand – services were previously quite difficult for customers to access and hence they did not contact us. Now that it is easier to access these services, the volume of service requests have significantly increased.

20. Initial baseline information from each service about how it used to operate has been difficult to validate as it has often been drawn from multiple systems or manually collated. Our view of services before they were changed was skewed by the impact of inconsistent processes and contained significant amounts of unnecessary and repeat work being created through failure of one or more stages in the process. Only since we implemented the CRM have we been able to reliably report on many of the key performance indicators relating to customer services. That in itself is a significant benefit.

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

- 581,820 Customer phone calls

- 32,500 emails

- 12,000 e-forms

- 23,000 Phone and web payments taken

- 1.6 million Web visits

- 215,000 web transactions

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

   a. 99% of YCC customers are satisfied with the service received from the YCC.

   b. 67% of customers are satisfied with the council's website

   c. Switchboard call volumes have dropped by 23% since the service transferred into the YCC as calls are now answered first time creating fewer repeat calls and measures have been taken to reduce unnecessary calls. This equates to a saving of £26.6k.

   d. Calls left on the anwerphone are down from 9.4% to 0.2%. These calls give rise to outgoing calls – saving of £7k per year. Customers are more satisfied when they don't have to use an answerphone.

   e. Reduced % of calls that were unanswered by the Back office - 40% of all calls to the Switchboard were unanswered and bounced back to the switchboard. This is down to 3.1%

   f. Of these 18.7% of all calls could not be successfully redirected and were not answered at all. This has reduced to 0.02%

   g. Significant use of web site – 701k visits from 477k visitors since it went live in February. Projected to be 1.6 million visits per year.

   h. 88% reduction in YPAL complaints – down from 2352 per annum to 68 in three months e.g. 272 per annum

   i. Customers able to use e-mail and e-forms to contact us twenty-four hours a day, seven days a week (24/7). We have processed 5526 emails and 679 online e-forms since go live. 11 forms are now live but not advertised yet and it is expected that usage will increase significantly when we promote the forms. The Government white paper on Strong and Prosperous Communities indicates that the cost of a face-to-face contact is approx £16.20 whilst web contacts cost just £0.12. Even with relatively low initial volumes of e-forms this would give rise to an annual saving of £57k, though these savings are not realisable where demand from customers has risen

   j. 7.2% of all customers now raise more than one service request thus reducing the number of calls they need to make to us.

   k. Back offices around the Council are reporting the improvement in the quality of the information that is captured by the YCC. This prevents time being wasted in chasing up service request and results in a better customer experience.

   l. Council policies on service delivery standards are now applied consistently so customers know whether their request can be fulfilled, whereas in the past this was not the case

   m. Services are now more responsive - The transfer of decision making to the front office means that customers are told when their service request will be actioned and can get real time progress reports. Urgent calls are escalated as soon as they are received.

   n. Managers in the back and front office can see when work is about to breach the Service level and take remedial action.

23. **More Efficient services**

   a. YPAL handling 6% more calls and between 2.1% and 9.8% more service requests using the same resources.

   b. £46k pa saving on staffing in Revenues. Processes are more efficient and new staff structures are flatter. Two posts deleted - admin assistant and junior manager.

   c. Processes have fewer steps, no unnecessary review and inspection activities, no time wasted whilst we batch jobs for despatch to the back office, which are then printed and distributed individually. Jobs are now deployed to the back office in real time and better work management and reporting assures that work is flowed and processed more rationally

   d. Web payments – over 10,000 self-service payments taken in the last year which equates to £16k saved processing time.

   e. Fully Automated Telephone payments introduced – 350 payments a month which equates to £7k per annum reduced processing time. This is without any promotion of the service.

   f. Income Collection done before work is undertaken so no invoices and debts are raised. 156 pre-payments are being taken per month and if each invoice costs a nominal £25 to process we will save £47k per year, in addition to the reduction in the cost of chasing and writing off debts and cash flow benefits.

   g. Internal use of Speech Server to connect internal calls – 856 calls a day, which equates to 1 full time member of staff - £25k pa.

   h. 17,000 visits to the Planning Portal each month – over 200,000 customer contacts are now undertaken via self-service with no need for a visit or a phone call.

   i. Online School admissions used by 3,500 parents and guardians. 25% of all secondary schools admissions were handled on line (national target 5%) with 99% of customers rating the service as good or very good. Though no savings made (manual system still in use) the system has enabled us to provide statutory returns that would have required 2 additional posts to fulfil manually thus £50k of growth avoided.

   j. E-consultation system used by 2196 respondents for 7 surveys. The largest of these were internal surveys.

   k. New containers – 41% of customers collect the bin themselves saving the need for a weekend delivery giving rise to a £14k pa overtime saving.

   l. Number of YPAL Service Requests left open on the system has reduced from 7% to 0%. All calls are now actioned and signed off.

   m. Reduced the number of calls from customers phoning up after receiving a 1471 message. This used to account for 10% of all calls to the switchboard. Saving of £11k.

   n. The YCC has more capacity than the previous varied mini call centre arrangements and is able to plan to handle exceptional demand created by campaign activities and to handle seasonal fluctuations in demand such as Council Tax Billing.

24. **Service Improvement Through Faster Processes**

    a. Bulky goods are now picked up within 4 days of the job being booked, a 93.5% improvement on the previous performance of 53 days. 25-30 collections are made each day.

    b. Abandoned cars are now picked up within 5 days rather than 6, a 16% improvement.

    c. 92% of all service requests have been undertaken within SLA timescales. 95% are undertaken within a day after the service level target.

    d. 100% of all urgent cases have been dealt with within SLA (Streetscene and Highways jobs that require a one or two day response).

Customer Satisfaction Surveys

YCC

25. During July a Customer Satisfaction surveys was undertaken with 504 customers to assess the performance of the YCC and the web site. The Survey shows that 99% of customers are very satisfied or fairly satisfied with the overall service of the YCC. 100% of customers were satisfied with the person taking the call and 92% were satisfied with the speed at which their call was answered. Of the comments received 68% related to the YCC and of these, 67% were positive. The remaining comments related to both the final delivery of the service being requested and some dissatisfaction with the level of service provided by the Council and the level of Council Tax. A sample of the comments is set out below.

- *"Service was exceptional and very friendly"*

- *"By comparison customer said it had taken him six days to get through to BT and 4 days to Npower and we were a breath of fresh air"*

- *"Fantastic service, if everyone in the council was the same we would be a wonderful organisation"*

- *"Customer called back to thank all regarding case 1055979 as the pavement was defective with pothole and this has been looked at within a day. He is very happy with the service and very impressed as workman there attending to the hole as we speak."*

- *"Contacted us last year and the service was excellent this time in comparison"*

- *"Waited too long to get through"*

- *"Has experienced delays in the past trying to get through to council tax"*

- *"Happy with call centre but not happy with council service of 3 week wait"*

- *"Would like a more specific time for Pest Control bookings as cannot afford to take all morning of work - would have preferred an hour slot if possible".*

- *"Not happy as does not have full recycling service"*

- *"Only moved last August, everything they have had to do with the local authority has been very satisfactory, thank you."*

26. 5% of customers were dissatisfied with the wait time and this was supported by anecdotal comments as well. There are currently teething problems in dealing with demand at peak times and some customers are having to wait for the YCC to answer their calls. In response to this, an action plan has been developed to speed up the handling of signposting calls and ensure that we utlilise all the capacity in each staff skill group within the YCC. Changes made have already resulted in radical improvements to wait times and we are now achieving the target of 95% of calls answered within 20 seconds and answering over 99.9% of all calls presented.

27. However the most significant issue is that we have been running for over a year without introducing the telephone menu systems as originally planned. This means that we are manually signposting 200,000 calls a year that could be fully automated. In order to free up capacity within the YCC, plans are in place to implement a very simple menu to automate calls where the customer knows the name or the extension of the person they want talk to so that staff time can be spent more productively, handling customer service requests. This will go live in August after testing with key consultees.

Web Site Survey

28. In a recent survey of 100 users of the Council's web site,

- 69% of the sample were satisfied with the site with 16% dissatisfied

- 76% of customers found the e-forms were easy to use

- 90% of users are likely to use the site again.

- Satisfaction with various aspects of the site ranged from 55% (search engine) to 81% (value of the information)

- 18% of users said that they did not find what they were looking for and 24% were dissatisfied with the site search so further qualitative research will need to be undertaken to identify if there are any gaps in content and to explore the search engine and linkages between content to improve in this area.

- 100% of users of the online payments were satisfied and believed that the service should be promoted more heavily.

- 56% of users indicated that they would have phoned the council if they had not used the website

Realising Efficiency Savings

29. This is a very early attempt to calculate the efficiencies of the first phase of the programme and over time it is expected that the improvements will both become clearer and increase. The **overall efficiencies generated by the first phase total £307k pa** and this is broken down in Annex 3. Some of these improvements manifest themselves as: -

- Improved the quality of services to customers

- Cashable Savings where expenditure can be shown to have reduced

- Increased capacity to handle more work for the same budget

- Released capacity to address current backlogs

- Released capacity to meet an increase in uptake of services due to improvements in availability, accessibility or quality.

- Released capacity which is being redirected to other priorities

- Non cashable savings which are at the moment difficult to realise as they represent fractions of a post or a small element of several people's jobs

- Avoidance of growth, where the new arrangements mean we can meet new requirements without additional investment

30. The calculations give us an early picture of how real savings can be made if the programme of changes is significant enough and economies of scale can therefore be realised and driven out. As we broaden the scope of the changes, the fractions of posts become whole posts and can therefore be realised more easily

31. In order to increase the level of benefits and savings that can accrue we need to actively promote to residents the availability of new methods of contacting the Council. Promoting uptake of web based services and actively managing down the level of face-to-face contact to enable the customer migration towards more cost effective channels of access. The efficiencies delivered to date have been achieved with little active promotion of alternative ways of doing business with the council. There is however some evidence nationally that the introduction of new channels encourages customer contact and participation and hence increase overall volumes of customer contacts. Whilst this is desirable it does mean that realising savings can be difficult.

32. These preliminary findings clearly exemplify the huge shift in performance that can be created by the easy@york service transformation. Further improvements will accrue as the new processes and ways of thinking become embedded in both the front and back office business. The Easy Programme also believe that further improvements can now be made to these services, having established a different mind set amongst managers and having gained confidence from staff.

Lessons Learnt from Phase 1

33. A full lessons learnt review is to being undertaken in the autumn to identify what went well and what could be done better in future, however, preliminary analysis and feedback suggests that: -

a. The Programme has been slowed down by resistance to change and we need to influence the corporate culture to remove some of the internal inertia which prevents uptake of new ideas and ways of doing things.

b. The Systems approach is essential to ensure that processes are customer focussed and consider all improvement drivers and service considerations. We need to develop more in house skills to use this methodology.

c. Performance data analysis and therefore performance management skills need developing.

d. Senior Managers within the affected areas need to be engaged and committed to the work and leadership cannot be delegated too far down the ranks.

e. Control of changes to policy, process and systems is essential for the reliable running of customer services, particularly through the YCC.

f. Significant Programme Management input and control is essential to driving forward such an extensive range of changes to organisational structures, behaviours and processes. Services engaging with the programme need to have an understanding of this approach in order to work effectively together.

g. We need better baselining of performance and better target setting before changes take place especially if we seek to realise financial efficiencies and make savings.

h. Transitions need to be thoroughly planned and introduced incrementally where possible to reduce risk of service disruption.

Business case for Phase 2 of easy@york

34. There are a number of imperatives and unavoidable drivers for a further phase of easy@york.

Corporate Priorities

35. The easy@york Programme is a key delivery mechanism for three strands of the Organisational Effectiveness Programme (OEP) and has a significant contribution to two other Corporate Strategy Priorities.

- ***Improve our focus on the needs of customers and residents in designing and providing services*** - This will be delivered by transferring the main strands of the council's customer contact into the York Customer Centre, improving the quality of the experience of people contacting the council, increasing the range and availability of ways in which people can contact the council and by promoting the use of more efficient ways for customers to enquire, book and pay for council services. In addition we will use the information from the consultation and customer comments and complaints to improve the way that the council responds to, and uses, feedback from customers. Easy@york, though not the sole delivery agent, is absolutely essential to the delivery of this outcome.

- ***Improve efficiency and reduce waste to free-up more resources*** - This will be delivered by undertaking a further programme of efficiency projects to improve efficiency and the quality of services provided to our customers. Easy@york is an essential part of this work.

- ***Improve the way the Council and its partners work together to deliver better services for the people who live in York*** - This will be delivered by developing

better ways to capture and share knowledge with our partners by utilising the opportunities and technology delivered by easy@york.

- ***Improve the quality and availability of decent affordable homes in the city -*** This will be delivered by improving over 1,400 council homes which will be done in part by improving the efficiency of the council house repair service.

- ***Improve the actual and perceived condition and appearance of the city's streets, housing estates and publicly accessible spaces*** – Delivery of the York Pride Action Line through the York Customer Centre with associated re-engineering of end to end processes has already contributed to improvements in street based services, improving delivery, giving customers better feedback on progress, making these services more accessible to customers, and making performance information more transparent so that further improvements can be made.

