



Notice of meeting of

Effective Organisation Overview & Scrutiny Committee

To: Councillors Watt (Chair), Horton (Vice-Chair), D'Agorne, Firth, Boyce, Gunnell, Hyman and R Watson

Date: Tuesday, 23 February 2010

Time: 5.00 pm

Venue: The Guildhall, York.

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 1 - 6)

To approve and sign the minutes of the meeting held on 12 January 2010.

3. Public Participation

At this point in the meeting, members of the public who have registered their wish to speak regarding an item on the agenda or an issue within the Committee's remit can do so. The deadline for registering is **Monday 22 February 2010 at 5pm.**

4. Third Performance and Financial Monitor for 2009-10 (Pages 7 - 28)

This report provides details of the headline performance issues from the third performance monitor of 2009-10, covering the period from 1 April to 31 December 2009. Three areas are covered by the report; performance, corporate strategy and finance.

**5. Review of the Effectiveness of the Executive (Pages 29 - 42)
Forward Plan - Draft Final Report.**

Members are asked to consider the recommendations contained in this draft final report.

6. Work Plan (Pages 43 - 66)

To consider the Committee's Work Plan for 2009/10.

7. Urgent Business

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

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

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

City of York Council

Committee Minutes

MEETING	EFFECTIVE ORGANISATION OVERVIEW & SCRUTINY COMMITTEE
DATE	12 JANUARY 2010
PRESENT	COUNCILLORS WATT (CHAIR), HORTON (VICE-CHAIR), D'AGORNE, FIRTH, BOYCE, GUNNELL, HYMAN AND HOLVEY (SUBSTITUTE)
APOLOGIES	COUNCILLORS R WATSON

21. DECLARATIONS OF INTEREST

At this point in the meeting, Members were asked to declare and personal or prejudicial interests they may have in the business on the agenda. None were declared.

22. MINUTES

RESOLVED: That the minutes of the committee held on 12 January 2010 be approved and signed by the Chair as a correct record.

23. PUBLIC PARTICIPATION

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

24. QUESTION & ANSWERS WITH THE EXECUTIVE LEADER AND THE CORPORATE SERVICES EXECUTIVE MEMBER.

The Executive Leader and the Executive Member for Corporate Services were in attendance to answer questions with regards to their plans and priorities for the next twelve months.

Members questioned the following aspects:

Executive Leader

- The impact of the Government Grant on City of York Council's forward programme – The Executive Leader advised that the Government Formula grant continues to deny City of York Council £1.115 million of what it should receive. The impact of this is to constrict the funding to future programmes.
- Re the 'More for York' efficiency savings and the current financial situation, the Executive Leader was asked to provide an update on

progress and to confirm whether he believes the Council will meet the targeted savings - The Committee was advised that good progress has been made in the work streams since the blue prints were agreed by the Executive at the end of October 2009. Significant financial improvements have been made in relation the management of the Council's Transport Fleet, collection of Council tax and some progress in Procurement.

- Project Management in particular the way forward in regard to Hungate, the Barbican, York North West and the University Pool – The Executive Member referred the Committee to the Executive's Decision on 22 September in relation to the Barbican and Hungate and advised that progress is being made. He advised that discussions are still ongoing in relation to York Northwest and the University Pool.

Executive Member for Corporate Services

- Provide an understanding of the impact of investments on the Council's finances – The Executive Member advised that the impact of investments on the Council's finances has been significant during 2009/10. Currently in 2009/10, the income from interest earned on investments has reduced in comparison to interest that was earned in previous years. This is due to the economic climate and the low base rate of 0.5%. The Council's investment priority is the security of its capital surplus funds and liquidity. The Council will aim to achieve optimum return on investments commensurate with the proper levels of security and liquidity.
- Provide an outline for future IT plans for the Council i.e. what are the plans for pulling the multiple systems currently in use together, and how will this be financed – The Committee were advised that due to the IT investment already agreed for the More for York Programme and the need to restrict budget growth wherever possible there has not been an IT development plan investment cycle for 2010/11. Infrastructure upgrades in the coming year would be funded through existing ICT budgets and would focus on upgrading Microsoft Office suite and improving security as part of the Government Connect project.
- Finally, the executive Member advised that in the next 12 months he would be focusing on 4 main areas - More for York, Organisational Review, Core Accounts & Use of Resources.

The Committee thanked Councillors Waller and Moore for attending the meeting.

25. ANNUAL AUDIT LETTER 2008/09 - AUDIT COMMISSION.

Members considered a report which introduced the Annual Audit Letter 2008/09 prepared by the Audit Commission which gives a clear audit opinion on the Council's financial statements for 2008/09.

Members queried whether the report was a matter for the Audit and Governance Committee rather than Effective Organisation Scrutiny. The Scrutiny Officer advised that the report is publicly available elsewhere and that it was brought to the Committee in case Members wished to focus on a specific aspect of the report. If Members felt that they did not need to see the report at this Committee, then it would not be brought again.

Some Members of the Committee felt that they would not see the Annual Audit Letter elsewhere and that it should come to the Committee when available in future.

Members agreed the recommendations contained in the report.

RESOLVED: (i) That Members noted the contents of the report and the Annual Letter.

REASON: To inform Members on future business of the Committee as necessary.

RESOLVED: (ii) That Members noted the Council's response to the issues raised by the District Auditor to be monitored by the Audit and Governance Committee at future meetings as outlined in Annexes B and C to the report.

REASON: To ensure the effective management and follow up of key action to be taken to support on-going development and improvement work at the Council.

26. REPORT ON THE 2010/11 BUDGET STRATEGY AND MEDIUM TERM FINANCIAL PLANNING 2011/12 TO 2013/14.

Members considered a report which presented to them an Executive report dated 15 December 2009 detailing the strategy being adopted for the development of the 2010/11 Revenue Budget which outlined the longer term issues linked to public sector funding and the implications these may have on the Council's medium term financial planning

A report on the arrangements for the development of the 2010/11 Budget was originally approved by the Executive in June 2009 and the report at Annex A provided further information for Members. The report was the first of its type and as it is part of the Committee's remit to consider the Council's budget strategy, it would continue to receive the report annually.

The Committee agreed that in the next financial year, the Committee should see the report prior to the Executive, to enable it to make comments for the Executive to consider.

RESOLVED: (i) That Members note the principles being adopted for the preparation of the 2010/11 budget, in particular the fact that any additional resources will be used to invest in key priority areas across the council.

(ii) That Members note that work is continuing to review the impact of future public spending reductions as part of the ongoing development of the Council's Medium Term Financial Strategy.

REASON: To keep Members informed on the 2010/11 Budget Strategy and Medium Term Financial Planning 2011/12 to 2013 /14.

27. REVIEW OF THE EFFECTIVENESS OF THE FORWARD PLAN - INTERIM REPORT.

Members considered an interim report for the review of the Effectiveness of the Executive Forward Plan.

Members referred to paragraph 17 of the report which referred to the information required by legislation on the Forward Plan. They felt it would be useful for the Committee to have a version highlighting only the required information. The Scrutiny officer confirmed this could be looked into.

It was noted that following the decision taken at the last meeting of this Committee in November 2009, to consult with relevant individuals on the suggested changes to the Forward Plan, an email had been issued to gather their views. Members were disappointed at the limited number of responses received as they had intended using the information provided to inform further consultation. Having considered the responses, the Committee agreed that no further information was required in order to draft the recommendations arising from the review. It was therefore agreed that a Task Group made up of three Committee members would create a list of suggested recommendations for the full Committee's consideration at their next meeting.

RESOLVED: (i) That a Task Group comprising of the Chair, Vice Chair and Councillor Firth, shall meet with the Scrutiny Officer to draft a list of suggested recommendations arising from the work of the review.

(ii) That an additional meeting be scheduled for 16 March to enable the Task Group to report back to the Committee

REASON: To progress the work of this review.

28. WORK PLAN

Consideration was given to the committee work plan.

Members agreed that an additional meeting should be set up for 16 March 2010 in order for the Committee to agree the final report from the review of the Effectiveness of the Executive Forward Plan, before the end of the municipal year.

RESOLVED: That the Work Plan be updated to reflect the agreed amendment.

REASON: To ensure that a robust and relevant work plan is in place for the municipal year.

Councillor Watt, Chair

[The meeting started at 6.00 pm and finished at 7.30 pm].

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Effective Organisation Overview & Scrutiny

23rd February 2010

Report of the Director of Resources

Third Performance and Financial Monitor for 2009-10

Purpose

- 1 This report provides details of the headline performance issues from the third performance monitor of 2009-10 covering the period from 1 April to 31st December 2009. Three areas of performance are covered in this report:
 1. *Performance* – sets out how well the council is performing across a wide range of performance indicators, at both corporate and directorate level.
 2. *Corporate Strategy actions* – provides an update on progress against projects and actions that support the council's corporate priorities.
 3. *Finance* – covers service and corporate budgets.

Summary

- National Performance Indicators (NPIs) – 53% of NPIs (with data available) are improving, with 58% on track to hit their 2009-10 target. 59% of the LAA indicators (with data available) are improving and are on track to hit their 09-10 target. Areas of poor performance are also being reviewed and benchmarked for improvement and action is being taken where appropriate.
- Corporate Strategy – 78% of milestone actions are on track to hit their deadline, or have been completed and 22% are reporting slippage. 3 out of the 54 actions will not be completed in 2009-10.
- The council is currently identifying financial pressures of £2,333k in 2009-10. Extensive action continues to be undertaken by all directorates to contain the extent of any potential overspend.

Performance indicators

- 2 Overall 51% (110 out of 217) of the national performance indicators have data available at this point in the year mainly due to most being collected annually or through periodical surveys. Many are also published via government bodies at the end of the year. Of those available, 53% are improving compared to last year and 58% are on track to hit their 2009-10 target.

	Total reported this month	On target	Improving	Declining	Stable
National Indicators	110 of 217 (51%)	53 of 92 (58%)	50 of 94 (53%)	27 of 94 (29%)	17 of 94 (18%)
LAA/priority Indicators	24 of 49 (49%)	13 of 22 (59%)	13 of 22 (59%)	4 of 22 (18%)	5 of 22 (23%)

Note for table above: Not all NPIs reported can be assessed for improvement (e.g. no 2008-09 outturn). Similarly, some do not have targets set for 2009-10 as this is the first year they are being collected.

- 3 Only 24 out of 49 LAA indicators have 2009-10 data available at this stage in the year, with 59% of those showing improvement and forecasting to hit their 2009-10 target.
- 4 Comparative and quartile data mentioned in this report is based on in-year data received from other similar councils in the PwC benchmarking club. The following paragraphs give details of indicators where performance is deemed to be an exception (e.g. good improvements or possible areas of concern). In particular, indicators that support priority improvement (e.g. LAA or corporate strategy targets) have been included.

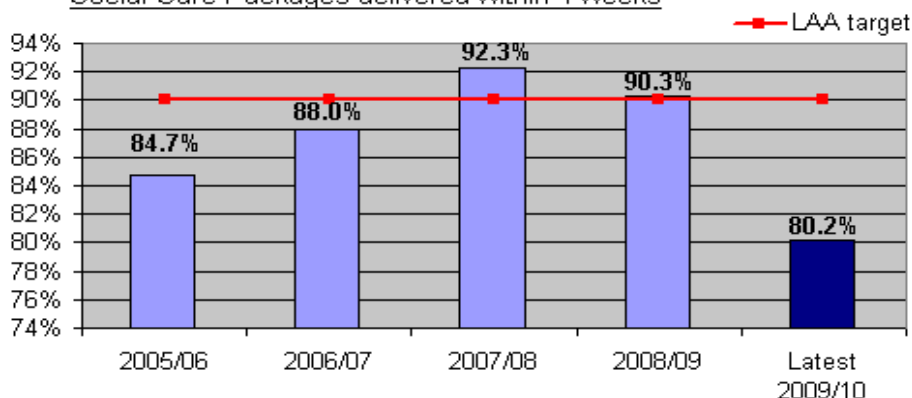
Housing

- 5 *NPI 156: Homelessness (LAA indicator).* The number of York households living in temporary accommodation continues to reduce, despite the national increase in home repossessions across England. Performance currently stands at 109 (well below the LAA target of 120) and indications are that this could reduce further to below 80 before the end of the financial year, which would represent a 62% reduction since 2007-08.
- 6 *NPI 155: Affordable homes (LAA indicator).* The number of affordable homes delivered in York by the end of December 2009, is 99. The original LAA target for the year of 280 completions has been revised to 146 after negotiations with the Government Office. The revision is largely due to the downturn in the housing market and needs to be considered in the context that the original LAA targets were set in 2007 at the peak of the market. Since then, some developments have stalled and others slowed down. Latest projections however, indicate that the 146 target will be met.