Admin Accom

36. A future phase of easy@york is fundamental to the move into the Hungate building in 2010. This is being designed with a single point of customer contact for all face to face and telephone contact for all Council Services. If we do not undertake easy@york phase 2 then customer contact will be spread throughout the building. This would result in the need for a larger building with multiple reception points. The proposed design footprint will not be practical and the overall size of the building would need to increase.

37. The Hungate design already assumes that 20% of all staff will not be desk based. In order for a fifth of our workforce to work from outside the office then their work will need to be electronic, not paper based and the processes will need to be regulated and consistent. We will no longer be able to manage by sitting in close proximity to paperwork or the person who does the next step in the process. Easy@york is the only mechanism that will enable this level of process change and thus without easy@york the majority of staff would need to remain office based and the Hungate building would not be large enough to house them.

38. The move to Hungate will not be possible without a further phase. If Members decide not to proceed with easy@york then the Council would need to commission a detailed impact assessment on the viability of the whole of the Hungate project. Substantial redesign would be unavoidable and additional costs and delays would almost certainly ensue.

What will Phase 2 be like for the customer?

39. If we decide to proceed with a second phase, this is what it might look like for the customer: -

- Customers will be able to come to one place to resolve the majority of their requirements.
- Customers contact will be handled by trained staff who specialise in customer care
- Customers will receive a consistent service with clearly defined customer standards and service levels
- Completion of service requests will be faster and more reliable

- Customers will be given feedback on the progress and completion of their service requests
- All service requests will be logged and tracked so no requests will get lost
- Customer will be able to use the internet to find out information and make a service request at any time of the day or night
- Customers will be given a personalised service, using systems that draw together their personal records from existing back office computer systems.
- Customers will only need to notify us once of changes of address/name etc
- The York Customer Centre will use economies of scale to match its staff resources to different peaks and troughs in demand for each service meaning that the overall customer experience is improved, with better availability and better customer outcomes whilst we make best use of scarce resources and drive out inefficiency and waste.

Selection Criteria for Phase 2

40. In assessing which services should be included in the next phase, the following philosophy has informed the selection.

- The Option selected must deliver the necessary changes to move into Hungate successfully
- We must redesign services which have a large volume customer transactions and interactions
- We need to deliver **both** customer service improvements and efficiencies
- We need to create economies of scale by centralising telephone call handling and face-to-face customer reception points.

Options

41. In setting out the following options we have tried to distinguish between what we need to do and cannot realistically avoid doing, and what we might want to do to deliver the Council's broader aspirations. The following options present a continuum and Members are asked to advise on the essence of the approach they wish to take and then on the scale and scope of the work to be included within a future phase.

42. **Option 1** - End easy@york after phase 1. Commission a feasibility report on Hungate. Withdraw any related expectations of customer service improvement from service plans and from the efficiency programme or the Customer Service Priority. Develop multiple customer reception points in the Hungate building, potentially on all floors. This would have significant impact upon the design of the Hungate building which will be difficult to accommodate within the size of the intended building. Space in Hungate would need to be allocated departmentally to ensure that paper based processes could still be delivered. Document Management System usage would be corporately led and would be developed by each Directorate or team. We would not achieve targets for reduction in paper storage needed to move in to Hungate therefore alternative storage space would need to be procured at extra cost. We would not be able to meet the desk ratios required for Hungate as existing processes will mean people still need to be office based or have office space available to them. The building would therefore need to be bigger.

43. This would lead to:

- Telephone services still linked direct into the back offices with an acceptance that any efficiencies from aggregation of the resources will not be made.

- White mail received centrally and then immediately distributed to each Directorate team to be handled as it is now. Document Management System usage would be developed by each Directorate or team.

- Unable to achieve targets for reduction in paper storage needed to move in to Hungate.

- Unable to use the Hungate space flexibly as teams would need to be located together as they are now.

- Unable to meet the desk ratios required for Hungate as existing paper based processes will mean people still need to be office based.

- Review of Hungate feasibility required.

- Indicative costs suggest additional Hungate costs of **£2.66m** over 10 years based on the provision of an additional 897sq metres of space with a build cost of £1.686m and a running cost of £98.6k pa. Ongoing revenue costs would continue for 30 years.

44. **Option 2** – Continue the programme to deliver the minimum possible change to move into Hungate. Deliver face-to-face customer contact for major customer-facing services through a single customer contact service but do not re-engineer end-to-end systems and processes. . Face to face contact would be delivered service by service like a department store with customers needing to go from desk to desk to deal with their requirements.

45. This would lead to:

- Delays for customers when they need to see someone from the back office, as they would not be located close to the front office. This could lead to poor communications and a poor customer experiences.

- Telephone services still linked direct into the back offices with an acceptance that any efficiencies from aggregation of the resources will not be made.

- White mail received centrally and then be distributed to Directorate teams to be handled as it is now. Document Management System would be developed by each Directorate or team.

- A high risk of not achieving targets for reduction in paper storage needed to move in to Hungate.

- Unable to use the Hungate space flexibly as teams would need to be located together as they are now.

- Unable to meet the desk ratios for Hungate as existing processes will mean people still need to be office based or have office space available to them.

- Review of Hungate feasibility required.

- Indicative costs suggest additional Hungate costs of £2.66m over 10 years plus a programme cost of £500k. Total **£3.16m.** Ongoing revenue costs would continue for 30 years.

46. **Option 3** – Deploy the full easy@york approach on major customer facing services. Use the systems approach and undertake end-to-end process change. This would mean: -

- Improved customer experiences and raised satisfaction levels

- More efficient services

- Cost reductions with potential savings of at least £100k pa

- Meet targets for space utilisation, desk ratios and paper storage etc to be able to occupy the Hungate building.

- delivering the vast majority of our customer contact from one joined up point.

- Service improvements on 1.65 million customer transactions

- Costs of approx **£2 – 2.5m**

Potential Services for Option 3

Full descriptions of the scope of these services and the drivers for their inclusion are attached in Annex 4.

Service	No of customer contacts per year
Housing Management	115k
Adult Social Services, Children's social services advice information and referral	85.5k
Parking	269k
Electoral registration	411k
Warden Call	67k
Revisit phase 1 services	650k
Income collection in specific areas	Unknown
Licensing	Unknown
Corporate recruitment	55k (est)
Corporate process redesign for handling white mail	N/a
Life Events	Unknown

Mobile Working	N/a
Develop additional face to face customer contact points in Libraries, Children's Centres and possibly Secondary Schools	N/a
TOTAL	**1.65 Million contacts**

47. **Option 4** – Develop Corporate customer contact arrangements for all our customer services, irrespective of size, and share these with partners such as Health, Police and Department of Work and Pension (DWP). This would mean developing processes and referrals across a range of agencies, creating radically different organisational structures that supported a customer centric view of a range of public services. This model is just starting to emerge in areas where significant partnership working has been in place for a number of years. This could involve

- Pooling of budgets

- Sharing space with partners

- Significant rethink of delivery mechanisms for many of our core services

- Costs of **£3m+** based on an increase in the complexity of service redesign

Analysis

48. The criteria for assessment of these options are: -

    1. Does the Option deliver efficiency gains?

    2. Does the Option deliver customer service improvements?

    3. Does the Option enable a move to Hungate?

    4. What is the financial impact of the Option?

    5. What is the extent of organisational change to deliver the Option? Can the organisation manage the changes that this would require?

49. **Option 1**

- The option would not create any efficiency gains.

- Customer Services would be fragmented and unsatisfactory as customers would expect a single organisational response if we are all in the same building.

- The Hungate building would not be large enough and significant additional cost would ensue from providing additional office space.

- The initial additional investment in this option would be very cheap but due to accommodation costs and inbuilt inefficiencies, the long-term costs of running services in this way would increase.

- Services would struggle to deliver effectively where back office staff were located in a different building to the front office staff.

- In addition we may have difficulty in completing phase 1 as staff on short-term contracts may leave before the end of the programme.

50. **Option 2**

- The option would not create any efficiency gains.

- Customer Services would get worse rather than better.

- The Hungate building would not be large enough and significant additional cost would ensue from providing additional office space.

- The initial costs of this option would be relatively cheap but due accommodation costs, inbuilt inefficiencies, the long term costs of running services in this way would increase as processes would get more complicated rather than less.

- Though it mitigates the reputational risks of appearing un-joined up, there is significant risk that the organisation would not be able to adapt its working practices to operate within departmental silos but with a false divide between front and back office. This would be very complex.

- This option is expensive, inefficient and high risk.

51. **Option 3**

- This option would deliver efficiency gains including financial savings

- Would improve customer services, delivering the vast majority of our customer contact from one joined up point.

- Crucially it is the only option that makes the move to the Hungate Building possible.

- Though it would require up front investment it would not result in additional accommodation costs over a long period of time and is therefore the cheapest long-term option.

- In order to deliver this we would need to establish stronger links with associated work such as Admin Accom, the OEP and HR strategy development to link common drivers and themes together and thus optimise our change activities and ensure we realise financial and performance benefits.

52. **Option 4**

- This option would deliver efficiency gains including financial savings

- Would improve customer services, delivering the vast majority of our customer contact from one joined up point and integration related services with our partners

- We would not initially have space in Hungate to accommodate staff from other agencies.

- Costs would be more than option 3 as the complexity of the change work would increase and we would need to supplement the office space in order to deliver this.

- Given the time it has taken to deliver phase one and the imperative of Hungate this option is probably unrealistic as we do not have the financial capacity to deliver it by 2010. It might be advisable to consider a further phase after we have moved to Hungate, have embedded some underpinning organisational changes and developed robust operational working relationships with partners.

53. **Option 3 meets our objectives and has the lowest long term cost.**

Assessment Criteria	Option 1	Option 2	Option 3	Option 4
Efficiency gains	x	x	√	√
Customer Improvements	x	x	√	√
Enable Hungate move	x	x	√	x
Financial Impact	£2.66m	£3.16	£2-2.5m	£3m+
Extent of Organisational Change	Medium	High	High	Very High

Potential Sources of Funding

54. Given the high level scope of the options proposed it is impossible to give accurate estimates of cost at this stage. In order to develop detailed costings for both the CYC resources and for any third party supplier costs it will be necessary to undertake a detailed scoping exercise for each proposed service that would identify the improvement objectives, the range of processes to be in scope and the potential models of delivery (e.g. web based or delivered from the YCC). However in order to provide some guideline costings to enable a decision to be made, we have looked at costings from phase 1 with some variations in approach. There are 2 elements to the costs.

- The internal resourcing of service change within Departments and the cost of running a Programme Office

- The costs for LogicaCMG to provide their services to configure the technical solution, and any additional software licences needed to increase the scope of the solution.

55. Option 3 would require an ambitious development programme. In order to save money and provide an ongoing skills pool into the organisation it is anticipated that we would develop in house staff rather than use external contractors for the majority of the business analysis work. This would be a three-year programme and would cost between £2.0m and £2.5m.

56. The first phase of the Programme is projected to underspend by **£200k**. This money could be carried forward to the next phase. In addition, CYC have received

marginally more central government grant funding through LPSA 1 (Local Public Service Agreement) funding than expected and the outgoings to achieve these targets have been marginally less than expected. This means that there is potentially a further **£200k** that could be made available to fund a further phase of easy@york.

57. Further capital funding could be allocated from LPSA 2. It is projected that £2m will be realised if all performance targets hit their current projected levels therefore Members could allocate **£500k** from LPSA2.

58. Members could consider using some of the 2006/7 underspend which was around a net £2m. Of this, £1m relates to underspends on the IT Development Plan which were partly caused by the prioritisation of easy@york phase 1. **£500k** could be carried forward to fund easy Phase 2.

59. Members may also wish to identify savings targets for each service being re-engineered. This would ensure that efficiency targets are realised and would help to drive through more ambitious approaches and ensure that services take full responsibility for the changes made possible by the programme. On the basis of the benefits analysis for Phase 1 it would seem possible to drive out £100k of ongoing service efficiency savings which would fund prudential borrowing of **£1.1m** over 10 years. Service efficiencies will also be needed to meet future savings targets to balance the budget. The Admin Accom project has already assumed savings on reception staff of £40k pa. and we must be careful not to double count any efficiencies. Any savings would start to come into effect over the three years rather than all at once. Savings could be used to fund prudential borrowing to initially pay for part of the programme.

Potential Phase 2 Efficiency Gains

60. In advance of undertaking the detailed service improvement work on each Phase 2 service, we have undertaken a review of work done on these services by other authorities in order to identify generic efficiencies that could be made in York. This is set out in detail in Annex 5. The headline findings of this review are :-

- **Parking** - Westminster LB have made savings by migrating to payment by mobile phone and removing coin and card parking machines. They have saved 62% on set up costs for new parking schemes and have seen a 65% reduction in ongoing support costs per bay. Online renewal of parking permits has reduced their administrative workload by 40% and reduced processing costs from £35 to mere pennies. Online evidence of parking offences has reduced appeals and associated processing costs by 25%.

- **Recruitment** – Leicester CC have focussed recruitment activity on the web and stopped advertising in the local paper. They have made advertising printing and processing efficiencies of £1.3m per year and have seen a near doubling in the interest shown in each job.

- **Housing Management** - **Choice based lettings** – Warwickshire DC implemented an online bidding system for council houses which is now used by 70% of all customers and has reduced voids thus increasing rental income. This also gave rise to a £35k saving on newspaper advertising.

- **Housing Management** - **Leeds CC, Preston CC and Tees Valley** have made efficiency gains of between £139k and £163k pa from undertaking a systematic review of processes and driving out inefficiency. They also created improvements in service quality.

- **Mobile and Flexible Working – Hillingdon BC** are implementing mobile and flexible working as part of a property rationalisation project and estimate that flexible working, using modern business processes, will bring a 53% reduction in work desks with a corresponding reduction in admin accommodation costs. A large northern Metropolitan Authority has realised a £3m saving from releasing excess office space and estimates a 35% improvement in space utilisation.

Implications

61.

- **Financial -** Identified in the report

- **Human Resources (HR)** There are significant HR implications in implementing the kind of transitional change brought about by easy@york. In the first phase the Corporate Change Management Policy has been used and dedicated HR staff have worked as part of the programme team to ensure successful staff transitions. A further phase would require an extension of this approach.

- **Equalities** – Having council services based in one location with staff who can deal with a variety of requests will be a big improvement for many minority groups. Customers from these groups tell us that they find it confusing knowing who to contact and which office to go to and often have to visit several sites, or phone several departments, to get their requests dealt with. This creates even more of a barrier for disabled people, older people, people who's first language isn't English or parents with small children. Offering contact by different methods is also useful - using e-mail instead of the phone or finding information on a clear and easy to navigate website benefits those who are computer literate, but we must also ensure that those with no access to or ability to use a computer can still easily communicate with us. A centralised phone system is helpful, as long as menus are easy to understand and have a limited number of options. The most important thing is that people are aware of the different ways of contacting the council, and that if they have difficulty with these an alternative can be offered to suit their needs. The use of a CRM will also enable us to undertake equalities profiling of customers in order to comply with legislation.

- **Legal** - None

- **Crime and Disorder** - None

- **Information Technology (IT)** Identified in the report

- **Other-** None

Risk Management

62. In compliance with the Council's risk management strategy the main risks that have been identified are those which could lead to the inability to meet business

objectives (Strategic) and to deliver services (Operational), leading to financial loss (Financial), non-compliance with legislation (Legal & Regulatory), damage to the Council's image and reputation and failure to meet stakeholders' expectations (Governance).

63. Measured in terms of impact and likelihood, the risk score for failure to undertake a further phase of easy@york has been assessed at 19, placing the issue in the HIGH category with no mitigating actions possible.

64. Failure to undertake a further phase of easy@york would pose a serious risk to the achievement of the council's Strategy. It would pose an even greater threat to the move to the Hungate Building which is being designed with an expectation that we are able to centralise our face to face contact with customers into a one stop shop. Without the work undertaken by easy@york, services would not be capable of being separated out from their associated back office, thus meaning that too many services would need their own dedicated reception point with their back office staff located adjacently. This design would be impossible in the new building. The over-riding risk would be that we could no longer deliver effective face-to-face contact with customers.

Consultation

65. The July 07 Talkabout panel asked a range of questions to explore how customers want to access the council in future and what they consider important about the way in which we deal with them. The survey reveals that projected trends in customer behaviour are becoming a reality. A preference for a move towards using the Internet as a primary way to contact the Council and a move away from the phone are strongly evidenced.

- 80% of respondents have access to the internet at home (likely to be higher than the average for the city)
- 34% would use the Internet to contact us in future.
- 70% of customers currently use the telephone to contact us now but in future only 54% anticipate that they will use the telephone.
- Postal contact will drop from 21% to 17% but in an interesting twist of expectations, customers desire to contact us face to face shows a slight increase from 20% to 22%.

66. This is evidence that customers still want a mixed range of contact options but there is a marked trend towards online services and away from both post and phone. The importance of face-to-face contact for some kinds of contact means that the next phase needs to make this customer experience consistent with other channels of access, hence the proposed high quality One Stop Shop in Hungate using the same information technology as for phone and web based customers. These findings are consistent with the proposed programme approach.

67. Customers clearly value thoroughness and quality over a fast initial response. 88% of customers thought it as very important that staff are well informed and knowledgeable, 77% want to know when action will be taken, 61% that the matter is sorted out in one call, whereas only 55% thought is was very important that the call was dealt with quickly.

68. During the development of Phase 1 we have undertaken detailed customer consultation to inform both

    - The design of online forms – members of the Talk about panel were brought in to road test online forms. Their comments led to significant changes in the forms before go live

    - How changes might affect certain groups of customers. Over the last year and a half, a number of consultation meetings have been held with Social Inclusion Working Group, Disabled Peoples Forum, Older People's Forum and CVS, in order to explore initial views of our plans, explain the changes to customer services prior to go live and explore views of our detailed proposals particularly for changes to the switchboard function. This was augmented by participation in the Equalities Conference in June 07. Before the introduction of telephone menus we have undertaken to engage these groups in a test of the system so that we can assess whether different provision needs to be made for some user groups.

69. General response to the programme has been very positive however the Older People's Forum have expressed concern over the menu system and whether this might discourage some older people from contacting the Council. Other consultees have been supportive of the use of telephone menus as long as they are brief and clear. User testing with these consultee groups will be undertaken before the introduction of menus.

Recommendations

70. Corporate Management Team have considered the options and recommend that Option 3 represents the best option for the Council and that officers need to develop the ideas and costings with a view to bringing a more detailed Programme scope back to Members later in the year.

71. Members are asked to consider the review of the benefits brought about by Phase 1 of easy@york.

72. Members are asked to consider the options for a future phase set out in paras 41-53 and to recommend Option 3.

    Reason: as this will enable the move into Hungate and will lead to improvements in Customer Services and deliver savings, all of which are part of the Council's Corporate Strategy.

73. Members are asked to set aside the estimated £200k unspent easy@york phase 1 funds, to set aside £200k of unallocated LPSA 1 funding, to set aside £500k of LPSA 2 funds, to set aside £500k of the in year underspend and to establish a savings target of £100k per year to fund the remaining costs of the Programme.

74. Members are asked to note the introduction of telephone menus in August 07 as set out in para 27.

Contact Details

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Report Approved ✓ **Date** 31/7/07

Specialist Implications Officers:
Financial – Sian Hansom, Assistant Director (Resource & Business Management), City Strategy
HR – Jamie Sims, Acting Head of HR
Equalities – Heather Johnson, Assistant Equalities Officer

Wards Affected: **All** ✓

Background Papers: None
Annexes

Annex 1 – Glossary of technical systems.
Annex 2 – Costs of Phase 1
Annex 3 – Phase 1 Efficiency savings
Annex 4 - Descriptions of potential Phase 2 services
Annex 5 – Phase 2 potential efficiency gains – experience from other authorities

Annex 1 – Glossary of Technical Solution

Customer Relationship Management (CRM) System

The CRM system is the key component in our overall solution. The CRM system has a database where all customer contact with the council is recorded, irrespective of the method used by the citizen to contact the council. So for example, contact by telephone, face-to-face or over the web, all results in the creation of a new record on the CRM system. This record will has a unique identifier which can be tracked, searched for and reported on.

The CRM allows the Customer Service Representatives (CSRs) to deal with a large range of enquiries through a series of scripts or prompts that are available when a citizen makes contact with the council. These prompts enable a CSR to provide information, to create and fulfil a service request, or to direct a call to the appropriate place in a back office system for further processing.

The **e-forms** solution provides the council with the ability to create our own electronic forms within the CRM for use in the YCC and on the website. The electronic forms can be pre-populated with information, and used to take information from a citizen and pass it in an electronic format directly into another computer system for processing and via the CRM for logging. The benefit to the council in using e-forms can be realised by citizens self-serving. As e-forms can be validated before submission by the citizen, this will save officers time in having to manually check the information on the form, and also release officers from the burden of having to re-key the information into more than one system.

Workflow has been defined as *getting the right work, to the right people, at the right time, every time, and knowing that you have done so*. The workflow solution provided by the CRM gives us the functionality to setup business rules around how information or transactions are moved between various easy@york components, and also to and from back office systems. The workflow solution also gives us the ability to schedule work, and monitor and report on these actions including the achievement of performance targets for customer service delivery.

Telephony

To enable our total easy@york solution to work, we have implemented some new, specialist telephony functionality which gives us the facility to take calls and automatically route them to an available CSR or appropriate member of staff in the back office. The solution is also used to manage the queues, automatically give messages e.g. if there is a delay answering the calls and take voicemail messages from citizens. When the call is answered the telephony kicks off a CRM recors at the appropriate point. It has sophisticated call management reporting to enable the YCC manager to monitir performance in the YCC in real time.

Content Management System (CMS) and Web Portal

The Content Management System (CMS) and web portal are two distinct systems, but are generally viewed by people as the 'website'. The web portal is the front-end customer view of the council, the place where you can search for information,

download a form, complete forms on-line, send an email, make a payment, make a booking. The CMS manages all the information behind the scenes.

The CMS can be viewed as a repository for all the information that the council wishes to make available to citizens and officers. The information within the CMS is the same regardless of whether it is going to be displayed on the internet or intranet, and this helps us to ensure that we only have to provide this information once.

The CMS will be linked to the CRM to meet our **knowledge management** requirements. Using the CRM and workflow, the CMS can be searched to obtain the appropriate information required by the CSR or the citizen from the single repository of knowledge. This will enable us to ensure that citizens get consistent and up to date information whether they ring us or use the web-site

Integration

The integration of the whole easy@york solution is necessary to ensure that we meet the Customer Vision, and improve services to citizens. There are two key areas of integration covered by the easy@york solution:

- Integration of the core components of the easy@york solution. It is essential that all of these core components are seamlessly integrated together, and that information can be passed seamlessly between the core components.
- Integration of the core easy@york solution with council back office systems e..f Northgate revenues and Benefits and CAPS Uniform Planning systems.

Data Consolidation

The easy@york integration hub matches property and people data from a range of existing systems, to obtain a single view of customers, properties and organisations. The hub then ensures that connected back office systems are kept up to date with each other.

Geographical Information Systems (GIS)

GIS systems enable the council to display information in a spatial way. The GIS system contains a series of base Ordnance Survey maps, overlaid with layers containing information from different directorates. For example one layer may contain the position of street furniture, whilst another contains ward information or socio-demographic data.

The Council's existing GIS capability has been integrated with the easy@york solution so that GIS information can be presented via the CRM and the web portal so that it can be used to complete service request. By using the GIS system we will be able to pinpoint the exact location of fly tipping or an abandoned car.

Online Consultation System

On line system, that enables us to create our own customer surveys questionnaires and consultation exercises.

Easy@york Phase 1 Financial Summary

Projected Funding and costs from 2002-2013

Revenue	EASY programme		YCC
	£		£
Revenue Funding - 11 years			
Ongoing staffing budgets from directorates			6,030,430
IT Staffing budgets	2,144,420		
Contingency	200,000		649,860
NDR rate refund	750,000		
LPSA 1 funding	859,759		
IT Development plan budgets	4,210,189		90,000
Total Revenue Funding	**8,164,368**		**6,770,290**
Revenue Spend - 11 years			
Customer Service			6,518,944
NYICT	100,000		
Accomodation			251,346
Priority Service Outcomes	110,167		
ICT solution support	2,938,642		
Consultancy	299,304		
Programme team	1,986,506		
Prudential Borrowing loan repayments	2,034,867		
Contingency	494,882		
Total Revenue Spend over 11 years	**7,964,368**		**6,770,290**
Net underspend available for Phase 2	**200,000**		**-**

CAPITAL	
Capital Funding	
Govt Grants 02/03 to 05/06	1,000,000
LPSA 1	859,760
Prudential Borrowing	1,720,686
Total funding	**3,580,446**
Capital Spend	
ICT	3,252,263
Priority Service Outcomes	60,372
One-off Accomodation set up costs	150,101
Contingency	117,710
Total Capital Spend	**3,580,446**

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No		Improvement	Saving	Nature of Efficiency	
	Cashable Savings				
1	Deletion of Revenues Administrative officer post		18,000	Automation of manual processes	Part of Resources savings for 07/8
2	Deletion of Revenues Manager post		28,000	Rationalisation of teams	Part of Resources savings for 07/8
3	Web payments - saved processing time.		16,000	Saving will occur in Cashiers and a range of back offices	Part of Resources savings for06/7 and 07/8
4	Automated Telephone payments introduced – reduced processing time.		7,000	Saving will occur in Cashiers and a range of back offices	Part of Resources savings for06/7 and 07/8
5	Calls left on the anwerphone down - reduction in outgoing calls	90% reduction	7,000	Released capacity in YCC and reduced telephone call costs	Part of Resources savings for 07/8
	TOTAL Cashable savings		**76,000**		
	Cashable Savings that are being redeployed				
6	Internal use of Speech Server - time saved.		25,000	Released capacity in YCC	cashable but redeployed
7	New containers - customers collect the bin themselves.		14,000	Overtime saving.Saving will occur in Neighbourhood Services - currently redeployed to other priorities	Cashable but redeployed
8	Switchboard call volumes have dropped - fewer call backs and 1471 recalls	23% reduction	26,680	Released capacity in YCC	Cashable but redeployed
9	Increased YPAL call volumes	6%	12,000	Existing level of staff doing more work	Cashable but redeployed
	TOTAL Cashable redeployed		**£77,680**		
	Efficiencies that are non cashable until scaled up				
10	Reduction in processing costs from use of e-forms.		57,000	Estimated Saving would occur between receptions, YCC and back office	Potentially cashable when identified
11	Income Collection done before work is undertaken so no invoices and debts are raised.		47,000	Saving will occur in Central Finance and a range of back offices	Non cashable until scaled up
	Total Cashhable when scaled up		**£104,000**		
	Growth Avoided				
12	Existing staff able to fulfill new MI requirements for schooll admissions. Without the new system two additional staff would have ben needed		50,000	Self service system automatically feeds data into system	
	TOTAL Avoided Growth		**£50,000**		
	Total Savings		**£307,680**		