Adult Social Care

- 7 *NPIs 132 & 133 – timeliness of social care assessments and packages.* Both these indicators cover areas that need to show improvement to address performance issues highlighted in the 2008-09 Adult Social Care inspection. Progress so far this year is mixed:
 - NPI 132: Timeliness of assessments. Performance has improved from 67.1% to 79%, already exceeding the 2009-10 target of 77%. If this is maintained, York would move up from the bottom to the 3rd quartile, based on PwC benchmarking data.
 - NPI 133: Timeliness of care packages. The improvements made on social care assessments are having a knock on effect for the timeliness of care packages as services are struggling to keep up, particularly in Occupational Therapy. Performance so far this year is at 80.2%, a drop of 10% on the 90.3% achieved in 2008-09. This falls short of the 90% target set for 2009-10 and if no further improvement is made this year, this will move York from 3rd to the bottom quartile of unitary authorities. A number of actions are in place to address the issue of incorrect reporting (i.e. how certain types of residential respite stays are reported). The delivery of re-enablement home care when people leave hospital is also being explored and these actions should lead to improvement and performance may be closer to target by March 2010.

Social Care Packages delivered within 4 weeks



- 8 *NPI 141: Vulnerable people achieving independent living (LAA indicator)*. Performance has fallen slightly due to an amendment made by the Government Office to the quarter 1 figure previously reported to members in September. This has resulted in a 2.2% drop, taking performance from 70.7%, to 68.5% (for the first 6 months of 2009-10), which places York in the bottom quartile. HASS are currently investigating the possibility of resubmission to correct this figure.

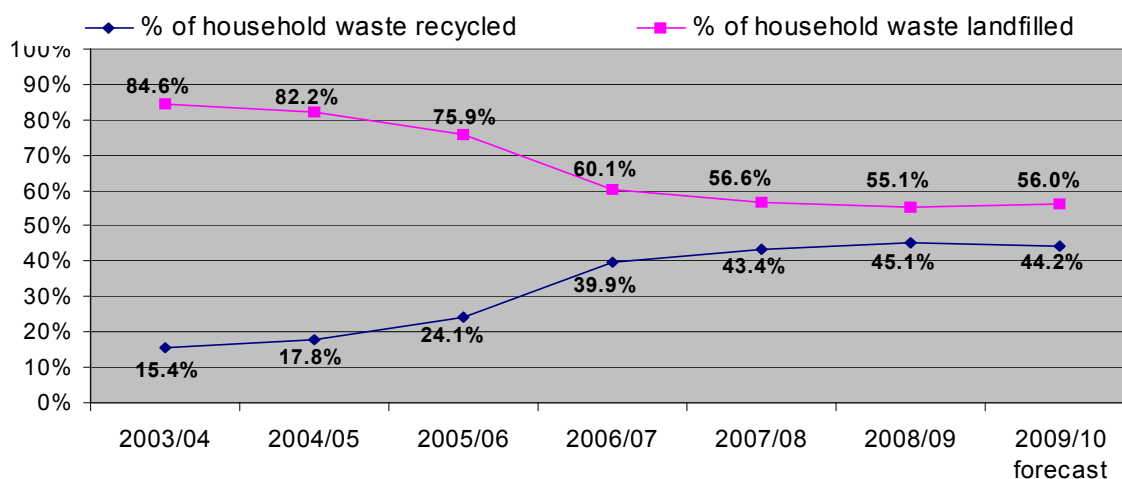
Waste & recycling

- 9 *NPI 191-193. Waste collection and management (LAA indicator)*. The amount of residual waste collected per household is forecast to drop by 5% in 2009-10, from 629kg to 600kg. This is now the 3rd lowest (best) within Yorkshire & the Humber. The % of waste recycled/composted in 2009-10 is forecast to reduce slightly for the first time in over a decade (44.2% compared to 45.1% in 2008-09), this has also affected the % of waste landfilled, which is forecast to increase by 1%.

	08-09 Result	09-10 Forecast	09-10 Target	On Target?	LAA target?
NPI 191: Residual household waste per head	629kg	600kg	617kg	Yes	Yes
NPI 192: Household waste recycled/composted	45.1%	44.2%	47.9%	No	No
NPI 193: Municipal waste landfilled	55.1%	56%	52.6%	No	No

- 10 Despite the rise in the % of landfilled waste, the council will actually landfill 3540 tonnes less than in 2008-09, due to 8090 tonnes less being collected from households. Much of this is due to the recession and a possible change in buying habits. The graph below shows the trend in recycling/landfill rates over time and the recent change reflects the fact that the tonnage of waste from kerbside recycling and waste recycling centres (WRCs) has reduced at a faster rate than the reduction in total waste collected (see table on next page).

York's waste recycling and landfill rates



	% change
Tonnes of household waste collected	- 6.1%
Tonnes collected through kerbside recycling	- 8.4%
Tonnes brought to waste recycling centres	- 8.9%

- 11 York remains one of the highest performing councils in terms of waste management, even though expenditure is well below the regional average per head of population for this service. The latest Talkabout survey results show that recent improvements have had a positive impact on local resident perception of waste services, with satisfaction on refuse collection and doorstep recycling increasing by 8% and 6% respectively.

Residents who were very or fairly satisfied with:	2005/6 (3 surveys)	2006/7 (3 surveys)	2007/8 (3 surveys)	2008/9 (1 survey)	2009-10 (1 survey)
Refuse collection	78%	76%	78%	78%	86%
Doorstep recycling	76%	75%	80%	77%	83%

Note: the Talkabout question was reworded in October 2009 to ask 'how satisfied' rather than 'how good or bad' the service is.

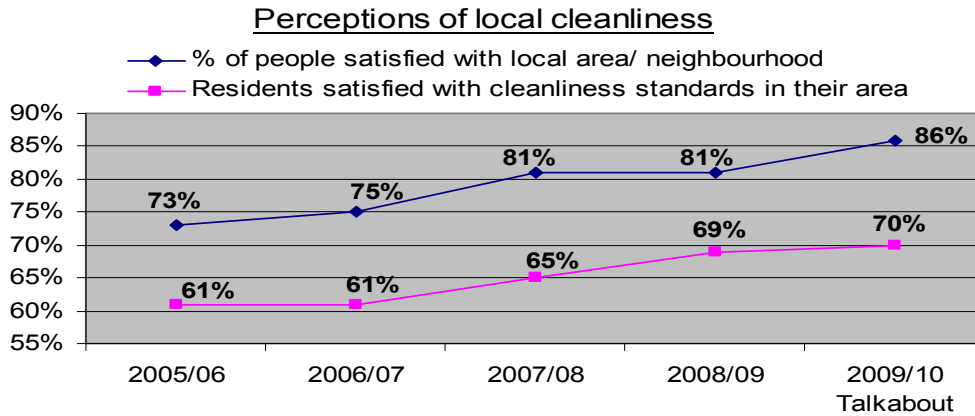
- 12 The number of missed bins also reduced in 2009-10, with just 0.04% of total bins collected being missed between Apr- Nov (98.4% of these were put right by the next day). The bad weather will adversely affect the December and January figures, as it proved impossible to collect from all York's streets in the snow. Waste service staff were also redirected to help clear snow and fill salt bins.
- 13 The waste management targets set for 2009-10, and the forecasts mentioned above, take into account the extension of kerbside recycling to 92% of households by March 2010, and the impact of the WRC permit scheme. Unfortunately, the target setting did not predict the impact of the recession. An internal 'Challenge & Innovation Panel' took place in January to review current performance and examine options that could lead to future 'stepped change' improvement in performance.

Environment & Cleanliness

- 14 *NPI 195a-d: Street environment and cleanliness.* Four NPIs measure the proportion of areas around York that have unacceptable levels of litter, detritus, graffiti and fly-posting. They are assessed through a street cleanliness survey, carried out three times a year; the first 2 surveys of 2009-10 show encouraging results and forecasts across all 4 areas (see table below).

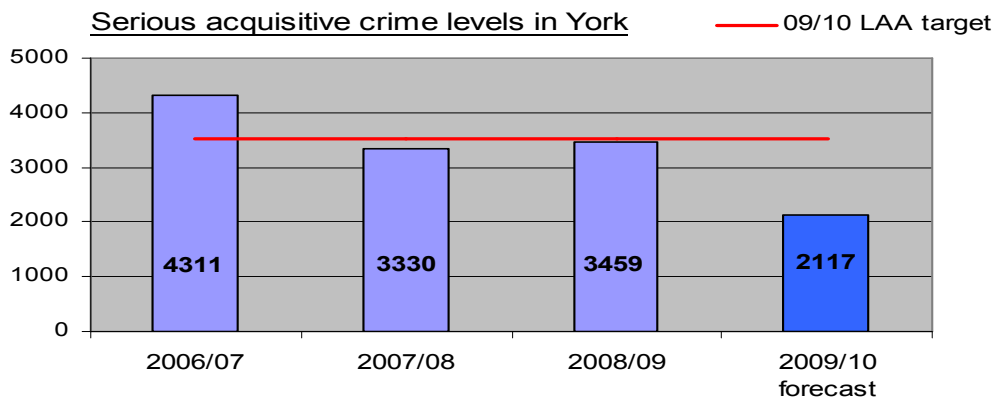
<u>N195 – Street Cleanliness</u>	Levels found in surveys of...			
	Litter	Detritus	Graffiti	Fly-posting
2007-08	7.6%	8.9%	2.3%	0.3%
2008-09	8.9%	11.0%	4.7%	1.1%
2009-10 (1 st survey in June)	4.5%	13.3%	2.6%	0.0%
2009-10 (2 nd survey in October)	3.3%	4.0%	1.9%	0.0%
2009-10 year-end forecast	6.5%	9%	2.3%	0%

- 15 A number of education and enforcement initiatives and close working with police appears to have reduced the level of graffiti. However, this indicator is sensitive to a small number of people being able to cause significant damage in a short time period. The level of fly-tipping in 2009-10 has reduced by nearly 40% - with fewer large fly-tips (lorries etc) having to be removed. Four prosecutions have been achieved so far this year, and a significant amount of publicity work is having a positive impact.
- 16 The final winter survey will be undertaken in February/March 2010 and in previous years this has proved the worst survey result, largely due to weather impact on operations and detritus levels. The long cold spell has caused some interruption to cleansing operations, but Neighbourhood Services are still predicted that all the NPI 195 targets will be met.
- 17 The street cleanliness improvements reported in the first 2 surveys have had a positive impact on the % of residents satisfied with their local area/neighbourhood (up to 86% from 81% in 2008-09). This also mirrors the last Place Survey result, which places York high into the top quartile of unitary authorities. Satisfaction with cleanliness standards in local neighbourhoods also continues to increase for the 5th year running (see graph below).



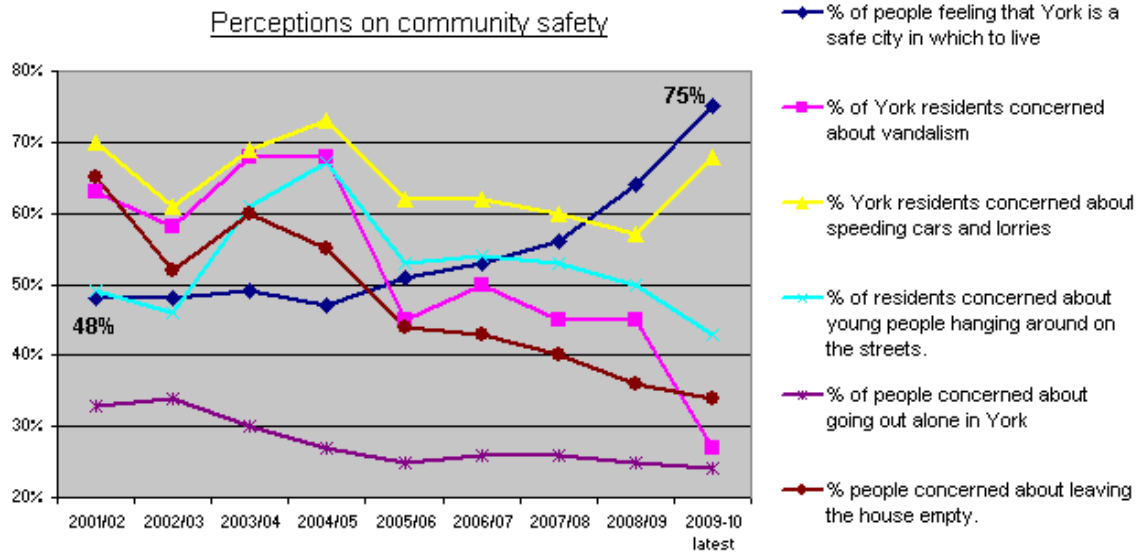
Community Safety

- 18 *NPIs 15 & 16: Serious Violent and Serious Acquisitive Crime (LAA indicator)*. The number of 'serious violent crime' incidents in York is forecast to reduce by 10% in 2009-10, with just 6 incidents reported in December 2009. There has also been a reduction in the 'assault with injury' crime rate between September and November 2009, leading to a forecast 2% decline on the 2008-09 rate.
- 19 Serious acquisitive crime represents a number of different crime incidents, including burglary and theft from a vehicle. Trend data from April to December 2009 shows a significant reduction in incidents across York, leading to a forecast 39% decrease on 2008-09 levels. This is also an LAA indicator and if the trend continues, York would exceed the 2009-10 and 2010-11 LAA targets.