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·HASS Customer advice and support (info advice and referral for adults and children's social care)

Advice, information and referral services. The easy team have already worked with HASS on an interim review of the service designed to recommend improvements in the service. The service has identified that the benefits of inclusion in phase 2 would include a reduction in the time spent by social workers dealing with inappropriate referrals, faster assessments and production of care plans due to an increase in the amount of information collected at the initial enquiry stage, improvements in the information available to people who are not eligible for CYC services, increased accessibility of services due to improved call handling and online self assessments. The use of technology and new streamlined processes would help the service in performing an effective gate-keeping role and speed up customer assessments and care plans thus improving customer services. Children's Services see Easy as a way of responding to local and national drivers toward Early Intervention to support vulnerable children and young people and their families. This would require improvements in the accessibility of advice and service provision. The development of a single point of contact through Easy would contribute to this improvement agenda enabling a more holistic opportunity for accessing higher quality information about services. Families in crisis or chaotic families may present discrete single-issue problems but behind that are often more interrelated issues and our response needs to reflect that complexity.   In addition the development of electronic social care records has presented major implementation challenges to the authority. The first phase of easy@york has delivered speedy, electronic recording and transmission of data, collated through a clear step-by-step process. Applying those characteristics to the method by which we respond to children's enquiries will enhance the efficiency and quality of the service.

Breakdown of what is covered by the high level service descriptor :
- Advice: To provide a holistic approach to customers, "unpacking "details of customers enquiries and advising on options and sources of information; - housing advice (homelessness, private landlords, Housing Standards & Adaptations registrations for council and RSL housing), children's and adult social care (blue badges, registrations eg deaf blind), handling queries or clarifications about existing services eg verifying housing registration forms, helping customers to complete form
- Information: To be proactive in providing information and advice about services the customer may not be aware of – going beyond the presenting problem; - similar range of areas as for advice function above plus voluntary, health and community sector services)
- 'Gatekeeping' to avoid sending inappropriate referrals to specialist teams – assessing the urgency of a situation, analysis of the need for further assessment, risk assessment and collation of available information to come to a judgement about whether to refer onwards; - homelessness presentations, Housing Standards & Adaptations, children's referral and assessment team, adult social care – intake team, occupational therapy, hospital
- Referral: Provide a referral point for specialist services based on the requirements of that service – homelessness, children's pathway and referral and assessment teams,

Volume and channels of customer access
- Current Customer visits – 11,000 a year
- Customer Phone Calls – 74,600 a year
- Customer letters/emails – 800 a year

Number of staff and budget per service
- Access to Services Manager – who also manages two other services
- Team leader 1 FTE

Easy@york Phase 2 - Annex 4

- Advice and Information workers – 8.1 FTE

Budget is £270k of which £42.5 k funding from hospital trust for service at hospital.
Proportion of Access to Services Manager time – estimated @ 50% = £23k

Other relevant factors - e.g. perceived risks, other changes happening that might influence the timing.
Review of service currently being undertaken
Uncertain continued funding from hospital trust

Warden Call

Centralise call-handling facilities for the Warden Call service. This service already runs a 24x7 telephone service and it is felt that there are efficiency gains and customer service improvements possible by handling this as part of a bigger team. However due to the life critical nature of the service we would need to be able to guarantee a priority response to these calls above all others. A detailed review of the needs of the service and the suitability of handling these through the YCC needs to be undertaken before this service can be definitely included in scope. Further developments to shared, out of hours care services with Health may also change the face of the future service

Breakdown of what is covered by the high level service descriptor:
- The service provides support & check calls to individuals and acts as an emergency response system for those who are connected on the 24 hour lifeline
- The wardens are available 24/7 7 days a week and there are 2,500 customers Mon- Fri. & approx 4,000 at the weekend. At the moment the Call Handling and the wardens are co-located for safety reasons and the IT system in use is not accessible across the network although this is due for replacement in the near future.
- The responses required range from `just in case' irregular users to people with medical needs who may need responses within a few minutes to avert a major problem.
- The service centre acts as the physical base for access to many keys to customer homes that need to be available on a 24 hour basis

Volume and channels of customer access
- 78,000 calls per year

Number of staff and budget per service
- 26.7 fte staff, of whom 19 are mobile wardens, not call handling staff.
- Expenditure – budget is £800k of which £491k relates to mobile wardens.

The main developments affecting the service are:
- Telecare - sensors and a range of equipment that will be added to the basic lifeline service to manage people with complex care and high levels of risk
- Closer integration with NHS unplanned & emergency services to support people as an alternative to hospital
- Closer working with primary care & voluntary sector services as part of prevention strategy

It is the increasing complexity of care and range of services that mean we should be very careful about pulling this service into the next phase of Easy@ York without a very comprehensive & robust review to make sure the risk management that is the core of this service is not compromised.

Easy@york Phase 2 - Annex 4

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

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

- Tenancy Management – cover the majority of the face-to-face housing landlord functions, general estate management, low level nuisance, allocations / offer process, annual visits, void management (inc dispersed temporary accommodation), estate improvements, management of handy persons.
- Tenancy Enforcement – cover the high-level enforcement action i.e. injunctions, demoted tenancies, evictions.
- Income Management - current and former arrears recovery, court / evictions process, leaseholder arrears, temporary accommodation (HRA) arrears, recharges / sundry debts, garage arrears, rent setting / reconciliation.
- Housing Registrations - waiting list management (CYC and Affordable Housing), advice on allocations policy, management transfers, nominations to Registered Social Landlords.
- Administration - reception cover (St Leonard's & Acomb), stationary procurement / invoices etc, management of OAP Decoration Scheme and OAP Garden Contract, RTB admin, leaseholder billing and garage management.
- Customer Service team - general telephone enquiries, telephone repairs reporting, repairs follow up, making rent repayment arrangements, coordinating direct debits.
- Responsive Repairs – Inspection and ordering responsive repairs with internal contractor (Neighbourhood Services) via the repairs partnership agreement and with external contractors. |
| Volume and channels of customer access
- Current Customer visits – 15,200 a year
- Customer Phone Calls – 100,000 a year |
| Number of staff and budget per service – These figures include front line staff and managers up to service manager level. |

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

Easy@york Phase 2 - Annex 4

Other relevant factors - e.g. perceived risks, other changes happening that might influence the timing.
• Long term future of housing landlord functions, • Repairs partnership

Parking
Payment of Parking Control Notices (PCNs) and associated appeals, administration of residents' and visitors parking permits and associated payments. The Parking Service have identified that inclusion in phase 2 would bring about great process efficiencies in income collection, applications and management of appeals. Streamlined processes and new technology would enable the service to automate payment, automate applications, reduce the number of appeals and reduce face-to-face contact which would bring customer service improvements and reduce costs. This would also meet audit recommendations to address control weaknesses in income collection routines. Without inclusion in Easy this would require additional funds. Breakdown of what is covered by the high level service descriptor • Payment of Parking Control Notices (PCN's) • Appeals against PCN's • Application and payment for residents parking permits • Provision, dispatch and payment for visitor permits
Volume and channels of customer access • 69,000 payments per year • £6m income per year with costs of £2.2m • 23,418 PCN's issued per year of which 5191cancelled • 5,526 residents parking permits issued per year • 194,000 visitors permits issued per year • 129 car parks • Payment of PCN's is already web enabled • Parking office open all week and Saturday morning, predominantly to collect cash and distribute Visitor parking permits.
Number of staff and budget per service • 11.5 total staff • 4 FTE's administer parking permits and 1.5FTE process PCN payments. Remaining staff deal with PCN appeals • Total income budget for the service £6m • Total expenditure budget £2.2m
Other Drivers Internal audit report has revealed some control weaknesses in the income collection arrangements due to lack of separation of duties for payment and PCN cancellation. Easy could solve this. Changes in processes to make the service less paper driven and more efficient require technology available under easy@york and the integration of information from the Parking system into corporate cash receipting systems. This would enable rationalization of face-to-face cash collection.

Easy@york Phase 2 - Annex 4

Electoral registration

Breakdown of what is covered by the high level service descriptor
- The service provides a system of rolling registration for electors moving home during the course of the year. This is supplemented by an annual canvass held from September to 30th November each year and the publication of an annual register of electors on the 1st December. Easy@york could assist with all registration activities, with applications for postal votes, use of automated telephone registration and to link the electoral registration system with the Local Land & Property Gazetteer.
- The administration of elections and the registration of electors are statutory duties.
- Provides advice and assistance in connection with the registration of absent voters, service voters, voluntary mental patients, overseas electors and European Union citizens.
- Ensures that Parliamentary, European Parliamentary, City Council, Parish Council. Parish Polls and Referenda are administered to meet the Council's statutory duty.
- Provides advice on electoral matters to Elected Members, electors, election candidates, elections agents and parish councils.

Volume and channels of customer access
Inbound communications
- Annual telephone calls (approx): 9,000
- Annual letters (approx): 2,500
- Registration forms received (approx): 110,000
- Postal vote forms received (approx): 2,000
- Rolling registration forms received (approx): 4,000
- E-mails received (approx) 1,000

Sent out the following in the last 12 months (an election year, so it is slightly more than normal):

- Dispatch of Registration forms during annual canvass: 170,000
- Dispatch of Mini canvass in February: 87,000 letters
- Postal vote identifier letter sent out: 15,000 letters
- Rolling registration forms: 3,000 (plus around 4,000 sent by council tax on our behalf).
- Postal vote applications: 5,000
- In summary this service covers 410,500 customer interactions in a (busy) year.

Number of staff and budget per service
- 5 members of staff – manager manages one other service
- Budget £214k

Service is heavily mandated by statutory regulations on how it must work e.g signatures are required for new registrations

Licensing

Breakdown of what is covered by the high level service descriptor
- CYC administer a wide range of licences and though this service is not particularly suitable for delivery over the phone it would really benefit from the use of online application forms and mobile working.
- Application for and issue of a range of licences that are awarded by the council from taxi licenses to live music licences. The volume of each of these licences is often quite small and the actual giving of permission is invariably a specialist back office task. This might mean that this service is not particularly suitable for delivery in the YCC however the

processes could be speeded up if there were online forms that could pre- populate the back office system. Also the use of handheld devices to give inspectors access to system information whilst they are in the field (especially out of hours) would make the whole service much more effective in their regulatory function. E.g. giving inspectors access to information on the license details for a licensed premises so that they can check the closing time and capacity of the bar/pub at midnight when it would be impossible to carry round all the paperwork.

Volume and channels of customer access
- 24 types of license issued (plus others in City Strategy)
- 5369 total licences issued per annum (plus others in City Strategy)

Number of staff and budget per service
- Total expenditure £467k
- Total income £-557k
- Total Net Cost £-90k
- Number of staff - 9.5 fte's

Recruitment

Breakdown of what is covered by the high level service descriptor:
- Undertake initial contact for sending out application forms, possibly insource Internet job adverts onto our new website.
- Administration of recruitment especially dispatch and receipt of application forms with a strong focus on online applications.
- Recruitment work is currently undertaken by each team and is therefore very inconsistent. Some jobs are advertised on line but not all. We have no real data about the volume of this activity. Centralisation could enable is to get better management information on the best ways to advertise

Volume and channels of customer access
- No of jobs recruited to per annum 960 approx
- No of application forms sent out (estimated) 40,000
- No of applications received (estimated) 15,000

Number of staff and budget per service
- Spread across the whole organization

Income Collection

Experience of re-engineering income collection in phase 1 revealed that it was impossible to change customer facing arrangements without changing the way in which the debt was generated and how this is managed in a range of financial systems. There is an efficiency project looking at this but it is not resourced to undertake the in depth business process re-engineering that is required. This work could potentially reduce face-to-face income collection, increase the level of pre-payment, reduce the cost of invoicing and collection and increase collection rates. Income areas which could be covered are: -

- School music lessons and instrument hire collection
- Library fine collection.

Volume and channels of customer access

• Widely spread across the organisation

Number of staff and budget per service
• Widely spread across the organisation

Generic Activities

Corporate process redesign for handling white mail – Design processes for central post room and scanning facility in Hungate. Associate this with the corporate roll out of a Document Management System

Life Events – Build sophisticated signposting for customers to navigate around the different Council services that they may need when there is major life event such as bereavement, change of address, marriage or birth. This could possibly extend to capturing information once and sharing it across the Council.

Mobile Working - redesign business processes and use mobile devices. Pilot this approach with Licensing, Housing Management and Phase 1 services (YPAL and Benefits) with a view to rolling it out corporately.

Develop additional face to face customer contact points in Libraries, Children's Centres and possibly Secondary Schools – provide customers with assistance to access YCC services via the Internet or phone and potentially directly provide a face-to-face service at these locations.

Volume and channels of customer access
• Widely spread across the organisation

Number of staff and budget per service
• Widely spread across the organisation

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Annex 5 - Phase 2 potential efficiency gains – experience from other authorities

Service improvement and efficiencies reported from transformation and e-government programmes

Introduction
1. Some time ago Information and Technologies (IT) gained recognition as being able to make a significant contribution to society. Although the drive to use technology is often associated with the Labour government the initiative originated from a report Government Direct produced by John Major's government in 1996. This was followed by a Labour report Information Age Government in November 1996. A number of Government initiatives, initially in education and more recently through e-government, have tried to exploit its potential and until recently had only minor success. However, in the last few years technologies have now made significant progress, leading to innovation in products and services.

2. Experience from the private sector, where transformation projects often generate savings of between 10 and 30 percent, suggests that in local authorities the transformation and efficiency process will realise considerable savings.

Customer Access

3. Initial resistance to e-government on the basis that it excluded certain service users has been shown not to be the case. For example:
   - research by LB Southwark showed the biggest single group of users of their website were 'welfare marginals'
   - people in the UK now spend more time browsing the internet than watching TV (source Google)
   - nearly 4m e-payments will be accepted via English council websites
   - 85% of people want to access government services out of hours

4. Very high take up of online services can be found across a range of authorities:
   - 85% job applicants to Leicester City
   - 70% choice based letting bids to Warwick DC
   - 60% parking revenue by phone in Westminster
   - 57% schools applications in Bristol City
   - 55% garden waste bin orders to S Oxon DC
   - 50% planning applications to Walsall

Who is using council websites?

5. Around 19m visitors (one third of the population) came to local government websites in February 2007 an increase of 22% over the previous year. Of the 19m visits, job vacancies accounted for 12.4%, schools 7.2%, sport/leisure facilities 6.2%, planning application 5.9%, policy, strategy, committee meeting

documents 5.4%, libraries 5.2%, bin collection/recycling 5.1%, housing 5.1% and local history 4.4%.

6. Moving customers from conventional contacts such as face to face and telephone to web use, has the potential to make significant savings. For example **Warwickshire CC** found that 55% of their website visits would have otherwise resulted in a contact with the council, with associated officer costs of £13.44 per hour. The council calculated from this an efficiency gain of £707,727 per year.

7. A number of specific examples of savings from transformation and e-government are beginning to emerge and these are shown below:

Parking - Westminster City Council

8. The objective is to reduce cash payments from 95% to 0% within 18 months through a pay-by-phone scheme. This has allowed the council to remove parking meters, and, as a result, reduce associated crimes of theft and vandalism. Existing parking bays cost £750 per bay to set up plus £286 per bay/PA. Pay by Phone set up cost is £230 plus £80 per bay/PA.

9. Online renewal of resident parking permits has reduced the administrative burden considerably. 60 to 70% of the workload at the council's one-stop shop used to be associated with the task of checking and validating permits. Now, around 40% of this task has disappeared with online renewals. It costs £35 to process the £110 resident parking permit manually at a One Stop advice centre, whereas online renewals cost just a few pence to process.

10. Photographic evidence is now used to record offences resulting in much clearer decisions and a 25% drop in appeals and savings in the appeals process.

Leicester recruitment online

11. Launched in Dec 2005 this easy to use service is clearly valued by applicants, as by the end of 2006, some 85% of all applicants were being made online. Figures produced for a review into the costs and benefits to the council of the website by the Scrutiny Committee for Resources in October 2005 revealed that more 'unique visitors' were using the website than were reading the Leicester Mercury. Further web statistics showed the extent of the popularity of the job advertisement pages on the website, while online recruitment was already hitting monthly 'highs' of 60%.

12. These figures (especially those illustrating that exposure to the web adverts was actually greater than that provided by the local paper) gave the council the confidence to reduce the size of it's spend on recruitment adverts with the newspaper. If people were prepared to seek jobs online, then at the very least, the size of each printed job advertisement could be reduced with readers being referred online for details.

13. In 2004/05 the council's spend on recruitment advertising was £1.7 million and this reduced to £1.3 million in 2005/06, largely as a result of the council

reducing its local media recruitment advertising from a full page to a quarter page from January 2006. This reduced the half-year spend from April 2006 to September 2006 to £322,435, and anticipated savings for the full year are up to £1m. These huge savings have been achieved without affecting the level of interest in jobs. In fact, the average number of applications received per job advertised has almost doubled from 11 to 21.

14. Further work integrated the electronic job applications for successful candidates with the payroll system thereby saving on re-keying costs and improving accuracy of the data.

15. This has meant that spending on job advertising has reduced from £1.7 million in 2004/05 to £700,000 in 2006/07. Other savings include a saving of £40,000 following a reduction of around a third in the number of printed job packs sent out, leading to overall savings of £1.34m.

Garden waste bin ordering - S Oxon DC

16. When planning the introduction of the new garden waste system, the waste team realised that it could lead to a major administrative burden, involving a great many telephone enquiries and the need to take and process what they anticipated would be several thousand orders for brown bins. Without the self-service option for customer enquiries and orders, the team estimated that three extra people would be required over the initial eight weeks following the service launch - a total of 24 person weeks.

Choice-based lettings bids online - Warwick DC

17. With the self-service option in place this reduced to just eight person-weeks. (in fact total orders for bins were very much higher than anticipated, so the administrative burden of the level of orders achieved, if processed manually, would actually have been higher than the council's estimates)

18. The scheme was launched in November 2005 with 5800 properties and others from 12 participating housing associations and charities. Online bidding was anticipated to be between 5 and10% where as at launch over 24% of customers used the system. Since then online bidding has built steadily and in the last quarter of 2006 averaged 70%, with peaks of 76%.

19. The scheme saved £35,000 in local paper advertising. There were less refusals as the internet can show images and provide quality information. Contrary to some expectations the project showed that the less well-off found the website useful and usable. PCs in council foyer and libraries where used for bids.

20. Advertising in printed media also requires more lead-time before advertisements can be published. Further automation of the lettings system will enable a move to a weekly letting round, which will reduce the number of voids which have risen under Choice Based Letting, Manual matching of properties normally runs on a fortnightly bidding cycle rather than continuously.

Housing

21. A report by the Audit Commission, *A systematic approach to service improvement* (September 2005) found that

- Work in three pilots indicate that systems thinking has the potential to deliver wholesale efficiencies in service delivery. The work undertaken in all three pilots demonstrated cashable and non-cashable efficiency gains and significant service improvements.

- The efficiency gains arise out of the amount of waste identified. Each system had significant amounts of waste and this methodology allowed for that waste to be identified, categorised and removed.

- By concentrating on the relationships between sections, systems thinking allows the organisation to look at itself as a whole. This creates organisational development as sections discover that their role is part of the delivery of the overall service and not an end in itself.

22. In the three pilots significant savings were realised:

Leeds South East	£139,650
Preston CC	£145,577
Tees Valley	£163,030

Mobile & flexible working – Hillingdon

23. A systematic analysis that identified opportunities and risks generated by modernised working, e-enabling service delivery and improved citizen contact management for Housing services in Hillingdon highlighted that:

- 70% (300 headcount) of staff could potentially tele/mobile work for 2-4 days per week.
- Modernised working would reduce the number of work desks by 47%-53%, generating savings in office accommodation costs.
- Approximately 65% of total service transactions were relatively generic in nature – lending themselves to a more standardised and consolidated citizen contact management, while the remaining 35% would continue to need specialist interventions.
- Opportunities to e-enable service delivery were categorised as either citizen self service, online transactions, reduced total elapsed time, regional and cross boundary working, removing intermediaries or enhanced community engagement.

24. A more adventurous scheme to relocate offices and introduce mobile and flexible working in a larger metropolitan authority identified significant benefits and savings including:

- eliminating £0.6 million of maintenance backlog.
- releasing £3 million of costs from surplus properties.
- being 35% more efficient in space utilisation than the administrative offices it will replace
- improving productivity
- aiding staff retention
- accelerating the transformation agenda

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Urgency Committee   **3 August 2007**

Report of the Director of Learning, Culture & Children's Services

CHILDREN'S CENTRES CAPITAL PROGRAMME

Summary

1   This report informs the Urgency Committee of progress to date on the development of the eight Children's Centres in York under Phase 2 of the national programme. The report details the results of tenders received for capital works and sets out options for closing a funding gap in order to allow construction contracts to be let.

Background

2   The Government's aim is to establish a network of 3,500 Sure Start Children's Centres across the country by 31 March 2010 – "one for every community". The City of York Council was included in Phase 2 of the national programme and has received £1.683m for capital works, and £1.546m in revenue funding, to establish eight Children's Centres across the City by 31 March 2008. The eight Centres will serve a population of just under 6,200 children from birth to five years. It is anticipated that the Council may be asked to develop a further 3-4 Centres under the third and final phase of the national programme (2008/2010), enabling a network of 11 or 12 Sure Start Children's Centres to provide services to all 9,000 of the City's under fives population. The announcement of Phase 3 is expected towards the autumn of this year, along with information about the longer-term funding of the programme.

3   Sure Start Children's Centres are at the heart of the Government's strategy to tackle child poverty and social exclusion and to deliver better outcomes for children and families. They have become a primary means of delivering a range of integrated and localised services to children aged 0-5 years and their parents/carers, building on the successes of Sure Start local programmes, early excellence centres and neighbourhood nurseries.

4   It was always intended that Sure Start local programmes should serve as a catalyst for the re-shaping of key statutory services for children from birth to five years. The children's centre programme has now become the Government's main vehicle for "mainstreaming" the progress that has been made through the 524 Sure Start local programmes. This approach aims to ensure that the lessons learned through local programmes about "what works" for children and families are carried forward into the planning, design and delivery of mainstream services; and that Sure Start values and principles should underpin an approach and style of working that is made available to all children under the age of five and their parents/carers across the country. A particular emphasis has been placed on the importance of actively involving

parents/carers and the local community in the planning and delivery of services provided by and through Sure Start Children's Centres.

5   Children's centre services address the five objectives set out in *Every Child Matters* and should be responsive to locally identified need and parental choice. Services will be offered to parents-to-be, parents/carers and children under the age of five years, to promote the physical, intellectual and social development of babies and young children so that they can flourish at home and when they get to school.

6   Sure Start Children's Centres will offer information, advice and support to parents/carers, as well as integrated early years provision, access to health care services, family support, outreach visiting, adult learning opportunities and access to employment advice. The mix of services on offer will differ between centres, reflecting the particular make-up and needs of individual communities. However, there will be an expectation that resources, whilst remaining available to all, should be particularly targeted on those children who are in greatest need of additional help to achieve their fullest potential – what has been termed "progressive universalism".

7   Sure Start Children's Centres are underpinned by legislation. The Childcare Act 2006 places a duty on local authorities and their NHS and Jobcentre Plus partners to work together to improve outcomes for all children up to the age of 5 years and to reduce the inequalities between them. The Act also makes provision for the Early Years Foundation Stage, a new integrated education and care quality framework for children from birth to five, which must be in place by September 2008, and which will support providers in delivering high quality integrated early education and care.

8   At the time of the Government's very first announcement of its children's centre programme in July 2002, the Council was already in the process of taking its own decision to work towards the establishment of Children's Centres in three areas of the city, making use of locally available resources including Sure Start and Neighbourhood Nursery funding. The aim at that time was to re-locate the three Family Centres to primary school sites at Hob Moor, Clifton Green and Tang Hall.

9   However, the requirement to develop a total of eight Sure Start Children's Centres across the City forced new thinking about the overall approach to service delivery. The concept of "locality" emerged as an organisational and strategic planning framework that would support the consolidation of resources on three main sites (or "service hubs") at Hob Moor in the west, Clifton Green in the north-east and Tang Hall in the south-east of the City, whilst developing partnerships with other Children's Centres in each locality in order to ensure that the core offer of services is delivered from all eight Centres.

10   Clusters of 2/3 Children's Centres in each of the three localities will be managed by a Locality Children's Centres Manager. A central responsibility of this post will be the strategic planning and operational co-ordination and delivery of the core offer of services through a "virtual" multi-agency Locality Team. These three virtual teams will be accountable to the governing bodies of each of the eight Children's Centres for developing services in line with locally determined needs and priorities, within the framework of the core offer of services. The three Locality Manager posts are seen as critical to the success of the overall approach and to the management and effective delivery of services in accordance with the core offer.

Progress to date

11   The Executive Member for Education and Children's Services, meeting with the Advisory Panel on 18 October 2005, agreed proposals to site the eight Children's Centres at Hob Moor, Westfield, Carr (West locality), Clifton Green, Haxby Road, New Earswick (North East locality), Tang Hall and St. Lawrence's Schools (South East locality).