- 20 *NPI 19: Rate of proven re-offending by young offenders aged 10 to 17*. York's rate is based on the number of young people in the youth offending cohort, who re-offend. This currently stands at 0.63 for quarter 2 (compared to 1.63 reported in 2008-09). Other similar youth offending indicators show reductions in the seriousness and frequency of re-offending by around 35-40% of the cohort that is dealt with by York's Youth Offending Team (YOT). Historically York is usually very high compared with the statistical family and regional authorities, particularly for the majority of young people that are not YOT supervised. The 2008 cohort trend looks good but 2009 cohort has a higher risk profile (e.g. there is more risk of re-offending). However, evidence suggests that re-offending by the few most prolific offenders has halved recently in York.
- 21 *Crime and the fear of crime*: Community safety data to the end of December suggests that York is likely to see a 19% reduction in overall recorded crime (forecasting 7952 compared to 9906 in 2008/9). In this year's CAA result, the Audit Commission highlighted a very positive direction of travel for York in terms of community safety, with 5 Place Survey indicators on Community Safety being in the top quartile. The first Talkabout results for

2009-10 suggest that this trend is improving even further, with significant improvements in residents who feel York is a safe place to live (up to 75% from 64% in 2008-09) and residents who are concerned about vandalism (down to 27% from 45% in 2008-09, lower is better). However, resident concern has risen in relation to speeding cars and lorries.

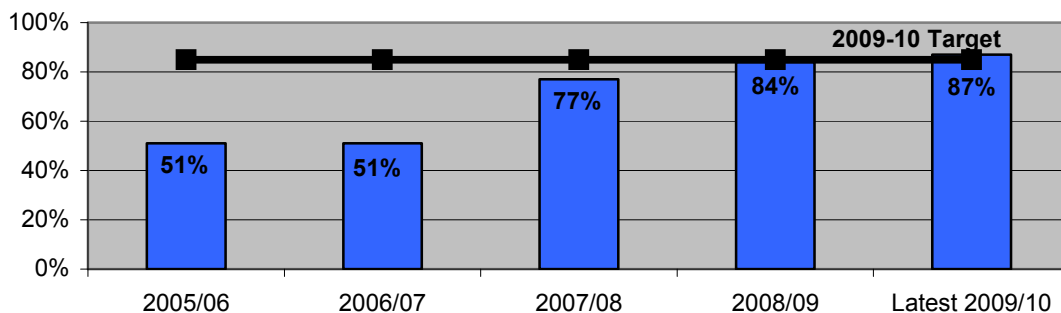


Culture

22 **NPI 8: % of adult participation in sport (16+) 30 mins 3 times a week or more (LAA indicator).** The 2009-10 survey results show an improvement at 22.9% compared to the 19.2% achieved in 2008-09. Whilst it is difficult to show conclusive trends from this data and the figure remains low, it is encouraging that long-term work to encourage physical activity for adults in York has shown a gradual rise in this years data. However, although participation has improved and York is above average compared to other unitary authorities (using 2008-09 quartiles), the 2009-10 target of 27.9% will not be met.

23 **NPI 57: % of children and young people participating in at least 2 hours of high quality PE in school (LAA indicator).** The annual school sports survey carried out in November 2009 shows an increase in participation from 84% in 2007-08 to 87% in 2008-09.

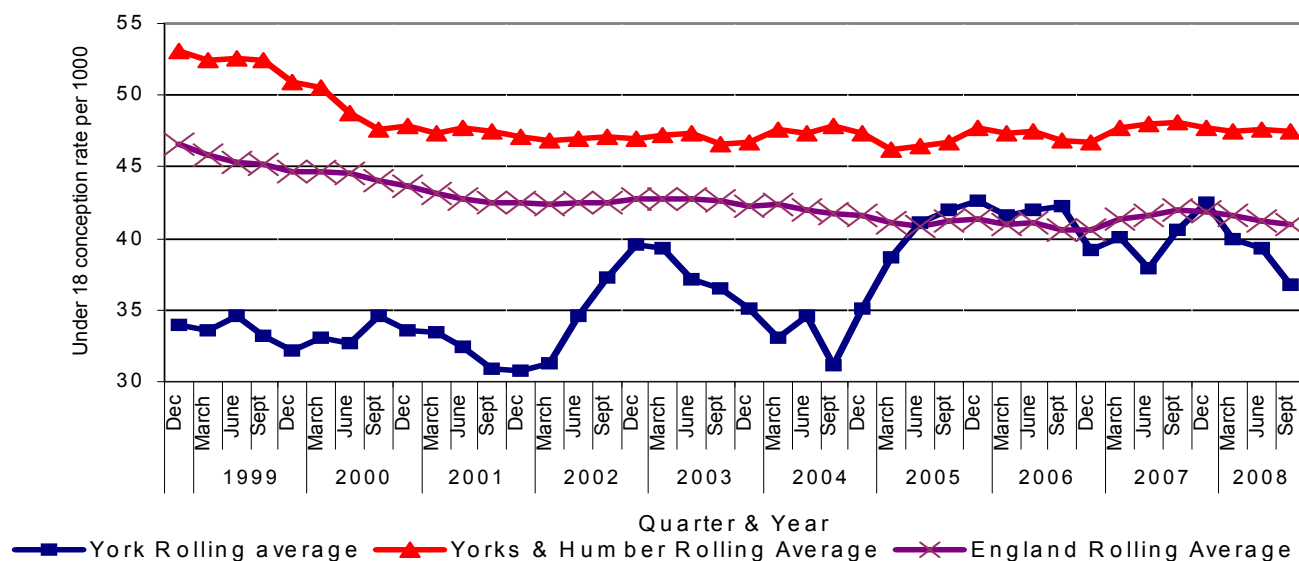
NPI57: Children & Young People taking 2 hours of quality PE each week



Children's Health & well-being

24 **NPI 112: Under 18 conception rate - difference from 1998 baseline (LAA indicator).** The latest data suggests a decrease in the first three quarters of 2008 to a quarterly rate of 31.2 per 1000 population. The chart below shows the progress made since 1998 against the region and nationally. It shows York to be consistently lower than the region and has recently improved to below the national average. Although the target percentage difference may not be met, York has its lowest quarterly rolling average since 2004.

U18 Conception rates in York (per 1000 population)



- 25 *NPI 55 & 56: Obesity in reception year and year 6 children (LAA indicator).* The number of York's reception year children who are obese shows an 18% improvement from last year, with 6.67% reported in 2009-10 compared to 8.16% in 2008-09 (below the 2009-10 target of 8.5%). The rise in the number of obese year 6 children (NPI 56) has halted in 2009-10, with a 0.1% rise (now 16.7%) compared to the 1% rise which took place between 2007-08 and 2008-09. This is however, still well short of the 2009-10 LAA target of 15.4%, but is encouraging given the national trend.
- 26 *NPI 116: The proportion of York's children who are living in poverty (LAA indicator).* This indicator measures the difference between York's results and that recorded for the England average. York has now set improvement targets up to 2011 to widen the gap to 8.1% and the latest 2008 data set out in the table below shows an improving picture, with York widening the gap to 7.2% in 2008. However, until it is known what impact the recession has had on the 2009 and 2010 results, it will be difficult to determine whether the 2011 target is achievable.

Proportion of children in families in receipt of out of work benefits

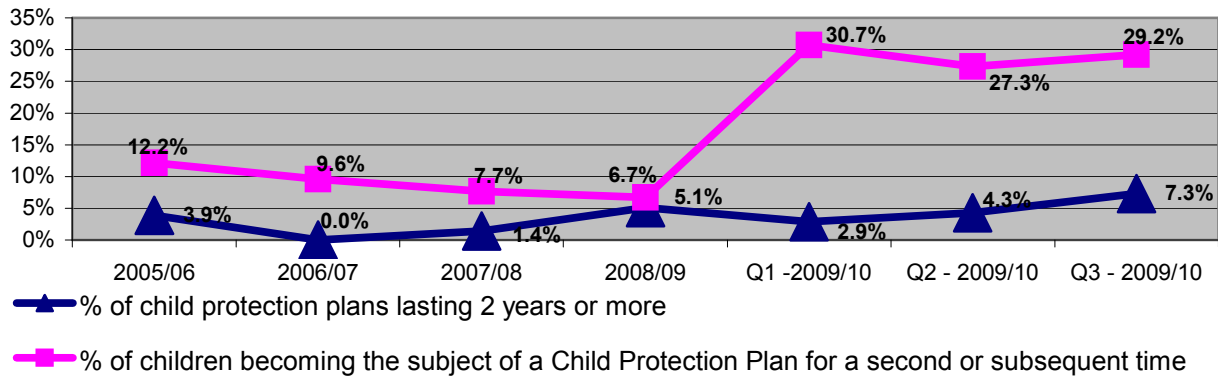
	2004	2005	2006	2007	2008
England	21.0%	20.6%	20.0%	19.8%	19.2%
Yorkshire and The Humber	21.7%	21.0%	20.2%	19.9%	19.4%
Barnsley	28.0%	26.8%	25.2%	24.2%	23.6%
Doncaster	25.1%	24.2%	23.4%	22.7%	22.1%
North East Lincolnshire	24.2%	24.6%	24.4%	24.9%	24.8%
North Lincolnshire	19.3%	18.7%	18.3%	18.3%	18.3%
York	14.4%	14.1%	13.2%	12.9%	12.0%
Gap	g=6.6%	g=6.5%	g = 6.8%	g=6.9%	g=7.2%

Child Social Care (Note: small cohorts for some child social care indicators can distort results.)

- 27 *NPI 64: % of child protection plans lasting 2 years or more.* Good progress is being made in sustaining and ensuring targeted child protection plans are in place. However performance is 7.3% (7 of 96 cases) against a target of 2.5%, which can be attributed to one sibling group.
- 28 *NPI 65: % of children becoming the subject of a Child Protection Plan for a second or subsequent time.* Current performance is well above the target of 7.5% at 29.2% (26 of 89

cases) and again, this significant change can be attributed to two sibling groups. However, an internal service audit of decision making on the specific cases in this cohort reveals good practice in ensuring children are protected appropriately.

Child Protection Plan Indicators (NPI 64 & 65)



29 **NPI 68: % of referral rates to children social care services (initial assessment).** At quarter 3 performance has improved to 56.2%, compared to 43.5% at quarter 2. This is partly a result of short-term resource allocation and it is hoped that improvements will be seen via the integrated working arrangements in 2010-11. This indicator is also being affected by the continuing high LAC numbers of referral rates and it will not meet its target of 68%.

Looked After Children (LAC)

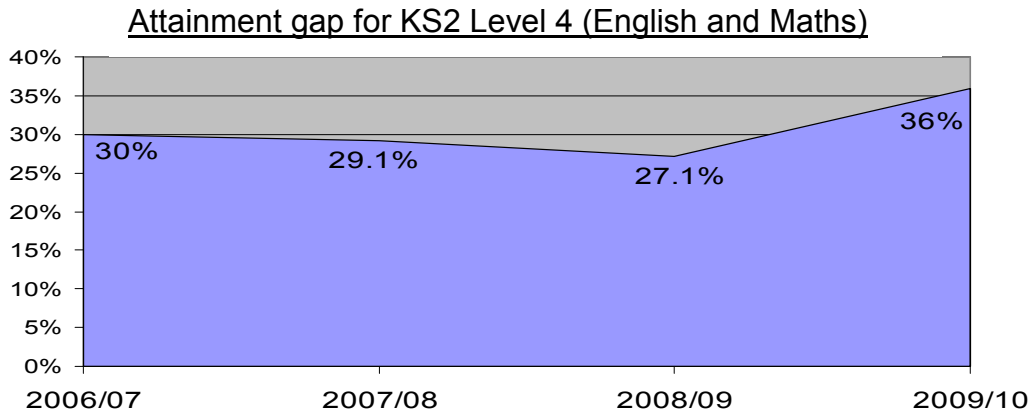
30 The number of looked after children in York continues to rise but related indicators are still showing impressive results. This includes school attendance, where only 8 of the 109 eligible children have missed 25+ days of school (7.3%), a significant improvement from the 21.1% recorded 2 years ago. The table below shows the rise in looked after children against the council’s associated budget. The overall cost per child includes those children who are placed in residential school or outside foster placements, which this year accounts for 10% of the cohort. The predicted cost per child for these children will be £50,721 on average.

Year	No. of LAC	% Increase	Budget (actual or predicted outturn)	Overall Cost per Child
2006/07	157	12%	£2,998,715	£19,100
2007-08	168	7%	£3,345,742	£19,915
2008-09	199	18%	£3,833,682	£19,265
Q1 2009-10	213	13%	£4,441,305	£19,827
Q2 2009-10	219			
Q3 2009-10	223			
Q4 2009-10 (Estimate)	224			

Narrowing the attainment gap

31 The overall picture on narrowing the attainment gap is mixed. The educational performance of looked after children (LAC) at key stage 2 (KS2) is good although the cohort is small. The outcomes achieved at KS4 are more mixed but again of the 12 eligible children, although 5 of the cohort have special educational needs, 7 succeeded in achieving a pass at GSCE or equivalent.

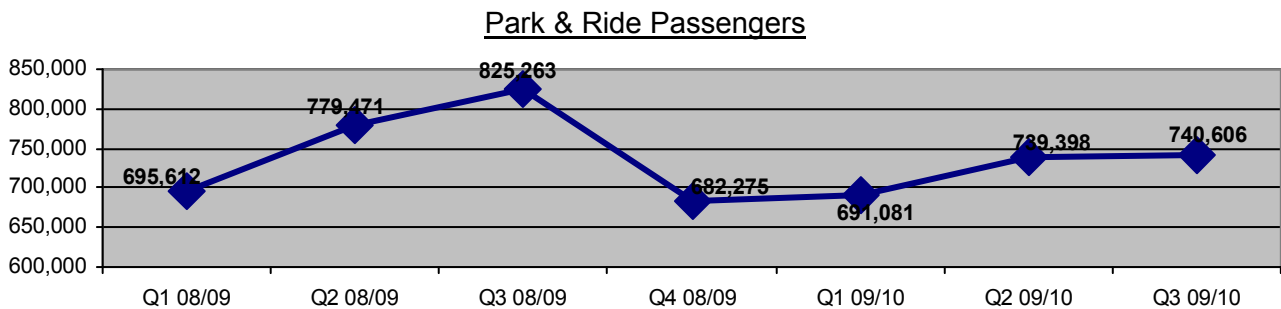
- 32 In terms of the attainment gap for children on free school meals (FSM) compared to those who are not (NPI 102 – LAA indicator), KS2 shows an increase in the gap due to the poor English results.



- 33 KS4 analysis now shows a reduction in the gap of 2% from previous year, which is welcomed particularly given that York achieved its best ever 'overall' results at KS4, which makes a gap reduction harder to achieve. Whilst the reduction target will not be achieved in 2009-10, the % of 5+A*-C including English and Maths results for the FSM group has increased from 21.7% in 2008 to 30% in 2009 compared to an increase of 56% to 62% for the non-FSM group. In addition, the educational outcomes achieved by children from a minority ethnic group are also encouraging although care should be taken given the size of these cohorts. 76% of the 33 children achieved 5+A-Cs including English and Maths, which places York in the top 10 nationally.

Transport

- 34 *Park & Ride Passengers*: The number of Park and Ride passenger journeys between October and December 2009 has fallen by 10% compared to the same period in 2008. Residents and visitors to York are being encouraged to use the bus through a range of initiatives. These include York's first 'Car Free Day' in September when two of the city's major bus operators were offering free day passes on their services. The council is also gradually rolling out the 'Your next bus' initiative, providing SMS text, real time bus information to mobile phone users.



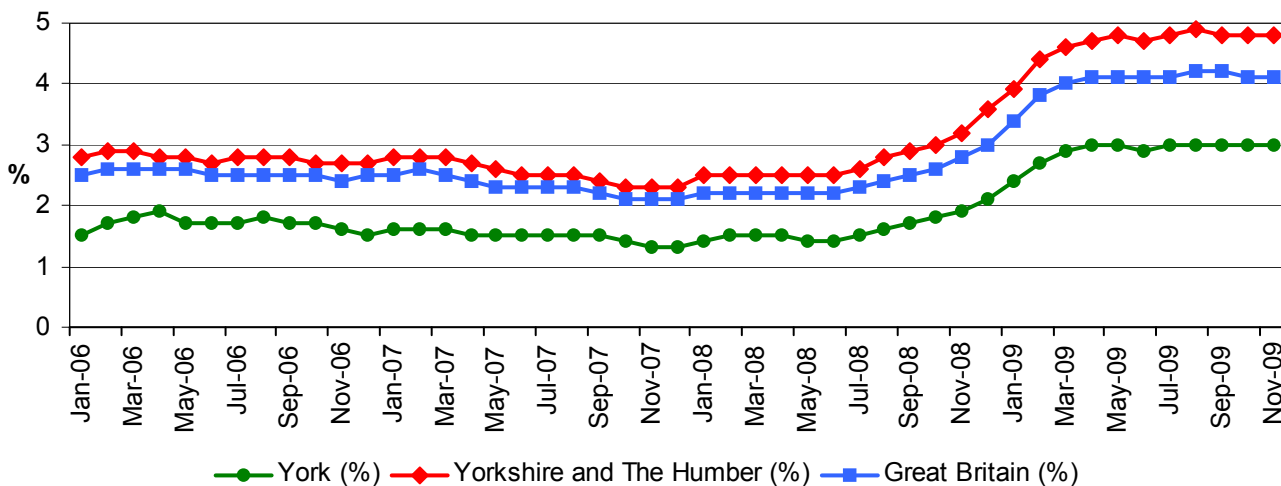
Note: It is not possible to compare to previous park and ride figures due to a change in the way the numbers are counted. There are also seasonal variations.

- 35 *NPI 47: People killed or seriously injured in road traffic accidents (LAA indicator)*. The number of incidents for April to December 2009 currently stands at 37. This is significantly lower than the same time period in 2008. A range of successful initiatives have been introduced over the past year, including the 'Made you Look' campaign, which was launched in 2008. If this trend continues performance will be well below the 2009-10 LAA target of 87 incidents.

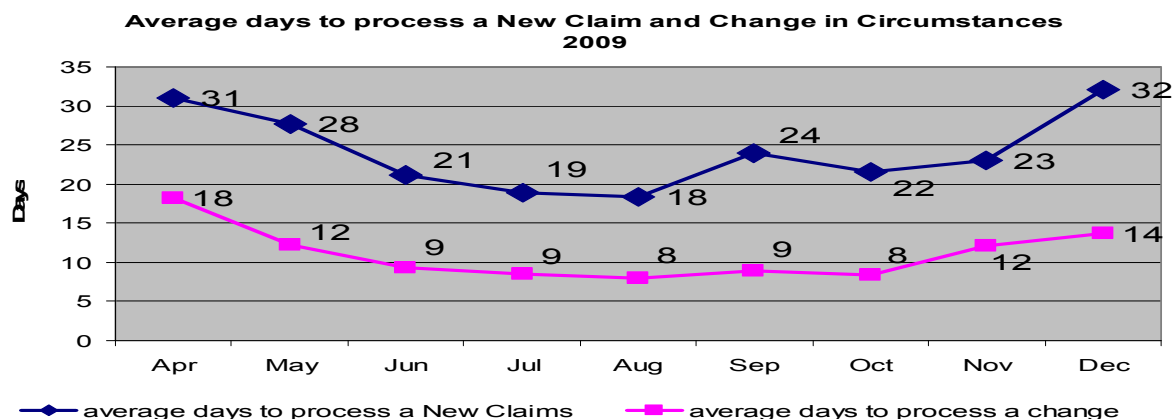
Economy

36 *VJ15a&b: York's unemployment rate (12 month rolling average)*. York is currently 2.5% below the regional and 1.6% below the national average. Despite the economic climate, the gap has widened from the same period last year and the current (unverified) monthly figures show the gap to be even higher. The graph below also shows that York is performing better than the Yorkshire and Humber Region and Great Britain. However the Yorkshire average did come down slightly in September.

% of people claiming job seekers allowance



37 *NPI 181: Speed of processing benefits claims*. The average time for processing benefits currently stands at 16 days, which is a significant achievement following the implementation of the new CRM-based system in November 2009. Although the average time to process new claims increased to 32 days in December, the forecast of 15 days still remains achievable by year end, This is the highest so far this year and 9 days higher than the November average, however this is directly attributable to the implementation of the new system. . Early indications are that new claims have continued to rise in January, but controlled measures have brought performance back to an improving position.

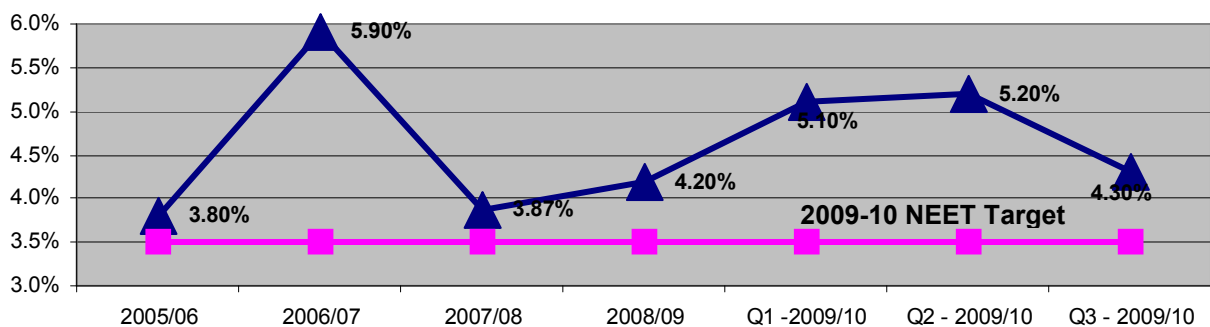


38 *Benefits Customer Survey*: This survey was conducted in September 2009, with 1400 people surveyed and 461 (33%) responses. A number of areas for improvement were identified, for example; the claim form, understanding entitlement letters, and contact issues. The level of the response to these will be shaped by a number of Customer Focus Groups taking place from February. Below are the key headline results from the survey:

- Overall satisfaction with the Benefits Service has increased from 65% in 2006-07 to 74% in 2009.
- Overall satisfaction with the ways in which customers can contact the benefits service has increased from 68% in 2006-07 to 81% in the latest survey.
- Customers are now more likely to agree that the opening hours of the benefits office are convenient, with 76% saying this in 2009 compared to 41% in 2006-07.
- Overall customer satisfaction with the experience of the benefits office has increased by 6% in 2009 (78%) and over three-quarters (77%) of respondents were satisfied with the telephone service provided by their benefits office.

39 *NPI 117: NEETs - % of 16-18 year old not in education, employment or training (LAA indicator)*. Current figures for December show a reduction to 4.3% (311 young people). This is expected to drop before the end of the year, but it is unlikely that the 2009-10 LAA target of 3.5% will be achieved. 90% of young people leaving year 11 will continue in post-16 education due to a lack of employment and apprenticeship training options. There's still high demand for pre-level 2 training and specialist courses are being run in partnership with York College. It is worth noting that although the target might not be achieved York remains in the top 10% of all authorities.

% of 16-18 year olds who are not in education, employment or training (NEET)



Corporate Health

Corporate health performance area	Latest 2009-10	Improving since last year?
Average days sickness per FTE	6.48 days *	No (6.50 Apr-Dec last year)
H&S: Major injuries to employees	6	Increase (5 Apr-Dec last year)
H&S: Minor injuries to employees	29	Reduction (37 Apr-Dec last year)
H&S: Injuries to non-employees	12	Reduction (23 Apr-Dec last year)

* CMT note: This table and the paras below will be updated before Exec despatch as Customer First statistics are nearly ready for Apr-Dec.

- 40 Overall staff sickness levels are now running at a similar level to last year (6.48 days per FTE, compared to 6.5 days for the same period last year). There has been an improvement in sickness levels across all directorates with the exception of LCCS and HASS, however at 7.96 days per FTE, HASS levels are still 29% lower than 3 years ago. The current trend indicates that the council is on track to achieve 9 days per FTE, which would be above the 2009-10 target of 8.6 days, but would still improve slightly on 2008-09. If achieved, this would place York in the 3rd quartile against 'all authorities' in the PWC benchmarking club.
- 41 Health and Safety reported incidents are showing mixed results for the first 9 months of 2009-10. There has been a continued decline in 'minor' and 'public' incidents compared to

the same period last year (down 21% and 48% respectively). However, the number of major incidents has increased by 1 on the same period last year, with 2 incidents occurring in LCCS and 1 in Neighbourhood Services in November/December.

Finance - Overview

- 42 The General Fund budget for 2009-10 is currently £117,805k, with utilisation of balances and reserves reducing the call on Council Tax to £113,536k. Current projections indicate that financial pressures facing the council, as outlined in paragraph 43, amount to £3,580k. Progress against in year savings targets identified at Monitor 2, and outlined in paragraph 45, reduce this by £1,247k to the reported forecasted pressure of £2,333k.
- 43 An overview of the current position is summarised on a directorate by directorate basis in the table below. The key areas of change from the previous report are:
- HASS – an increased pressure of £874k, which is attributable to meeting the continued rapid rise in demand for adult social care across the city.
 - City Strategy – an increased pressure of £341k which is attributable to the receipt of a lower than anticipated Housing & Planning Delivery Grant and reduced income from car parking due to the recent adverse weather conditions.
 - Neighbourhood Services – an increased pressure of £67k which is due to a reduced forecast in income from commercial waste.
 - Property Services – an increased pressure of £57k due to increased pressure from the economic downturn on the council's commercial portfolio.
 - Other Central Budgets – an increased pressure of £420k due to the exceptional costs of winter maintenance following the recent adverse weather conditions.

Current 2009/10 Net Budget	Directorate	Monitor 2 Variance	Current Variance	Movement
£'000		£'000	£'000	£'000
4,908	Chief Executive's	+85	+123	+38
8,681	City Strategy	+239	+580	+341
43,381	HASS	+1,105	+1,979	+874
43,278	LCCS	+1,727	+1,711	-16
31,239	Neighbourhood Services	+292	+359	+67
295	Property Services	+352	+409	+57
3,522	Resources	-406	-449	-43
400	Credit Crunch Budget to be Allocated	-900	-900	-
135,704	PORTFOLIO BUDGETS	+2,494	+3,812	+1,318
-22,975	Asset Rental Adjustments	-	-	-
-3,844	Other Central Budgets	-722	-302	+420
8,561	Treasury Management	+429	+429	-
359	General Contingency	-359	-359	-
117,805	GROSS BUDGET	+1,842	+3,580	+1,738
-	Less: Savings Since Monitor 2	-	-1,247	-1,247
117,805	GROSS BUDGET	+1,842	+2,333	+491

- 44 The figures in the table assume that the £400k credit crunch budget and the remaining £359k general contingency will not be allocated resulting in a saving to mitigate against the forecast pressures elsewhere. This position also prudently assumes that the council will receive a sum of £750k as a result of the Conde-Nast and Fleming VAT refund cases, a £500k release from the Insurance Fund reserve and the approval of a £100k change in the funding of the capital programme (see paragraph 67).