12   A Project Manager was appointed to co-ordinate the development of the eight Centres, reporting to a multi-agency Project Board chaired by the Director of Learning, Culture & Children's Services. The Project Manager took up post in February 2006 and has since worked very closely with the manager of the Sure Start local programme to co-ordinate the contributions of a wide range of specialist practitioners, to provide direction and support to the eight Local Leadership Groups, and to work towards a smooth and safe transition from the Sure Start local programme to the children's centre programme.

Partnership working

13   Local Leadership Groups (LLGs) were established for all eight Children's Centres at an early stage in the process, with Head Teachers being asked to take a prominent role in providing the necessary local leadership. The LLGs were always intended to be small, short-life executive groups, comprising representatives of the three key partners (education, health and social care), that would drive initial progress, before giving way to wider and more representative governance arrangements, which will include strong parent representation.

14   All LLGs have continued to meet regularly over the past twelve months, and each Group has now held between nine and eleven full meetings, with additional meetings to progress specific issues, principally the capital programme. Generally, LLGs have been well supported by the key statutory sector partners and are proving to be effective vehicles for progressing early planning and development. They are now working steadily towards the establishment of partnership governance arrangements for each of the eight Centres by the Autumn of this year (or possibly earlier in some cases), followed by the submission of applications to the Department for Children, Schools and Families (DCSF) for formal Children's Centre designation.

Public involvement

15   The first phase of a stakeholder consultation exercise has now been completed. Individual reports on the emerging messages have been presented to each Local Leadership Group. The consultation was undertaken on behalf of LLGs by a group of Sure Start parent researchers and has elicited views from over 250 parents and 130 young children, as well as from a wide range of local practitioners and other stakeholders. These views will inform current work towards the development of Implementation Plans for each of the Centres. Through the consultation process there has been a very positive engagement with significant numbers of local parents, many of whom have expressed a firm interest in becoming more involved in the governance arrangements. These parents are likely candidates to serve as some of the first parent representatives on the governing bodies of the Children's Centres.

16   The significance of this early work cannot be over-emphasised. The active involvement of parents in the design, delivery and planning of local services has

been seen as a key factor contributing to the success of Sure Start local programmes, a fact that has been strongly underlined by Beverley Hughes, the Minister for Children, Young People and Families. The challenges for the future will be to support parents/carers in playing a full and active part in governance arrangements, and to ensure that an on-going dialogue with parents/carers and other stakeholders becomes embedded in the practice of the Children's Centre teams and is used to continuously improve services.

Building Work

17   New build and/or refurbishment work has been required on all eight Children's Centre sites to create the necessary additional facilities. The development of the Children's Centres at Hob Moor and Clifton Green was agreed before the Council's inclusion in Phase 2 of the national programme. The Hob Moor site, which has been funded through the Private Finance Initiative, opened in late April 2006. The Clifton Green site, which has been developed through a mix of funding sources, including Sure Start York's capital budget, opened in November 2006. The Westfield centre has also been operational for some time now. In addition, building work started on the New Earswick site at the beginning of this year and is progressing well. Completion is expected during Autumn 2007.

18   Of the remaining four sites, design proposals for the Haxby Road site were finally approved by the DCSF consultant architect on 23 March 2007, following protracted discussions. Design plans for the St. Lawrence's site were recently approved by the DCSF. Design plans for the Tang Hall and Carr sites have been agreed by the respective Local Leadership Groups and have been submitted for DCSF approval. Decisions are expected within the next two weeks, assuming that the DCSF consultant architects have no major concerns about the Council's proposals as they stand. There have been significant delays at the design and planning stages on these four sites, associated in part with the age and condition of the buildings; in part with the particular challenge of meeting the rigorous standards that have been laid down to ensure the quality of play and learning environments for young children; and in part with the need to identify additional capital to augment the DCSF capital grant.

Financial Implications

Funding Available

19   As well as the specific DCSF children's centres grant, the funding for the capital building work has been drawn from a number of different sources. Original cost estimates prior to tendering were based on an assumption of available funding as set out in table 1 below.

Table 1 – Funding Available Prior to Tendering

	Carrs £000	Haxby Road £000	St Lawrence's £000	Tang Hall £000	Total £000
DCSF ICC Capital Grant	315	270	320	369	1,274
Extended Schools Grant	116		63	207	386
DoH Safeguard Grant	100	50	100	250	500
Schools Devolved Capital	50	27	45	50	172
LA Controlled VA Programme			91		91
S106 Receipts			165		165
NDS Modernisation 2007/08	69	182	7	449	707
NDS Modernisation 2008/09				300	300
Heworth Family Centre Receipt				275	275
Total Available Funding	**650**	**529**	**791**	**1,900**	**3,870**

20 The majority of this funding is contained in various schemes within the current approved children's services capital programme, although some minor transfers will be required under director's delegated authority. However the £275k receipt from the sale of Heworth Family Centre does need to be formally agreed by Members to enable reprovision of the family centre to be included in the Tang Hall Children's Centre.

Scheme Cost Estimates

21 Based on the results of the recent tendering exercise the latest estimate of scheme costs and variation from the available funding is shown in table 2 below.

Table 2 – Latest Scheme Cost Estimates Following Tendering Exercise

	Carrs £000	Haxby Road £000	St Lawrence's £000	Tang Hall £000	Total £000
Construction Costs	510	728	992	1,440	3,670
Fixtures & Fittings	35	22	35	133	225
Fees incurred prior to 31/3/07	5	25	79	5	114
Remaining Fees	91	61	56	173	381
Contingency	35	22	35	67	159
Total Estimated Scheme Costs	**676**	**858**	**1,197**	**1,818**	**4,549**
Funding Shortfall / (Surplus)	**26**	**329**	**406**	**(82)**	**679**

22 Table 2 shows that there is a net shortfall in funding of £679k. An analysis of the movement in building costs from the original estimates to the actual tender prices is set out at Annex 1 but in summary the main factors are:

- Building cost inflation higher than predicted.

- Changes to Building Regulations (Part L), BREEAM and the council's sustainability policy.

- Percentage of tender costs representing contractors' profits higher than originally anticipated due to changing market conditions.

- Increase in design specification of the extensions to Haxby Road School, a grade 2 listed building, to gain approval from English Heritage.

23   The figures for funding and scheme costs shown at tables 1 and 2 follow approaches to Together for Children to explore the possibility of additional DCSF grant and a rigorous examination of the detail of each project to ensure all elements are fully justified.   Costs have been held down as much as possible and the Corporate Landlord thinks these represent the best value for money achievable.   In addition the Corporate Landlord has agreed to hold the originally quoted level of fees as a contribution to progress the schemes.

Bridging the Shortfall

24   The only other possible source of funding that is not yet committed to any specific scheme within the Children's Services Capital Programme is the assumed reimbursement in to the New Deal for Schools (NDS) Modernisation budget of a £400k S106 receipt from the proposed housing development at Germany Beck, Fulford.   Originally it had been intended to use this receipt to part fund the Fulford Secondary School extension completed in 2006.   Following delays to the housing development, it was necessary to use £400k of NDS Modernisation funding instead with the intention of topping up the NDS Modernisation budget in the future when the S106 receipt was finally available.

25   The current Children's Services Capital Programme assumes that the £400k will be received in 2008/09 and could therefore be used to fund the final elements of the Children's Centres schemes.   If there were any further delays in receiving the S106 contribution then it may be necessary in the future to delay/reschedule schemes within the NDS Modernisation Programme.

26   If Members were to agree to the transfer of the £400k S106 receipt from the NDS Modernisation budget in to the Children's Centres budget then this would leave a remaining shortfall of £279k.   Options for bridging this remaining gap are discussed below.

Options

Option 1 – Remove a centre from the programme

27   This would have to be done by prioritising the individual schemes.   The current priority order is; Tang Hall, Haxby Road, Carrs and St Lawrence's.

28   Advantages

- Would make all the other schemes fully affordable.

29   Disadvantages

- The council would not deliver on its requirement to provide Children's Centres in 8 areas of deprivation.
- Not delivering all 8 centres could put at risk DCSF funding supporting the rest of the Children's Centres programme.

30   Option 1 is not recommended by officers.

Option 2 – Scheme reductions

31 A rigorous examination of the detail of each project has already been undertaken to ensure all elements are fully justified. Despite this Members could still decide to remove some items from individual schemes. The following items, whilst felt to be extremely important to the success of each scheme, are the ones with the lowest priority and would bridge the funding gap if removed.

Table 3 – Possible Scheme Reductions to Reduce Costs

	Possible Reduction	Saving £000
Carrs	Removal of lift	40
Haxby Road	Extensions in steel rather than aluminium (*subject to probable re-submission to Planning and English Heritage*)	93
	Removal of lift	40
St Lawrence's	Don't provide Temporary Classroom Unit	40
Tang Hall	Don't provide Multi Use Games Area	62
Total		**275**

32 Advantages

- Bridges the affordability gap if all reductions are agreed.

- Delivers on the requirement to provide centres in 8 areas of deprivation.

33 Disadvantages

- Reduces the quality and usability of each of the schemes for relatively small financial gains.

- May still put at risk DCSF funding as schemes will vary from those proposed to, or already approved by, Together for Children.

- If the revised schemes vary significantly from those approved by the DCSF, further time will be lost seeking re-approval, and we run the further risk that scaled down design proposals may be judged unfit for purpose and rejected.

- Safe operation of the school during construction period may be problematic.

- The completed schemes may not comply with Disability Discrimination Act requirements and corporate objectives.

Option 3 – Allocate additional corporate funding

34 As an alternative to some or all of the scheme reductions identified in Option 2, Members could decide to allocate additional corporate resources to the Children's Centres programme. The Council's capital programme has been set for 2007/08 to 2010/11. When the programme was set by Council on 21st February 2007 it was assumed that there would be a small capital receipts funding deficit of £250k, which would be funded from unsupported borrowing. However, actual achievement of capital receipts and projections based on current market information is now pointing to a receipts surplus of over £1m over the next four years. Whilst this is a big improvement on what was assumed when the programme was set, it continues to

rely on a number of high value, high risk sales that may not be realised. These include:

- Manor School Site – subject to the development of the British Sugar site;

- Lowfield School Site – subject to planning;

- Parkside – subject to planning;

- Osbaldwick – subject to village green application.

35 Alternatively the Members may wish to fund the shortfall from borrowing. Funding the £279k using unsupported borrowing would result in an annual cost of £25k per annum for the next 20 years. As the loan repayments would be inadmissible expenditure against the Children's Centres revenue grant, a supplementary revenue estimate of £25k pa would be required.

36 <u>Advantages</u>

- All proposed Children's Centres could be delivered in line with the original expectations and with the consequent benefit for their communities.

- No risk of any withdrawal of DCSF funding.

37 <u>Disadvantages</u>

- Would reduce the level of funding available for other projects within the council.

Other Implications

Equalities

38 Through the under-pinning philosophy, and through the prominent involvement of local parents in the design, planning and delivery of local services, Children's Centres will contribute to the greater empowerment of parents and children, will celebrate diversity and counter discrimination, and will offer parents and children greater equality of opportunity.

Legal

39 The Local Authority has specific duties under the Children Act 2004 and the Childcare Act 2006 to improve outcomes for young children, to reduce inequalities in achievement, and to work with key partner agencies to deliver increasingly integrated services.

Crime and Disorder

40 Achieving improved outcomes for young children and their families may have a longer-term impact on levels of anti-social and criminal behaviour across the city.

Information Technology (IT)

41 The development of the Children's Centres will have implications for the IT infrastructure, as well as requiring investment in additional hardware and software for use by staff of the Integrated Services Teams. The capital programme is addressing

infrastructure requirements, and the purchase of additional hardware will be covered through the fixtures and fittings budget.

Property

42   Children's Centres are being developed on primary school sites, in the main through the refurbishment of surplus classrooms, but with one new build and two extensions to existing school buildings, to create three larger Centres that will act as "service hubs" in their respective Localities. Capital funding for the Centres has been drawn from a wide range of sources.

Corporate Priorities

43   The Children's Centres Programme contributes both directly and indirectly to six of the Council's corporate priorities. Further, the programme will deliver improved outcomes for young children in each of the five areas identified by Every Child Matters. Accordingly, it relates to, and contributes to the targets identified in, the Children & Young People's Plan 2007 – 2010 and the Local Area Agreement 2007 – 2010. It also relates to a range of other partnership strategies, for example, the Teenage Pregnancy Strategy, the Parenting Strategy and the local Preventative Strategy.

Risk Management

44   The principal risk associated with the Children's Centres Programme is uncertainty over the scale of continuation funding beyond 31 March 2008. The revenue budget for the Sure Start Local Programme has started to taper in 2007/08 (a reduction of some £90k over the 2006/07 budget), and from 2008/09 onwards this budget will no longer be ring-fenced to the SSLP, which will, in any event, have been transferred into the Children's Centres Programme by that time. The current Children's Centres Programme has known and guaranteed funding through to 31 March 2008. To date, there has been no indication from Government as to the scale of funding beyond March 2008, other than a broad commitment to meeting the (unspecified) costs of running Children's Centres. The position will not be clarified until the detailed outcome of the current Comprehensive Spending Review is announced later this year.