- 45 The Monitor 2 report outlined a strategy, based on each directorate finding savings equating to 1.5% of their net budgets, which was designed to reduce the council's overspend and ensure a balanced position by the end of the financial year. In summary, directorates have identified £1,247k of savings, including freezes on recruitment to non frontline posts, against a target of £1,899k. Progress against these targets is outlined in the table below.

	Saving Target from Monitor 2	Progress Against Target	Variance
Directorate	£000's	£000's	£000's
City Strategy	-126	-250	-124
HASS	-601	-216	+385
LCCS	-580	-295	+285
Neighbourhood Services	-460	-330	+130
Property Services	-76	-100	-24
Resources	-56	-56	-
Total	-1,899	-1,247	+652

- 46 The table below summarises the information provided in paragraphs 43 and 45 to show the overall reported financial position of a £2,333k overspend for Monitor 3.

	£000's
Reported Financial Pressures	3,580
Less: Progress Against Monitor 2 Savings Targets	<u>-1,247</u>
Revised Overspend Position	2,333

- 47 It is clear that whilst significant progress has been made against the targets set at Monitor 2, exceptional pressures in services areas arising since that report have acted to worsen the council's financial position by £491k, a movement from £1,842k to £2,333k.
- 48 Many of the pressures that are causing the current financial position will be addressed as part of the 2010-11 Revenue Budget, due for approval at Council on 25 February 2010. However, it should be noted that any overspend in this financial year will reduce the overall level of the council's revenue reserves and should the current level of spend continue it will take the council below its recommended minimum threshold. This also presents implications on future years to rebuild the reserves back up to a level that would allow the council to deal with any unforeseen exceptional one off circumstances.

General Fund

- 49 The following sections provide further information on the current pressures each directorate is facing, as outlined in the main budget table in paragraph 43.

Chief Executives

- 50 The Chief Executive's department, excluding Property Services, is forecasting an overspend of £123k, an increase of £38k from Monitor 2. This increase is primarily due to the provision of additional legal work related to social care. Existing overspends related to the Print Unit and the sponsorship of boundary signs are offset by savings from Member Allowances resulting from the revised political structure implemented earlier in the year.

City Strategy

- 51 It is currently forecasted that City Strategy will have an overspend of £580k, an increase of £341k from Monitor 2. To mitigate this position, the directorate has identified £250k in savings against the target it was allocated in that report. Services in the directorate are still experiencing income shortfalls related to the economic climate including planning with applications down 20% this year (£500k), parking income (£244k), building control (£100k) and a reduced Yorwaste dividend (£130k). Furthermore, the council has received £338k less than anticipated for the Housing & Planning Delivery Grant.
- 52 Concessionary Fares is also representing a significant pressure of £417k, linked to an increased demand for fares and tokens, however this is offset by a forecasted in-year reduction in related costs of £204k resulting from the Concessionary Fare Partnership reducing the council's rate used to reimburse bus operators from November 2009.
- 53 The directorate had already identified a number of areas to reduce its overspend by £596k including vacancy management measures (£324k) and cash limiting other budgets (£170k). A further £250k in savings has been identified since Monitor 2 linked to the funding of Highways activity.

Housing and Adult Social Services

- 54 Housing and Adult Social Services are forecasting an overspend of £1,979k, which represents an increase of £874k from Monitor 2, however the department has identified savings of £216k since that report which reduces the overall position to an overspend of £1,703k.
- 55 The underlying cause of the overspend reported previously still exists, namely the dramatic rise in demand across all areas of adult social care, which is resulting in increased Direct Payment take up (£883k), costs related to Home Care (£519k), Mental Health placements (£254k), residential and nursing placements (£231k) and rising costs at Elderly Persons Homes (£158k). Furthermore, within the overall figure, Housing General Fund is now projecting an overspend of £60k which is primarily due to increased utilities and repairs costs at Travellers sites.
- 56 The directorate had already identified in year savings of £606k to address the overspend prior to Monitor 2 and has since identified a further £216k, which includes vacancy management measures and redirection of grants.

Learning, Culture & Children's Services

- 57 Learning, Culture and Children's Services is currently projecting an underlying overspend of £1,711k, which represents a reduction of £16k since Monitor 2. The directorate has identified a further £295k against the savings target it was set at Monitor 2 reducing the overspend to £1,416k overall.
- 58 York's Looked After Children (LAC) population continues to grow and currently stands at 224. This has increased by 35% since March 2008 and is the main contributory factor to the numerous overspends across the statutory children's social care budgets totalling £1,435k. This position has been mitigated in part by the continuing expansion of the local fostering programme, which is reducing the proportion of LAC placed in more expensive out of city placements.
- 59 In addition to this, the following areas are contributing to the current overspend:
- i) Home to School transport pressures primarily due to increased SEN taxi costs and the increased LAC population (£366k).

- ii) Pay pressures related to the increased entitlement for additional allowance payments following the implementation of the new pay and grading system (£322k).
- iii) A shortfall of income in the Library Service (£228k).
- iv) Cost pressures in Sport & Active Leisure linked to reduced income at Edmond Wilson pool and energy costs at Yearsley Pool (£135k).

60 The overspend position is mitigated in part by an underspend of £320k due to the staffing structures supporting the new Integrated Children's Centres not yet being fully recruited to.

61 Action has also been taken throughout the year which has yielded £631k of in-year savings, including £295k since the previous report. These actions include vacancy management measures and the reprioritisation of grant funding and expenditure.

Property Services

62 Property Services is projecting an overspend of £409k, which is an increase of £57k from Monitor 2. Progress against the savings target allocated in that report reduces this figure by £100k to an overall overspend of £309k. The main cost pressures faced by the service are linked to the commercial portfolio including not receiving wayleave income at Harewood Whin (£150k) and lost rental income due to the sale of property at Patrick Pool (£32k). There are also increased costs associated with maintaining surplus assets in the depressed property market such Parkside and Manor school (£128k), as well as increased repairs and maintenance costs on the council's administrative buildings (£42k).

Neighbourhood Services

63 The latest projection for Neighbourhood Services is an overspend of £359k, which represents a deterioration of £67k from Monitor 2, however the directorate has identified £330k of savings against its target from that report reducing the overall overspend to £29k. Cost pressures identified in earlier reports still remain, namely Landfill Tax costs (£200k), Commercial Waste income (£161k) and increased security costs at Towthorpe HWRC (£75k). Further pressures have been identified including a reduction in income from penalty charge notices (£105k).

64 Prior to Monitor 2, the directorate had already identified a projected £200k in year saving linked to extending transport leases and £98k in vacancy management controls. Savings identified since Monitor 2 are predominantly linked to a review of Highways Maintenance activity.

Resources

65 Resources is projecting an underspend of £449k which represents an increase of £43k from the previous report. The directorate has also met its saving target of £56k allocated at Monitor 2 resulting in an overall underspend of £505k. This position has been made possible by the identification of in year mitigating savings, namely delaying the implementation costs of major IT projects until 2010-11 (£185k) and the increased performance of the Benefits function (£213k). The Monitor 2 savings target has been achieved via increased vacancy management controls.

Central Budgets

66 Treasury Management activity is predicted to overspend by £429k which is a reduction of £100k from Monitor 2. The market conditions that are the underlying cause of the overspend remain, namely lower interest rates than expected on investments. In order to mitigate the overspend by £100k from that reported at Monitor 2, there has been a change in the way that part of the capital programme is to be funded, from a direct

revenue contribution in LCCS to Prudential Borrowing, thereby reducing the overall overspend in Treasury Management. In accordance with Financial Regulations, approval is requested for a virement of £124k from LCCS to Treasury Management, this being the total amount of the LCCS Revenue Contribution plus financing costs.

- 67 Other central budgets also has an increased pressure of £420k related to the exceptional cost of winter maintenance following the recent adverse weather conditions.

Non General Fund

Dedicated Schools Grant

- 68 In the Dedicated School Grant (DSG) area there is a projected overspend of £446k against a budget of £87,865k. Due to the nature of the DSG, any underspend must be carried forward and added to the following year's funding with overspends either being funded from the general fund or reducing the following year's funding allocation. Following the convention used in previous years, the overspend would reduce the level of DSG funding available in 2010-11.

Housing Revenue Account (HRA)

- 69 The budgeted balance on the HRA is estimated to be £8,111k and the latest forecast identifies an overspend of £318k, leaving a projected working balance of £7,793k. The main area cost pressure remains the Housing Repairs Partnership which is forecasting an overspend of £518k. The More For York programme is progressing with the Housing blueprint and should start to deliver efficiencies during 2010-11 to bring the partnership spend back towards the approved budget.

Reserves

- 70 The table below shows a summary of the council's revenue reserves. It is currently projected that the balance of these reserves will be £4,160k at 31 March 2010 including the projected overspend summarised in paragraph 46. The 2009-10 budget process recommended a minimum threshold for revenue reserves of approximately £5,500k and the figures outlined show a projected deficit of £1,340k below this.

	£000
General Fund Reserve	
Balance at 1 April 2009	10,012
Less: Committed As Part of 2009/10 Budget	(3,697)
Carry Forward Underspend from 2008/09	(472)
Supplementary Releases	(100)
Revised General Fund Reserve	<u>5,743</u>
Add: Committed Transfers into the Reserve	<u>750</u>
	750
Less: Current Forecast Overspend on General Fund	(2,333)
Expected General Fund Reserve as at 31 March 2010	4,160

- 71 This re-enforces the requirement for continued action to reduce the current forecasted overspend, as should the current level of spend continue it would take the council well below the recommended minimum threshold for revenue reserves. This will have implications on next year's Council Tax levels both to contain the expenditure and also to re-build the reserve to a level that would allow the council to deal with any exceptional one off cost pressures.

Update on risk management linked to performance

72 Since the last performance monitor work has been undertaken across the council with the relevant risk owners to identify the high and critical risks in relation to the revised corporate risk areas and corporate priorities as reported in last quarter's monitor. Some of the high and critical risks most relevant to performance in this report include:

- Responding to the demands of an ageing population
- Increasing social care costs
- Effects of the Economic Downturn.

Taking into account the implications of this report the corporate risks will be reassessed and the controls and actions to manage them will be reported in detail to both CMT and Audit & Governance Committee in the next corporate risk monitor.

Options

73 The Director of Resources has certain statutory powers to ensure the council's financial management is conducted properly. At present the current strategy is to seek for each Director to take appropriate corrective action in their own areas, with a view to minimising expenditure. A further set of actions have been introduced to address the current budget position as much as possible, including a freeze on non essential travel, equipment purchases and other areas of discretionary expenditure. These actions will be monitored weekly by CMT and through discussion with Executive Members to ensure that expenditure is brought back in line with the budget by the end of the financial year.

Analysis

74 The analysis of service performance, progress on key actions and the financial position of the council is included in the body of the report.

Consultation

75 A number of performance and financial management meetings and forums have taken place at DMTs and CMT to review performance and delivery, which have helped to inform this report.

Corporate priorities

76 The information and issues included in this report are designed to demonstrate progress on achieving the priorities set out in the council's corporate strategy (2009-12). It also provides evidence of CMT and the Executive working together to drive forward prioritised improvement and address performance, delivery or financial issues of corporate concern.

77 The table below shows summary progress on the 54 milestone actions set out in the 2009/12 Corporate Strategy. 42 (78%) of the milestone actions are on track to meet agreed deadlines, or have been completed.

	Number	Completed	On track	Not on track	Not expected to complete in 09-10
City of Culture	5	1 (20%)	3 (60%)	1 (20%)	1
Healthy City	5	1 (20%)	2 (40%)	2 (40%)	
Learning City	5	1 (20%)	3 (40%)	1 (40%)	1
Sustainable City	10	1 (10%)	7 (70%)	2 (20%)	
Safer City	8	2 (25%)	4 (50%)	2 (25%)	1
Inclusive City	10	2 (20%)	7 (70%)	1 (10%)	
Thriving City	6	0 (0%)	4 (100%)	2 (0%)	

Effective Organisation	5	3 (60%)	1 (20%)	1 (20%)	
Total	54	11 (20%)	31 (58%)	12 (22%)	3 (6%)

78 Annex 1 provides members with details of the 12 milestone actions that are reporting slippage for quarter 3. Nine of the 12 actions expect to be completed before the end of March 2010.

Implications

79 The implications are:

- Financial - the financial implications are dealt with in the body of the report.
- Human Resources - there are no specific human resource implications to this report, but it does contain important information on staff management and welfare.
- Equalities - there are no equality implications to this report.
- Legal - there are no legal implications to this report.
- Crime and Disorder - there are no specific crime and disorder implications to this report, but it does provide the Executive with crucial performance information to inform future resource allocation.
- Information Technology - there are no information technology implications to this report.
- Property - there are no property implications to this report.
- Other - there are no other implications to this report.

Risk Management

80 The budget setting process always entails a degree of risk as managers attempt to assess known and uncertain future events. As with any budget the key to mitigating risk is prompt monitoring of income and expenditure and appropriate management control. As such, regular updated figures and revised corrective actions will be monitored via Directorate Management Teams, Corporate Management Team and the monitor reports during the year.

Recommendations

81 Members are asked to:

a. Note the performance issues identified in this report.

Reason: So that corrective action on these performance issues can be taken by members and directorates.

b. Note the finance issues identified in this report, in particular:

- The significant pressures arising due to the economic recession and social care costs that are still evident across the council.
- The requirement for growth as part of the 2010-11 Revenue Budget to build sufficient financial capacity for such areas.
- The work already undertaken within directorates to contain financial pressures.
- That work continues to identify and implement options to contain spending within budget by the end of the financial year.

Reason: So that the council's expenditure can be contained within budget, where possible, by the end of the financial year.

c. In accordance with Financial Regulations, approval is requested for a virement of £124k from LCCS to Treasury Management.

Reason: To enable appropriate financing of the councils capital programme.

Authors:		Chief Officer Responsible for the report:			
Peter Lowe & Nigel Batey Performance & Business Assurance Team.		Ian Floyd, Director of Resources			
Andrew Crookham & Janet Lornie Corporate Finance		Report Approved	<i>tick</i>	Date	<i>Insert Date</i>
Specialist Implications Officer(s) - None					
Wards Affected: <i>None</i>				All	<i>tick</i>
Annexes Annex 1 – update on 12 corporate strategy milestone actions reporting slippage					
For further information please contact the author of the report					

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Update on the 12 corporate strategy milestone reporting slippage **Annex 1**

Theme	Milestone action	Delivered by March 2010?
City of Culture	<i>Develop and hold a Young Peoples Festival by Dec 2009, involving 90% of cultural agencies:</i> This action has now been delayed beyond April 2010. Parliament Street has been reserved for late June and funding bids are now being progressed. The new Youth Council has adopted this Festival as a priority for its first year of office.	No
Healthy City	<i>Complete a corporate review of the response needed to meet the needs and aspirations of the increasing population of older people by Mar 2010:</i> An initial report on this review was considered by CMT in October 2009 and it was agreed that the scope of this review should be widened and developed in consultation with senior managers across the organisation. A draft scope will be completed by March 2010 and this will be presented to the Senior Manager's Group (SMG) in April.	Yes
	<i>Launch a campaign by Sept 2009 to encourage an additional 1,600 adults to participate in regular weekly physical activities (5x30mins):</i> The campaign communications team is now in place and 'Just 30 identity' has now been designed and showcased to the Without Walls (WOW) Partnership. The "Good news" campaign has also been launched in January 2010 with media partnerships and the web team. WOW partners are currently being engaged to help champion the campaign.	Yes
Learning City	<i>Respond positively to the economic downturn by reducing the number of NEETs by targeted interventions with 16-18 year olds and the provision of wider range of qualifications for all by Mar 2010:</i> See para 39 of this report for an performance update.	No
Sustainable City	<i>Complete an easy@york review of waste, neighbourhood pride and street environment services by Summer 09:</i> This will be slightly delayed as the easy@york programme has been widened and is now part of the MoreforYork programme. The blueprints have been agreed and work has resumed on the business process re-engineering. Technology implementation is now underway with the first tests expected in late January 2010.	Yes
	<i>Introduce new technological devices to improve the identification and removal of street litter by Sept 09:</i> The mobile devices and other technological solutions, are also an integral part of the Easy @ York Phase 2 project. (see comments above)	Yes
Inclusive City	<i>Assist 10 priority households through the Golden Triangle 'Homesave Plus' Mortgage Rescue Scheme by Mar 2010.</i> Funding issues for Rescue Scheme meant that take up has been slow with just three households assisted. Amendments were made to the eligibility criteria - principally raising the maximum property value from £280k to £350k and a two-month advertising campaign took place in October/November on Minster FM. It is too early to evaluate the impact of this scheme due to the low numbers of take up, however this may also indicate that the problem is not as severe as initially thought.	Unclear

Theme	Milestone action	Delivered by March 2010?
Safe City	<p><i>Develop 3 additional capable guardian schemes in wards with high crime rates, to reduce anti social behaviour by Oct 2009:</i> A new post to lead on the implementation of this scheme has been filled (funded by the Safer York Partnership budget). Three areas have now been selected, and a model for deployment of the scheme is almost complete. As a result, the scheme should be operational by end February 2010.</p>	Yes
	<p><i>Commission at least 50 restorative justice schemes and youth service provision by March 2010 to reduce the number of children becoming first time offenders:</i> Key staff now in place and the initial scoping of the scheme suggests Youth Service Provision (YPS) are already contributing to target in York West, but monitoring arrangements are not yet properly established. It is possible that the target could be met, but risks could arise from (a) delay in starting new capable guardian schemes or (b) a lack of additional resource in the new capable guardian areas.</p>	No
Thriving City	<p><i>Use the Eco Business Centre to support 20 enterprises through the newly established Enterprise Fund by Mar 2010.</i> 10 applications for the enterprise fund have now been determined. It is unclear whether the target of 20, for the year, will be met, however discussions are in progress to determine new initiatives to improve performance.</p>	Yes
	<p><i>Work with developers at Nestle South, Terry's and York North West to bring forward development opportunities by March 2010.</i> A draft commissioning strategy has been produced based on extensive voluntary sector and stakeholder consultation early 2009. This work has been 'paused' to ensure the proposed way forward is consistent with the more for York procurement blueprint. Funding for 2010-11 has already been agreed, subject to approval by budget council.</p>	Yes
Effective Organisation	<p><i>Agree a refreshed Improvement Plan (IP) by May 2009 and deliver on at least 80% of milestones during the year:</i> Executive approved the refreshed Improvement Plan in July 2009, but only 70% of the IP actions are on track at this stage in the year. This is largely due to the project management milestone being delayed, as the staff involved are currently fully engaged in the More for York work.</p>	Yes



Effective Organisation Overview & Scrutiny Committee

23 February 2010

Report of Head of Civic, Democratic & Legal Services

Review of the Effectiveness of the Executive Forward Plan – Draft Final Report

Background to the Review

1. For some time, scrutiny Members have been expressing concern that their inability to carry out pre-decision scrutiny is due to the limited amount of time available between items appearing on the Executive Forward Plan and the relevant decision making meeting taking place. A majority of items appear on the Executive Forward Plan (FP) on average six weeks before the decision is required and this may be insufficient time to carry out any pre-decision scrutiny of the issues without requiring a deferral of the issue to a later decision meeting.
2. With this in mind, this Committee agreed to look in detail at the current use of the Council's FP in order to identify any methods for improving its use and effectiveness, and to agree a robust method for identifying issues suitable for pre-decision scrutiny.
3. In deciding to undertake this review, Members recognised that the FP is not the only tool available to assist them in identifying suitable topics for pre-decision scrutiny, and that there may be wider planning issues to be addressed which may provide greater assistance.
4. In November 2009, Members received a scoping report that presented information on the legislative and constitutional requirements associated with an FP. The report highlighted a number of requirements that were not currently being met and Members suggested that Democratic Services should make those necessary changes immediately to bring the Council's FP in line with legislation.
5. Having dealt with meeting the legislative requirements, the Committee identified a number of other issues to be addressed by this review:
 - the appropriateness of including only 'Key' decisions on the FP – it was recognised that should they recommend this change, it would limit the public's access to information on forthcoming 'Non-Key' decisions, thereby limiting their participation in the decision-making process. They therefore agreed that if as a result of their review, they were to recommend limiting the FP to 'Key' decisions only, they would also need to make recommendations in regard to an alternative mechanism for identifying forthcoming non-key decisions, in

order to ensure the same level of transparency and opportunity for participation by Members and the public.

- The inability to use the FP as a method of identifying issues suitable for pre-decision scrutiny, due to them appearing on the FP only 4/6 weeks before the decision is required.
 -
 - Whether the current format of the printed FP was overly complicated, and whether the information therein was relevant and/or sufficient
6. With that in mind, the Committee agreed to focus their review on the following issues:
- Should the Forward Plan be limited to 'Key' decisions only
 - The timing of Items appearing on the Forward Plan
 - Identifying an optimum format for the printed Forward Plan

Consultation

7. Both the Democratic Services Manager and the Monitoring Officer were consulted on the information gathered in support of this review. The Committee also sought the views of Executive Members, Group Leaders, Directors, Senior Officers, and FP Contacts.

Information Gathered & Analysis

8. The information gathered in support of this review, is shown in detail at Annex A.
9. In reviewing the Council's current working practices relating to the FP, the Committee identified a number of changes required to bring its operation in line with legislation and the Council's Constitution. These were:
- to carry out the annual publication of its statement of intent
 - to amend the period covered by each published plan to ensure it is produced at least 14 days prior to the first day upon which the plan comes into effect
10. The Committee also recognised that the following information required by legislation was currently missing from the FP:
- A list of the members who make up the Executive
 - The steps that may be taken by any person who wishes to make representations to the Executive or to the decision maker about the matter in respect of which the decision is to be made, and the date by which those steps are to be taken
11. The Committee agreed that it would be better if this missing information appeared in the introduction section at the beginning of the printed FP (and on the FP homepage online), rather than on each individual FP entry.

13. As all of the above are required by legislation, officers within Democratic Services are already making arrangements for these changes to be put in place.
14. In addition, the Committee recognised that:
 - a) information on any consultation due to take place is rarely identified within any of the FP entries. The Council's working practices therefore need to be revised to ensure any consultation due to take place is identified (in line with legislation and the Council's Constitution).
 - b) there is no longer an organisational need to:
 - publish the FP twice a month - in an effort to reduce the amount of work involved in administering and publishing the plan, the Council could revert to publishing only once per month (on or around the 14th of each month) in line with legislation.
 - Include information on the internal clearance process – this could be removed from each entry, thereby limiting the amount of work involved in submitting an entry and helping to focus the public's attention on the key information e.g. the description of the decision due to be made
 - c) the type of decision due to be made could be made clearer on each FP entry by using simpler phrasing e.g. key or non-key, rather than 'Executive Decision of 'Normal' importance'.
 - d) many items submitted are incorrectly identified as 'non-key' decisions when in fact they are 'key'. Members considered recommending the removal of 'non-key' items from the plan (bringing the FP in line with legislation), but recognised the benefit of having all forthcoming decisions recorded in one place. However, if both are to remain in the plan, Members felt the situation could be improved if the definition of a 'key' decision was more clearly defined, and if officers submitting items and administering the plan, were better informed. The Committee therefore agreed to recommend changes to the definition of a 'key' decision.
 - e) it may be beneficial to identify within each FP item the relevant overview & scrutiny committee, whose remit the item relates to. This would assist Members and the public in submitting possible topics for scrutiny review to the correct scrutiny body. It would also provide another mechanism for searching through the online plan for items of interest.
 - f) the Council's Constitution will need to be updated to ensure it fully reflects all the legislative requirements, and any changes required as a result of this review.
15. Finally, the Committee acknowledged that the FP is not the optimum tool for identifying forthcoming issues suitable for pre-decision scrutiny, and agreed that the Council now needs a cultural change in the way that scrutiny is supported within the organisation. They recognised that an improved level of support from Directorates, would help to ensure that the scrutiny committees were kept more informed of future work planned and developing policy changes, thus providing a working

environment which would facilitate opportunities for carrying out pre-decision scrutiny. The Committee therefore agreed that an optimum mechanism needs to be identified to improve:

- buy into the role of scrutiny amongst senior officers across all directorates
- the working relationship between the Executive and Scrutiny
- scrutiny's ability to undertake constructive challenge and enhance their role in policy development

16. Having concluded the above, the Committee formed a Task Group made up of three of its members to draw up some draft recommendations for the full Committee's consideration at this meeting.