Recommendations

45   Members are asked to note the contents of this report, in particular the increased costs of delivering an acceptable Children's Centres programme following the recent tendering exercise.

46   Members are asked to agree:

- that the estimated receipt of £275k from the sale of Heworth Family Centre be included as a contribution to the Children's Centres programme to enable reprovision of the family centre to be delivered within the Tang Hall Children's Centre.

- the transfer of £400k from the NDS Modernisation programme to the Children's Centres programme reflecting the reimbursement in to the NDS Modernisation budget of a £400k S106 receipt from the proposed housing development at

Germany Beck, Fulford

47   Members are asked to agree to allocate additonal corporate capital resources of
      £279k to fund the full planned programme or consider which, if any, of the possible
      scheme reductions set out at Option 2 should be implemented.

Reason: In order to allow construction contracts to be let.

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

For further information please contact the author of the report

Background Papers - reports to Children's Services EMAP in October 2005 and June 2007

Annex 1 - Analysis Of The Movement In Building Contract Costs

Analysis Of The Movement In Building Contract Costs

Centre	Works Budget	Cost Estimate 1		Cost Estimate 2		Tender	
		amount	date	amount	date	amount	date
	£000's	**£000's**		**£000's**		**£000's**	
Tang Hall	1,522	1,435	Sep-06	1,445	Jan-07	1,430	Jul-07
Haxby Road	399	450	Oct-06	500	Feb-07	728	Jun-07
Carr Junior	484	355	Aug-06	515	Oct-06	510	Jul-07
St Lawrence's	586	574	Nov-06	913	Jul-07	926	Jun-07
Total	**2,991**	**2,814**		**3,373**		**3,594**	

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Urgency Committee   3rd August 2007

Joint report of the Chief Executive and the Director of City Strategy

Science City York Limited: Interim Governance of Company Limited by Guarantee

Reason for Report

1. The council's representative and director of the newly formed Science City York Company Limited by Guarantee (CLG) is the Chief Executive who is shortly to retire from the council. It is therefore urgent that a temporary replacement be made pending the longer term governance protocols being developed. This report therefore recommends an interim replacement be made.

2. The report also makes a recommendation on the role of Chair of the new CLG Board and proposes that this be taken by a private sector representative, Richard Gregory, who has been chairing the "Stakeholder Group" during the transitional period from an informal partnership to a CLG.

Background

3. At a meeting of Urgency Committee on 28th February 2007 the Council agreed to the formation of a Company Limited by Guarantee (CLG) to take over the management of Science City York (SCY).

4. The proposal was that the Science City CLG be owned and directed by the two York stakeholders: City of York Council and University of York. In the immediate term the function of the company is to employ the Chief Executive and give initial guidance on the way forward within this new framework.

5. In the interim the management and direction of the wider Science City programme has remained with the existing Stakeholder Group until such time as decisions are reached on the future activities of the company, and the required governance protocols are agreed and put into place. During this Interim period the formal decisions of the CLG are taken by the two Directors representing the Council and the University as the owners of the company.

Current Position and Proposal

6. The new SCY Chief Executive, has now been appointed and he is expected to take up the role at the end of August. He is to be employed directly by the SCY CLG from the beginning of his appointment, rather than rely upon a period of temporary employment by one of the stakeholders, which it was felt would introduce uncertainty into the contractual arrangement.

7. During this intermediate period pending the arrival of the new SCY Chief Executive and the subsequent formulation of longer term proposals for governance of the CLG, Members agreed that the Council's Chief Executive should fulfil the role of the Council's representative and Director of the company. With the impending departure of David Atkinson there is a need to nominate a replacement with the company and thereby ensure continuity. The Director of City Strategy has been involved throughout the process of setting up the new company and the recruitment of the new SCY Chief Executive. It is therefore proposed that this interim role of company representative and Director be taken by the Director of City Strategy.

8. At the recent meeting of the Stakeholder Group on 10th July it was decided to recommend to the owners of the company that a chair of the new Board was now required. This would be the start of the future structure of the company's governance and aid decision making during this interim period prior to moving to a longer term governance structure. It would also enable a clear line of accountability to be established between the new Chief Executive of the CLG and its board through the new chair.

9. During the period of transition between the very successful informal SCY partnership and the new CLG, there has been a Stakeholder Group which has been both promoting the new CLG approach and providing interim direction and management of SCY. This group consists of the Council's Chief Executive, the University Vice Chancellor, an Executive Director from Yorkshire Forward, the Chair of the advisory SCY Strategy Board and is independently chaired by Richard Gregory, a prominent Yorkshire businessman and Chair of Yorkshire Science which was instrumental in the development the Regional Innovation Strategy. The Stakeholder group unanimously agreed at their meeting to recommend that Richard Gregory be appointed as the chair of the new board of the CLG.

10. The role of chair of the new board will require a considerable level of commitment both inside and outside of board meetings. In recognition of this it is proposed that the chair should be remunerated with the cost of remuneration being met from existing SCY budgets. The level of remuneration is proposed at £10,000 per year plus reasonable expenses in carrying out the role. This is the same as the remuneration paid to the chair of the York Central board, which requires a similar level of time commitment by a private sector representative.

Consultation

11. As stated above, consultation has taken place with the Science City York Stakeholder group.

Options

12. If the proposals set out in this report are not supported, then it will be necessary to return to negotiations between stakeholders.

Analysis

13. Science City York has proved itself as a partnership and has been successful in developing knowledge based business in order to diversify and strengthen the local economy. It is recognised by Yorkshire Forward in terms of its contribution to local, regional and national economies. Members have previously recognised and approved arrangements for taking the Science City York initiative forward through the establishment of a Company Limited by Guarantee. The proposals set out in this report enable the company to make short term decisions necessary in formulating proposals on the longer term governance.

Corporate Priorities

14. The importance of Science City York in achieving the Council's objectives for the modernising of the city's economy is included within the Thriving City theme; in Corporate objective 3 "Strengthening York's Economy"; as one of the thirteen corporate priorities; and in the approved 2006/07 Economic development programme.

Implications

15.

- **Financial** The cost of the proposed remuneration of the chair of the CLG board will be met from existing budgets within SCY.

- **Human Resources (HR)** The detailed HR implications will be determined as part of the discussions to define and agree the longer term governance arrangements for the CLG.

- **Equalities** There are no equalities implications.

- **Legal** The legal implications will be determined as part of the discussions to define and agree the governance arrangements for the company in the longer term. These discussions will be undertaken in consultation with the Head of Civic, Democratic, and Legal Services. If there are any proposals which would have significant legal implications for the Council these will be the subject of a further report to members.

- **Crime and Disorder** There are no implications.

- **Information Technology (IT)** There are no implications.

- **Property** There are no implications.

- **Other**

Risk Management

16. There are no significant financial risks to the City Council in this first stage activity of the new SCY CLG in employing the Chief Executive. The longer-term financial risks will be considered as part of the discussions to define and agree the governance arrangements for the company in the longer term.

Recommendations

17.   1) To approve the appointment of the Director of City Strategy as representative of the City Council and Director on the Science City York Company Limited by Guarantee.

Reason: To enable the company to make the short term decisions necessary in formulating proposals on the longer term governance.

2) To approve the appointment of Richard Gregory as the Chair of the Board of the new Company Limited by Guarantee at an annual remuneration of £10,000 plus reasonable expenses incurred in the carrying out of that role, to be funded by Science City York.

Reason: To recognise the importance of Science City York to developing the local, regional and national economy.

Contact Details

Author:	**Chief Officer Responsible for the report:**
Author's name: Bill Woolley	David Atkinson
Title: Director of City Strategy	Chief Executive
Dept Name: City Strategy	Bill Woolley
Tel No. 01904 551330	Director of City Strategy

Report Approved ✓ **Date** *31/7/07*

Specialist Implications Officer(s)
Financial – Patrick Looker
HR – Janet Neeve
Others – Report Author
Wards Affected: *List wards or tick box to indicate all*   **All** ✓

For further information please contact the author of the report

Background Papers:

Report to Urgency Committee 28th February 2007

Annexes: None

Agenda Item 7

Urgency Committee

3rd August 2007

Report of the Director of Resources

TEMPORARY MANAGEMENT ARRANGEMENTS IN RESOURCES DIRECTORATE

Summary

1. This report sets out, for Members' approval, temporary management arrangements in Resources to cover the period of time the Director of Resources is Acting Chief Executive and Head of Paid Service. It is being brought to an Urgency Committee because of time constraints, there being no other appropriate scheduled meetings at which Members' approval for these arrangements may be obtained during the summer break.

Background

2. The present Chief Executive has resigned from his post and will leave the Council on 20th August 2007; however, because of his outstanding annual leave entitlement, his last day at work was 27th July 2007. The Director of Resources, who is also Deputy Chief Executive, has been Acting Chief Executive and Head of Paid Service from Saturday July 28th July 2007 until the newly appointed Chief Executive assumes his responsibilities in early October.

Consultation

3. The Head of Legal and Democratic Services has been consulted regarding:

    - the appointment of officers to temporarily assume the Proper Officers responsibilities of Section 151 Officer and Proper Officer for the Registration Service

    - the process to appoint a temporary Director of Resources.

    The Acting Head of Human Resources has been consulted regarding the process to appoint a temporary Director of Resources.

Acting Chief Executive

4. As the Chief Executive also acts as the Council's Electoral Registration Officer & Returning Officer, the Acting Chief Executive will assume these responsibilities during this interim period; should it become necessary to do so.

Temporary Director of Resources

5. The acting Chief Executive has set up an appointment panel consisting of 3 Directors to appoint a temporary Director of Resources. This panel will appoint one of the Assistant Directors from within Resources on August 9th to cover the following functions:

   - Member of Corporate Management Team (CMT)
   - Chair of Resources Management Team (RMT)
   - Lead Officer for Corporate Services EMAP
   - Resources Officer for Executive, Shadow and Council Meetings
   - Main point of contact for the Directorate
   - Line management of the Directorate Business Support Officer and Director's PA
   - Other ad hoc duties associated with the post

   It is intended to allocate other temporary responsibilities for various parts of the Director's job across the membership of RMT. This will include responsibilities for such things as the budget process in Resources.

Section 151 Officer

6. The Director of Resources is designated as the Council's Chief Financial Officer under Section 151 of the Local Government Act 1972. Article 13, paragraph 7vi of the Constitution does allow for the Head of Paid Service to also hold the post of Chief Finance Officer if a qualified Accountant. The post of Chief Financial Officer carries statutory responsibility for the proper administration for the Council's financial affairs, has the final say on all accounting matters and has certain rights to formally advise members and require Councillors to address budget deficits and overspends etc. It is proposed that it would be better if another officer best fulfills the Section 151 function during the period when the Director of Resources is Head of Paid Service and until October 14th due to the Director of Resources taking some leave once he has finished acting as Chief Executive. It is proposed that Peter Steed (Head of Financial Services) and currently Deputy 151 officer is given this responsibility. It is proposed that Liz Ackroyd will take on the Deputy Section 151 officer role for the same period. Both roles are to commence on Peter and Liz's return from leave later in August.

Proper Officer in respect of the Registration Service

7. It is noted in the Constitution (Part 3, Schedule 3, Officers' Delegation Scheme, Section – Corporate Directors) that the Director of Resources is responsible for

the Council's Statutory Proper Officer function in respect of the Registration Service. However, this function forms part of the job description of James Drury (Head of Public Services) and it is proposed that he should formally take on this responsibility on a permanent basis.

Implications

8. Implications of these proposals have been discussed with some senior managers in Resources and with other relevant parties.

- **Financial** - It is intended that the acting Director of Resources will receive 75% of the difference between the upper end of the assistant Directors pay scale and the lower end of the Directors pay scale. Some other responsibility payments will be made in order to cover other responsibilities in the department, but these will be contained within the total directors salary and it is expected that a saving of about £5k will be made during the acting up period.

- **Human Resources (HR)** – The Acting Head of Human Resources and the Director of People and Improvement have been consulted and endorse these temporary arrangements.

- **Equalities** – There are no known Equalities Implications.

- **Legal** – The Head of Legal & Democratic Services has been consulted and endorses these temporary arrangements.

- **Crime and Disorder** - There are no known Crime & Disorder implications.

- **Information Technology (IT)** - There are no known IT&T implications.

- **Property** - There are no known Property implications.

- **Other** - There are no other known implications.

Risk Management

9. Clearly given these arrangements are during the main holiday period and that they represent a significant reduction in corporate capacity and that the Head of Legal and Democratic Services and Monitoring officer is due to leave in early September there are some risks associated with this approach. However the alternatives would have been to seek to bring in external support for one of the senior posts, which given the relatively short time period was thought to be likely to be much more expensive and less effective. Given the pressures on many of the other internal departments and the learning curve involved it was not considered desirable to seek candidates from other departments within the Council.

Recommendations

The Urgency Committee is requested to

10. Endorse the appointment of Peter Steed as Sec 151 officer from the return from his August leave until October 14th

11. Endorse the appointment of Liz Ackroyd as Deputy Sec 151 officer from the return from her August leave until October 14th.