Recommendations Suggested By The Task Group

17. Bearing in mind the Committee's findings, the Task Group has suggested that this Committee make the following recommendations to the Executive:

- i. the Constitution be revised to reflect the full requirements of the legislation and that officers be instructed to ensure working practices are in line with these requirements
- ii. publication of the FP to revert to once per month, on or around the 14th of each month
- iii. the 'Internal Clearance Process' section be removed from each FP entry
- iv. the identification of the type of decision to be made clearer on each entry on the Forward Plan through use of the words 'key' and 'non-key'
- v. the definition of a 'Key' decision be revised to provide clarity to officers submitting items, as follows:

A key decision means a decision made in connection with the discharge of a function which is the responsibility of the Executive and which is likely to:

- *result in the Council incurring expenditure, or making savings, which are significant having regard to the Council's budget for the service or function to which the decision relates i.e.:*
- *make a saving of more than 10% or require spending that is more than 10% of the budget for a particular area or;*
- *make a saving of more than £100,000, or require spending that is more than 100,000 of the budget for a particular area*

(which ever is the lower amount i.e. 10% or £100,000) – please note the amount of £100,000 suggested, is significantly lower than the figure of £500,000 included in the current definition

- *to be significant in terms of its effects on communities i.e. it would have a significant and lasting impact on one or more of the following:*
 - *reputation of the Council*
 - *the environment*
 - *the local economy*
 - *community safety*
 - *human rights, equal opportunities or racial equality*
- vi. the Monitoring Officer to be responsible for the interpretation of the words **significant** and **lasting** in the effects on communities test
- vii. a definition of the term 'particular area' be provided so that officers and members of the public are clear
- viii. each entry should clearly identify which O & S Committee's remit the issue relates to
- ix. more focus be placed on supervising the use of the FP i.e. the Forward Plan Administrators should ensure all the required information has been included – training to be provided where necessary.
- x. a CMT member be identified as lead for scrutiny charged with raising the profile of scrutiny across the Council and with external partners
- xi. Scrutiny leads within each Directorate be identified to work with the relevant Scrutiny Committees, their Chairs and the Scrutiny Officers

The Monitoring Officers Views on the Suggested Recommendations

18. The Monitoring Officer's views have been sought on the suggested recommendations listed above. In reminding the Committee that technically (legally) it is the Leader's Forward Plan, she supports the basic changes identified in paragraphs 10 and 11 of this report, and has made the following comments in regard to the recommendations of the Task Group:
19. Changing the definition of a 'key decision'
The legislation requires a 'key decision' to be defined as those are decisions which have to be taken in public and which therefore have to appear on the FP. Given that this council includes all decisions for the executive and executive members to be included on the FP and all of those decisions are taken in public, it is not immediately clear why the distinction between 'key' and 'non key' items is significant except insofar as officer decisions are concerned. (Officer key decisions have to appear on the FP but do not have to be taken in public)
20. The statutory definition of 'key decision' is one which is:
 - likely to result in the Council incurring expenditure which is, or the making of savings which are, significant having regard to the Council's budget for the service or function to which the decision relates, or

- Significant in terms of its effects on communities living or working in an area comprising two or more wards or electoral divisions in the area of the Council
21. The proposed financial limit is currently unclear as there is no definition of 'particular area'. The recommendation asks for that to be defined but it would be useful to have an understanding of whether the committee is thinking in terms of cost centres (potentially very small service areas) or Divisions (much larger service areas). Lowering the figure to £100,000 may mean that it falls outside the definition of 'significant' included in the legislation.
 22. In terms of the impact on communities, the assumption is that this refers to the impact on two or more wards as that is the statutory definition unless it is the intention of the Committee that this could apply to one ward only. The reputation of the Council does not obviously fall within the definition of 'impact on communities' and this should be removed. Overall it is not entirely clear why this element of the statutory definition needs further elaboration.
 23. Identifying corporately, key issues to scrutinise, and helping to shape future policy development or improve the way we do things
Ensuring that scrutiny is involved in helping to shape future policy and practice is key to developing successful scrutiny. It is important that this is supported at senior officer level and proposals will be put to the Council Management Team to improve this link. However, it is my view that it is not appropriate for Members to make recommendations as to how officers organise themselves and in that light recommendations (x) and (xi) are not appropriate. However the proposals to be put to CMT are likely to include the suggestion that a CMT member be identified as lead for scrutiny and that Scrutiny leads within each Directorate be identified to work with the relevant Scrutiny Committees, their Chairs and the Scrutiny Officers. Some consideration also needs to take place about the level of appropriate engagement between each Scrutiny Chair, relevant Executive Member and the CMT scrutiny lead.
 24. Consideration is also being given to improving the process of planning Executive agendas. This ought to have an impact on forward planning throughout the Council which in turn should make the FP a more effective tool for scrutiny.

Corporate Strategy

21. This scrutiny review is in line with the Council's aim to improve the Council's organisational effectiveness i.e. 'we shall be a modern council with high standards in all we do, living up to our values and be a great place to work. As members of the public are entitled to participate in the Council's decision making process, it is important that the Council's Forward Plan is robust and informative.

Implications

22. **Legal** - The Council's Constitution will need to be updated to reflect any changes approved by the Executive as a result of this review. The Council must comply with its statutory obligations relating to publication of the Forward Plan and as such, where the Committee has identified the Council is not currently complying

effectively, it is important that those changes (identified in paragraphs 10-11) are implemented with immediate effect

23. **Human Resources** – If a decision is taken to limit the FP to ‘Key’ decisions only and use the alternative mechanism outlined within the table at paragraph 9 to identify forthcoming ‘Non-Key’ decisions, this would result in officer time being saved through the reduction in time spent populating and administering the Forward Plan.
24. There are no known Financial, Equalities, Crime & Disorder, ITT, Property or Other implications associated with the recommendations in this report.

Risk Management

25. If the changes needed to ensure the Forward Plan is meeting the legislative and constitutional requirements are not made, there is a risk to the Council that the Forward plan will remain organisationally ineffective and moreover, not be operating in accordance with statutory requirements.

Recommendations

26. Having considered the information within this report and its associated annexes, and having considered the comments of the Monitoring Officer above, Members are asked to amend and/or agree the recommendations suggested by the Task Group, as shown at paragraph 17 above.

Reason: To conclude the work of this review, in line with scrutiny procedures and protocols, enabling the final report and recommendations to be put forward for consideration by the Executive.

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Alison Lowton
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Interim Report Approved **Date** 2 February 2010

Wards Affected: All

For further information please contact the author of the report

Background Papers: Scoping Report dated 24 November 2009; Interim Report dated 12 January 2010

Annexes:

Annex A – Information Gathered In Support of the Review

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Review of the Executive Forward Plan

Information Gathered In Support of the Review

The Committee held a number of meetings at which they received a number of reports in support of this review. Each report presented information on City of York Council's Executive Forward Plan, paying particular attention to how it relates to constitutional and legislative requirements.

Limiting the Forward Plan to 'Key' decisions only

Since the introduction of Executive arrangements in York, the Council's FP has always included both 'Key' and 'Non-Key' decisions. The number of 'Key' decisions appearing on the FP is minimal in comparison to the number of 'Non-Key' decisions – as shown below:

Municipal Year	Number of Key Decisions	Number of Non-Key Decisions
2009 – 2010	1 (to date)	81
2008 – 2009	7	219
2007 – 2008	12	173

These figures suggest that items are not being correctly identified as either key or non-key. From a cursory examination of recent Executive agenda it appears that potentially more than one 'Key' decision has been taken this municipal year.

In the case of 'Non-Key' decisions, it is expected that the figures for 2009-10 will be lower than previous years following the introduction of a separate log for 'information only' reports, resulting in their removal from Executive Member agenda.

Council is exceeding its legislative requirement by including non-key decisions on its forward plan. Based on the number of 'Key' and 'Non-Key' decisions shown above, it is clear that there is an issue within the Council of identifying what is a 'Key' decision. This may be as a consequence of the Council's constitutional definition i.e.:

'A decision made in connection with the discharge of a function which is the responsibility of the Executive and which is likely to:

- result in the Council incurring expenditure, or making savings, which are significant having regard to the Council's budget for the service or function to which the decision relates i.e.:
 - make a saving of more than 10% of the budget for a particular area - or be more than £500,000
 - require spending that is more than 10% of the budget for a particular area - or be more than £500,00
- be significant in terms of its effects on communities '

Alternatively, it may be that there is a lack of understanding about the need to make this identification correctly, when the FP contains both 'Key' and 'Non-Key' items. If this is the case, the removal of 'Non-Key' items from the FP may encourage officers to correctly identify the type of decision they require.

There are some consequences to limiting the FP to 'Key' decisions only, e.g.:

Consequence	Effect / Available Solution
It would seriously reduce the amount of work involved and time taken to populate and publish each FP.	Effect - Reduced workload for: <ul style="list-style-type: none"> • Directorate based FP Contacts (currently the Director's PAs act as FP Contact for their Directorate), • Forward Plan Administrator in Democratic Services.
It would require another mechanism for identifying 'Non-Key' decisions items for agendas	Available Solution - The Committee Management System provides a simple mechanism for addressing this issue e.g. <ul style="list-style-type: none"> • an officer writing a report which requires a 'Non-Key' decision can easily submit an agenda item onto the relevant draft agenda via the electronic system, well in advance of the meeting date. • Later, they can attach the associated report they've produced to that agenda item. • The Democracy Officer can see at a glance whether the report has been attached and can chase up the report as the report deadline approaches. • Once attached, the Democracy Officer can check the report in the usual way before publishing the agenda.
It would require more focus on correctly identifying whether an item is 'Key' or 'Non-Key'	<ul style="list-style-type: none"> • The Democracy Officer can see at a glance whether the report has been attached and can chase up the report as the report deadline approaches. • Once attached, the Democracy Officer can check the report in the usual way before publishing the agenda. <p>Effect – Introducing the above mechanism would involve establishing a separate procedure for 'Non-Key' decisions, which may be seen as an unnecessary complication</p>

Timing of Items Appearing on the Forward Plan

The issue of deferring items on a FP has always been contentious, and many Authorities experience this. Historically in York, it has led to many items appearing on the FP only 4/6 weeks in advance of the decision being required. This is limiting the time available for scrutiny members to identify and carry out pre-decision scrutiny of the associated issues.

It should be noted that the longer the period between an item appearing on the FP and the decision date, the more likely it is that the decision date will change, as the entries become more speculative. A necessary consequence of including items

early is that Members understand the need for flexibility around decision dates. It is therefore recognised that an important cultural change at the Council is required in order to ensure an environment exists in which officers work within guidelines on acceptable reasons for deferral of FP items, and where Members accept the necessity on occasion for deferral. The Committee Management System already provides a mechanism for recording reasons for deferral and enables those reasons to be visible online.

The alternative method for identifying forthcoming 'Non-Key' decisions outlined within the table at paragraph 8 above, would not restrict report writers from adding these well in advance of the decision being required, thus enabling their earlier identification by scrutiny, allowing more time for pre-decision scrutiny to take place where necessary.

Optimum Format of Printed Forward Plan

An example of this Council current FP format is shown at Annex A. Only some of the information contained therein is required by legislation, leaving some scope for simplifying the process by reducing the amount of information required per item. However, the current printed format of the Council's FP does not include all of the information required by legislation. Therefore, whatever changes this Committee recommends to the layout and format of the FP, they must allow for the inclusion of the following information:

- the members of the decision making body to be listed i.e. the names of the Executive Members (*in practical terms it would be better for this information to appear at the beginning of the printed FP, rather than on each FP entry*)
- the steps that may be taken by any person who wishes to make representations, and the date by which those steps are to be taken (again, *in practical terms it would be better for this information to appear at the beginning of the printed FP, rather than on each FP entry*)
- a list of the documents to be submitted to the decision maker for consideration, in relation to the matter in respect of which the decision is to be made (*this information would be specific to each individual entry therefore it would need to appear on each one*)

In addition, although the Council's Constitution states that details of any consultation taking place should be included (in line with the legislative requirement), in practice this does not happen in York. The Council's working practices therefore need revising to ensure this is done, where relevant.

There are over a hundred Council's nationally using the same Committee Management System as used by CYC. Each of them produces a FP and many have chosen to adapt the style of their plan to best suit their individual needs. Many of these are much simpler and clearer than the format this council currently has in use and the Committee looked at a number of these when considering the optimum layout and format for use by CYC.

Consultation Feedback

Simultaneously to the work on this review, the Monitoring Officer has been considering how scrutiny and the support given to it might be improved. Her comments and suggestions are shown at paragraph 18 of the draft final report.

The Committee also consulted with Executive Members, Group Leaders, Directors, Senior Officers, and FP Contacts on possible changes to the FP and options for earlier identification of topics for pre-decision scrutiny. It generated a number of responses.

From the Executive Member for City Strategy:

Forward Plan - The existing format is of little use to anyone. We should judge it on the basis of how helpful it is in informing residents about what is happening.

Residents have 5 requirements

- a. What is the decision to be taken?
- b. How will it affect me?
- c. Who will take the decision?
- d. When will the decision be taken?
- e. How can I (a resident) influence the decision?

The rest of the information is essentially an internal administrative process (and can be referred out to a second layer document)

I'm not at all sure that the other formats used by other Councils are actually much better in addressing these questions.

Key Decisions - What forms a Key Decision in York is largely mystic. You can argue that the undefined "community interest" criteria could make all decisions "Key". I doubt whether this would meet national legislative requirements.

Some decisions are, of course, reserved for Council (while others have been delegated to officers, although the delegation in some Departments seems to have gone too far and needs to be reviewed)

One list - Having 2 lists (Key/Non Key) would add more confusion to the process. We need an integrated approach.

Information Register - This has limited value. The Executive members are going to routinely report these items through the decision session simply to provide accessibility for residents (residents should have the opportunity to raise questions on them, publicly, if they wish to).

Mod.Gov alerts - These are largely useless. They don't answer the 5 important questions at a glance (see 1 above) and appear at seemingly random times. Need a facelift

Business Plans - There is an argument for (say) the covering sheet for each Department/Portfolio work plan to be updated in real time and made available on the shared drive. These could include the decisions that are to be taken over the

next 2 months (at least) but it would have to be accepted that these would be subject to change. Some Departments already have a forward programme of decisions and publish it for their internal DMT meetings.

Web Site - "Up coming decisions" need to be added to the home page of the Council web site

From the Corporate Policy Officer:

One issue has always been lack of time for things to be picked up and this applies across a range of policy areas - it is easier to pick up and address issues early than wait until the last minute - i.e. when we have to implement something. However in the past relevant Executive Members have been somewhat reluctant to put items on the agenda that they don't see as important - even if they are a matter of national policy & this has led to us failing to meet requirements or having a motion put at full council and no real response.