12. Endorse the appointment of James Drury as the Council's Proper Officer for all Register Office purposes on a permanent basis.

Reason: In order to reduce the workload on the acting Chief Executive and delegate appropriate responsibilities

Contact Details

Author:	**Chief Officer Responsible for the report:**
Author's name - Tricia Pearce	*Chief Officer's name – Simon Wiles*
Title – Resources Business Support Manager	*Title – Director of Resources*
Dept Name – Resources	**Report Approved** ✔ **Date** *31/7/07*
Tel No. 552911	

Specialist Implications Officer(s)

HR Implications
Name - Chris Tissiman
Title - Acting Head of HR
Tel No. -

Legal Implications
Name – Suzan Hemingway
Title – Head of Legal & Democratic Services
Tel No.

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

For further information please contact the author of the report

Background Papers: None

Annexes: None

Agenda Item 8

CITY OF **YORK** COUNCIL

Urgency Committee   *3 August 2007*

Report of the Head of Civic, Democratic & Legal Services

Appointments and Changes to Membership

Summary

1. This report seeks approval for changes to the Conservative Group's membership of committees, working groups and outside bodies following the death of Councillor Bennett, and to appoint a vice chair of the Yor OK Board and an additional representative on the York Central Steering Board. It also seeks approval to appoint an Interim Electoral Registration Officer and Returning Officer.

2. The matter is being dealt with at an Urgency Committee to ensure that the Conservative Group can fill its seats on committees, working groups and outside bodies as soon as possible, and as a Returning Officer needs to be appointed, following the retirement of the Chief Executive, prior to a by election being held in Heworth Without Ward.

Background

3. The death of Councillor Bennett on 14 July 2007 left a number of vacancies for the Conservative Group on committees, working groups and outside bodies, which need to be filled.

4. The appointments approved at Council on 28 June 2007 did not include a vice chair for the Yor OK Board, which should be one of the two City of York Council members of the Board. Also the York Central Steering Board has recently agreed to increase the number of places offered to City of York Council from one to two, to allow representatives from both of the largest political groups to attend and thereby reflect the new political composition of the Council. Both of these appointments can be picked up at the same time as making the other changes referred to above.

5. Section 8 of the Representation of the People Act 1983 states that a district council shall appoint an officer of the council to be registration officer for any constituency within the district and Section 35 states that an officer of the council shall be appointed returning officer for the election of councillors for the district and for the election of councillors of parishes within the district. In accordance with the Act members are recommended to appoint Simon Wiles as Interim Electoral Registration Officer and Returning Officer for the City of York until the appointment of the new Chief Executive takes effect.

Consultation

6. Consultation has been undertaken with the appropriate political groups to ascertain their nominees for the vacant places.

Options

7. Members can approve the proposed appointments set out in Annex 1 of the report, amend them or reject them.

Analysis

8. Approval of the proposed appointments set out in Annex 1 would allow the Conservative Group to fill the vacant places on committees, working groups and outside bodies now, rather than waiting until the next Council meeting on 4 October 2007, and would also allow the appointment of the vice chair of the Yor OK Board and an additional representative on the York Central Steering Board to be dealt with without a further delay.

Corporate Priorities

9. Dealing with the appointments in a timely and efficient manner would contribute to the corporate priorities relating to improving the Council's organisational effectiveness.

Implications

10. There are no financial, human resources, equalities, legal, crime and disorder, information technology, property or other implications.

Risk Management

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

Recommendations

12. Members are asked to consider:

    (i) That the changes to the membership of committees, working groups and outside bodies set out in Annex 1 of the report be approved.

    Reason: To fill vacant positions on committees, working groups and outside bodies.

    (ii) That Simon Wiles be appointed as Interim Electoral Registration Officer and Returning Officer for the City of York until the appointment of the new Chief Executive takes effect.

Reason: In accordance with Sections 8 & 35 of the Representation of the People Act 1983.

Contact Details

Author:	**Chief Officer Responsible for the report:**
Author's name	*Suzan Hemingway*
Dawn Steel	*Head of Civic, Democratic & Legal Services*
Democracy & Member	
Support Manager	**Report Approved** ✔ **Date** *23/7/07*
01904 551030	

Specialist Implications Officer(s) *None*

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

For further information please contact the author of the report

Background Papers: None

Annexes
Annex 1 – proposed changes to membership of committees, working groups and outside bodies.

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Membership of Committees, Working Groups and Outside Bodies

COMMITTEES

Urgency Committee

Replace Bennett with Watt as 1st Substitute

Strategic Policy Panel

Replace Bennett with Wiseman as 2nd Substitute
Replace Wiseman with Hudson as 3rd Substitute

Corporate Services Advisory Panel

Appoint Galvin as 2nd Substitute

Children's Services Advisory Panel

Appoint Watt as 2nd Substitute

Housing and Adult Social Services Advisory Panel

Appoint Brooks as 2nd Substitute

Neighbourhood Services Advisory Panel

Appoint Brooks as 2nd Substitute

Leisure and Culture Advisory Panel

Replace Bennett with Healey as Vice-Chair
Replace Healey with Brooks as 1st Substitute
Replace Brooks with Wiseman as 2nd Substitute

Planning Committee

Replace Bennett with Wiseman
Replace Wiseman with Gillies as 1st Substitute
Replace Gillies with Watt as 2nd Substitute

East Area Planning Sub-Committee

Replace Bennett with Watt as 1st Substitute
Appoint Brooks as 2nd Substitute

West & City Centre Area Planning Sub-Committee

Appoint Healey as 2nd Substitute

Standards Committee

Appoint Galvin as 2nd Substitute

Audit and Governance Committee

Appoint Watt as 2nd Substitute

Licensing & Regulatory Committee

Replace Bennett with Gillies as Chair
Appoint Watt as 2nd Substitute

Gambling and Licensing Acts Committee

Replace Bennett with Gillies

Corporate Appeals Panel

Appoint Brooks as 2nd Substitute

Housing Appeals Panel

Appoint Wiseman as 2nd Substitute

Education Appeals Panel

Appoint Healey as 2nd Substitute

Environment Appeals Panel

Replace Gillies with Galvin
Replace Galvin with Wiseman as 1st Substitute
Appoint Gillies as 2nd Substitute

Scrutiny Management Committee

Appoint Watt as 2nd Substitute

Education Scrutiny Committee

Appoint Healey as 2nd Substitute

Health Scrutiny Committee

Appoint Watt as 2nd Substitute

Highways Maintenance Ad Hoc Scrutiny Committee

Appoint Hudson as 2nd Substitute

Traffic Congestion Ad Hoc Scrutiny Committee

Appoint Brooks as 2nd Substitute

Economic Development Partnership Board

Replace Bennett with Healey as 1st Substitute
Appoint Hudson as 2nd Substitute

Social Inclusion Working Group

Appoint Brooks as 2nd Substitute

Local Development Framework Working Group

Replace Bennett with Brooks as 1st Substitute
Replace Brooks with Wiseman as 2nd Substitute

PARTNERSHIP AND OTHER BODIES

Yor OK Board

Appoint Runciman as Vice-Chair

York Central Steering Board

Appoint Scott as Labour member

The Derwenthorpe Partnership Forum

Replace Bennett with Wiseman
Replace Wiseman with Brooks as Substitute

OUTSIDE BODIES

York NHS Foundation Trust – Members Council

Replace Gillies with Wiseman

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Urgency Committee   **1ˢᵗ August 2007**

Report of the Director, People and Improvement

Appointments Committee for the Monitoring Officer

Summary

1. This report seeks formal approval to appoint a Chief Officer Appointments Committee to proceed with the appointment of the Head of Legal Services/ Monitoring Officer within the Chief Executive's Directorate.

2. The report is being considered at an Urgency Committee because of the need to cover the vacancy which will be left with the departure of our existing Monitoring officer in September, to minimize the use of interim arrangements, and to avoid any further delay.

Background

3. Standing Order 40 (c) (1) of the Council's Constitution requires that a Chief Officer Appointments Committee, including at least one member of the Executive, interviews all qualified applicants for Chief Officer posts or selects a shortlist of such applicants and interview those on this shortlist.

4. The Chief Officer Appointments Committee will be constituted on a proportional basis (1:1:1). This will mean that there will be one Liberal Democrat member, one Labour member and one Conservative member.

Options

5. There are no alternative options for Members to consider, other than simply not proceeding with the establishment of a Chief Officer Appointments Committee at this stage, which would delay any subsequent appointment.

Analysis

6. The creation of a Chief Officer Appointments Committee will allow the appointment process to progress without delay and the post to be filled, allowing the Council to operate effectively.

Corporate Priorities

8. Making an appointment to the post of Head of Legal Services/Monitoring Officer is essential to our Corporate Priorities relating to improving organisational effectiveness:
   - Improve our focus on the needs of customers and residents in designing and providing services;
   - Improve leadership at all levels to provide clear, consistent direction to the organisation;
   - Improve the way the Council and its partners work together to deliver better services for the people who live in York;
   - Improve efficiency and reduce waste to free-up more resources.

Implications

9. The following implications have been considered:

   - **Financial** – The Directorate will bear the cost of this post within current resource.

   - **Human Resources (HR)** – The creation of an Appointments Committee is in line with the constitutional requirements for the recruitment and appointment of Chief Officers.

   - **Equalities** – There are no equalities implications.

   - **Legal** – The creation of an Appointments Committee is not one of the functions reserved to Full Council by law and therefore can be carried out by Urgency Committee.

   - **Crime and Disorder** – There are no crime and disorder implications.

   - **Information Technology (IT)** – There are no IT implications.

   - **Property** – There are no property implications.

   - **Other** – There are no other implications.

Risk Management

10. There are no known risks associated with the recommendations of this report.

Recommendations

11. Members are asked to agree:

    That a Chief Officer Appointments Committee be appointed for the post of Head of Legal Services/Monitoring Officer.

Reason: To minimise the use of interim arrangements, to enable the Council to operate effectively, and to avoid any further delay.

Contact Details

Author:	**Chief Officer Responsible for the report:**
Heather Rice	*Heather Rice*
Director, People and Improvement	*Director, People and Improvement*

Report Approved ✓ **Date** 1st August 2007

Specialist Implications Officer(s)
Legal: Suzan Hemingway, Head of Civic, Democratic & Legal Services
Human Resources: Chris Tissiman, Head of HR Services (Acting)
Finance: Patrick Looker, Finance Manager

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

For further information please contact the author of the report

Background Papers:

None.

Annexes

None.

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CITY OF
YORK
COUNCIL

Urgency Committee   *3rd August 2007*

Report of the Director, People and Improvement

Ratification of Appointment of Chief Executive

Summary

1. This report seeks formal approval of the recommendation of the Chief Officer Appointments Committee to the appointment of Chief Executive.

2. The report is being considered at an Urgency Committee to avoid any delay to taking up the post permanently.

Background

3. Article 4 of the Constitution, paragraph 1 point viii states that confirming the appointment of the Chief Executive is one of the roles and responsibilities of Council.

Consultation

4. The conditional offer of the post of Chief Executive has been made following a recruitment process which concluded with a Chief Officer Appointments Committee on Friday 13th July. The Chief Officer Appointments Committee was unanimous in its decision.

Options

6. There are no alternative options for Members to consider.

Analysis

7. The approval of the appointment will allow the post to be filled permanently without delay.

Corporate Priorities

8. Approving the appointment of the Chief Executive is essential to our Corporate Priorities relating to improving organisational effectiveness:

- Improve our focus on the needs of customers and residents in designing and providing services;
- Improve leadership at all levels to provide clear, consistent direction to the organisation;
- Improve the way the Council and its partners work together to deliver better services for the people who live in York;
- Improve efficiency and reduce waste to free-up more resources.

Implications

9. The following implications have been considered:

- **Financial** – The Council will bear the cost of this post within current resource.

- **Human Resources (HR)** – The ratification of the post is in line with the constitutional requirements.

- **Equalities** – There are no equalities implications.

- **Legal** – The appointment to this post is one of the functions reserved to Full Council by the Constitution but can legally be made by the Urgency Committee sitting as Full Council.

- **Crime and Disorder** – There are no crime and disorder implications.

- **Information Technology (IT)** – There are no IT implications.

- **Property** – There are no property implications.

- **Other** – There are no other implications.

Risk Management

10. There are no known risks associated with the recommendations of this report.

Recommendations

11. Members are asked to agree:

That the recommendation of the Chief Officer Appointments Committee be approved and Bill McCarthy appointed as Chief Executive, on the terms and conditions set out in Annex 1.

Reason: To enable the Council to operate effectively, and to avoid any further delay.

Contact Details

Author:	**Chief Officer Responsible for the report:**
Heather Rice	*Heather Rice*
Director, People and Improvement	*Director, People and Improvement*

Report Approved ✓   **Date**   12th March 2007

Specialist Implications Officer(s)

Legal: Suzan Hemingway, Head of Civic, Democratic & Legal Services
Human Resources: Chris Tissiman, HR Corporate Development Manager (Acting)
Finance: Patrick Looker, Finance Manager

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

For further information please contact the author of the report

Background Papers:

None.

Annexes

Annex 1 (confidential) – terms and conditions

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

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