If the methods proposed will enable earlier debate of key issues it should improve decision making in the longer term.

However still struggling to see the overall co-ordination of cross-cutting issues in this - who champions something that crosses several areas. At the moment we are setting up a policy network for officers and possibly this might have some potential to link into Directorate plans as there will be Directorate contacts with I hope a co-ordination role. The Chief Executive has also been talking about something for Member development on policy but nothing firm yet.

From the Head of Arts & Culture:

The first thing that strikes me is the issue of defining a Key decision is almost entirely based on budget implications. Is this the same with the other councils using the method of limiting Executive business via the Key decision route? There surely are some decisions whose budget implications are not yet known or have political and cultural implications that the Executive may wish to retain a view on that would be missed by the current definition. Clearly the system needs improvement but one also needs to ensure that appropriate decisions are owned by the Executive. Is this definition of Key Decision one that is legally or constitutionally proscribed or do councils have the opportunity to determine what is key to them?

I'm also not sure how this would then have knock on effects to the Executive decision making level. And the scrutiny procedures operating at that level.

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Effective Organisation Overview & Scrutiny Committee Work Plan 2009-10

Meeting Date	Work Programme
30 June 2009	<ol style="list-style-type: none"> 1. Report on Overview & Scrutiny Committees - Terms of Reference 2. Information Report on Improvement Plan 2009/10 3. 2008/09 Year End Outturn Report 4. Corporate Strategy – Key Performance Indicators & Actions for 2009/10 – Understanding the corporate priorities relevant to the Committee’s ‘terms of reference’ in order to establish a baseline for making proposals for changes to the Corporate Priorities in 2010/11
30 September 2009	<ol style="list-style-type: none"> 1. First Quarter Monitoring Report 2. Feasibility Report for possible review of ‘The Executive Forward Plan’ 3. Update Report presenting correct performance indicators relevant to this Committee and feedback on referrals previously made to SMC 4. Two Feasibility Reports - subject to expected topic registration forms being submitted (on HR and Project Management)
24 November 2009	<ol style="list-style-type: none"> 1. Second Quarter Monitoring Report 2. Presentation on Risk Management 3. Scoping Report for Review on Effective Use of the Executive Forward Plan
12 January 2010	<ol style="list-style-type: none"> 1. Attendance of the Executive Leader & the Executive Member for Corporate Services 2. Budget Strategy Report 3. Report presenting the Council’s Annual Audit Letter from the Audit Commission 4. Interim Report for Scrutiny Review of ‘The Effective Use of the Executive Forward Plan’
23 February 2010	<ol style="list-style-type: none"> 1. Third Quarter Monitoring Report 2. Draft Final Report for Review of ‘The Effectiveness of the Executive Forward Plan’ 3. Workplan, Forward Plan Extract & Topic Registration Form for possible review of ‘The existing arrangements for traineeships in the City of York’
16 March 2010	<ol style="list-style-type: none"> 1. Final Report for signing off – re review of ‘The Effectiveness of the Executive Forward Plan’

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FORWARD PLAN ITEM

Meeting: Executive

Meeting Date: 16/02/10

Keyword: Service Monitoring; Budget;

Item Type: Executive Decision - of 'Normal' Importance

Title of Report: Performance & Finance Monitor 3

Description: Purpose of report: Provision of the latest forecast of the council's financial and performance position.

Members are asked to: to agree proposed amendments to plans, mitigation for identified issues and financial adjustments (such as allocations from contingency and virements) which are reserved to the Executive.

Wards Affected:

Report Writer: Peter Lowe, Janet Lornie **Deadline for Report:** 20/01/10

Lead Member: Councillor Richard Moore

Lead Director: Director of Resources

Contact Details: Peter Lowe, Janet Lornie

peter.lowe@york.gov.uk, janet.lornie@york.gov.uk

Implications Financial

Level of Risk: 04-08 Regular monitoring required **Reason Key:**

Making Representations: N/A

Process: N/A

Consultees: N/A

Background Documents: Committee Report for Performance & Finance Monitor 3

Call-In

If this item is called-in either pre or post decision, it will be considered by Scrutiny Management Committee on: 22/02/10

Internal Clearance Process

Pre-Decision

By Chief Officers at CMT on: 03/02/10

By Political Group Leaders on:

By Strategic Policy Panel (if required) on:

FORWARD PLAN ITEM	
Meeting:	Executive
Meeting Date:	16/02/10
Keyword:	Budget;
Item Type:	Executive Decision - of 'Normal' Importance
Title of Report:	Capital Programme Monitor 3
Description:	<p>Purpose of report: Provision of the latest forecast of the council's financial and performance position.</p> <p>Members are asked to: Agree proposed amendments to the capital programme and financial adjustments which are reserved to the Executive.</p>
Wards Affected:	
Report Writer:	Louise Branford-White, Ross Brown
Deadline for Report:	22/01/10
Lead Member:	Councillor Richard Moore
Lead Director:	Director of Resources
Contact Details:	Louise Branford-White, Ross Brown
	louise.branford-white@york.gov.uk, ross.brown@york.gov.uk
Implications	Financial
Level of Risk:	04-08 Regular monitoring required
Reason Key:	
Making Representations:	N/A
Process:	N/A
Consultees:	N/A
Background Documents:	Committee Report for Capital Programme Monitor 3
Call-In	
	If this item is called-in either pre or post decision, it will be considered by Scrutiny Management Committee on: 22/02/10
<u>Internal Clearance Process</u>	
<u>Pre-Decision</u>	
By Chief Officers at	CMT on: 03/02/10
By Political Group Leaders on:	
By Strategic Policy Panel (if required) on:	
<u>Post-Decision</u>	
By Strategic Policy Panel (if Required) on:	

FORWARD PLAN ITEM	
Meeting:	Executive
Meeting Date:	16/02/10
Keyword:	Budget;
Item Type:	Executive Decision - of 'Normal' Importance
Title of Report:	Treasury Management Monitor 3
Description:	Purpose of report: To update Members on the performance of the treasury management function Members are asked to: Approve the contents of the report.
Wards Affected:	
Report Writer:	Ross Brown, Louise Branford-White
Deadline for Report:	22/01/10
Lead Member:	Councillor Richard Moore
Lead Director:	Director of Resources
Contact Details:	Ross Brown, Louise Branford-White ross.brown@york.gov.uk, louise.branford-white@york.gov.uk
Implications	Financial
Level of Risk:	04-08 Regular monitoring required
Reason Key:	
Making Representations:	N/A
Process:	N/A
Consultees:	N/A
Background Documents:	Committee Report for Treasury Management Monitor 3
Call-In	
	If this item is called-in either pre or post decision, it will be considered by Scrutiny Management Committee on: 22/02/10
<u>Internal Clearance Process</u>	
<u>Pre-Decision</u>	
By Chief Officers at	CMT on: 03/02/10
By Political Group Leaders on:	
By Strategic Policy Panel (if required) on:	
<u>Post-Decision</u>	
By Strategic Policy Panel (if Required) on:	

Call-In**Internal Clearance Process**Pre-DecisionPost-Decision

FORWARD PLAN ITEM	
Meeting:	Executive
Meeting Date:	16/02/10
Item Type:	Executive Decision - of 'Normal' Importance
Title of Report:	10:10 Campaign and Sustainability Update
Description:	<p>Purpose of report: The report will outline the 10:10 campaign and identify planned projects, resources and timescales for implementation of the campaign across CYC directorates. Also update members on key sustainability projects, including the Climate Change Framework and Action Plan.</p> <p>Members are asked to: Note the campaign and proposed projects that will enable the council to achieve the aims of the 10:10 campaign. Note progress of key sustainability projects being carried out across CYC and across York.</p>
Wards Affected:	
Report Writer:	David Warburton
Lead Member:	Councillor Steve Galloway
Lead Director:	Director of City Strategy
Contact Details:	David Warburton
	david.warburton@york.gov.uk
Deadline for Report:	04/02/10
Implications	
Level of Risk:	04-08 Regular monitoring required
Reason Key:	
Making Representations:	N/A
Process:	N/A
Consultees:	N/A
Background Documents:	Committee Report for 10:10 Campaign and Sustainability Update
Call-In	
If this item is called-in either pre or post decision, it will be considered by Scrutiny Management Committee on: 22/02/10	
<u>Internal Clearance Process</u>	
<u>Pre-Decision</u>	
By Chief Officers at	CMT on: 20/01/10
By Political Group Leaders on:	
By Strategic Policy Panel (if required) on:	

FORWARD PLAN ITEM

Meeting: Executive

Meeting Date: 16/02/10

Keyword: Executive Decision - a 'Key Issue' - decision leading to savings or expenditure of £500,000 or above; Budget;

Item Type: Executive Decision - a 'Key Issue' - decision leading to savings or expenditure of £500,000 or above

Title of Report: Treasury Management Strategy Statement and Prudential Indicators for 2010/11 to 2014/15

Description: Purpose of report: The purpose of this report is to ask the Executive to recommend that Council approve:
an integrated Treasury Management Strategy Statement including the annual investment strategy and the minimum revenue provision policy statement.
the proposed Prudential Indicators for 2010/11 to 2012/13;o the revised Treasury Management Policy and Treasury Management Practices
the Treasury Management Scheme of Delegation

Members are asked to: Recommend that Council approve:
an integrated Treasury Management Strategy Statement including the annual investment strategy and the minimum revenue provision policy statement.

the proposed Prudential Indicators for 2010/11 to 2012/13;o the revised Treasury Management Policy and Treasury Management Practices
the Treasury Management Scheme of Delegation

Wards Affected: All Wards;

Report Writer: Louise Branford-White

Deadline for Report: 04/02/10

Lead Member: Councillor Andrew Waller

Lead Director: Director of Resources

Contact Details: Louise Branford-White

louise.branford-white@york.gov.uk

Implications

Level of Risk: 01-03 Acceptable

Reason Key: A decision which is likely to result in the Council incurring expenditure, or making savings which are significant having regard to the Council's budget for the service or function to which the decision relates. The savings or expenditure are significant if they are equal to or

greater than £500,000 or equal to or greater than £100,000 where the savings or expenditure exceeds 10% of the budget for the service plan area whichever is the less. Expenditure in excess of these levels will not constitute a key decision if such expenditure is made as part of the implementation of a decision which itself was a key decision e.g. the award of a contract.

Making Representations: N/A

Process: n/A

Consultees: n/A

Background Documents: Committee Report for Treasury Management Strategy Statement and Prudential Indicators for 2010/11 to 2014/15

Call-In

If this item is called-in either pre or post decision, it will be considered by Scrutiny Management Committee on: 22/02/10

Internal Clearance Process

Pre-Decision

By Chief Officers at CMT on: 20/01/10

By Political Group Leaders on:

By Strategic Policy Panel (if required) on:

Post-Decision

By Strategic Policy Panel (if Required) on:

FORWARD PLAN ITEM

Meeting: Executive

Meeting Date: 16/02/10

Keyword: Budget; Executive Decision - a 'Key Issue' - decision leading to savings or expenditure of £500,000 or above;

Item Type: Executive Decision - of 'Normal' Importance

Title of Report: Capital programme Budget 10/11 to 14/15

Description: Purpose of report: Present the 5 year capital programme Budget 10/11 to 14/15 including new capital schemes and appropriate funding arrangements, following this years Capital Resource Allocation Model (CRAM) process.

Members are asked to: Recommend to Full Council the approval of the 5 year Capital programme Budget 10/11 to 14/15, the new schemes and the associated funding.

Wards Affected: All Wards;

Report Writer: Ross Brown

Deadline for Report: 04/02/10

Lead Member: Councillor Andrew Waller

Lead Director: Director of Resources

Contact Details: Ross Brown

ross.brown@york.gov.uk

Implications

Level of Risk: 04-08 Regular monitoring required

Reason Key: A decision which is likely to result in the Council incurring expenditure, or making savings which are significant having regard to the Council's budget for the service or function to which the decision relates. The savings or expenditure are significant if they are equal to or greater than £500,000 or equal to or greater than £100,000 where the savings or expenditure exceeds 10% of the budget for the service plan area whichever is the less. Expenditure in excess of these levels will not constitute a key decision if

such expenditure is made as part of the implementation of a decision which itself was a key decision e.g. the award of a contract.

Making Representations: N/A

Process: n/a

Consultees: N/A

Background Documents: Committee Report for Capital programme Budget 10/11 to 14/15

Call-In

If this item is called-in either pre or post decision, it will be considered by Scrutiny Management Committee on: 22/02/10

Internal Clearance Process

Pre-Decision

By Chief Officers at CMT on: 20/01/10

By Political Group Leaders on:

By Strategic Policy Panel (if required) on:

Post-Decision

By Strategic Policy Panel (if Required) on:

FORWARD PLAN ITEM

Meeting: Executive

Meeting Date: 16/02/10

Keyword: Executive Decision - a 'Key Issue' - decision leading to savings or expenditure of £500,000 or above; Budget;

Item Type: Executive Decision - a 'Key Issue' - decision leading to savings or expenditure of £500,000 or above

Title of Report: Financial Strategy 2010 - 2016

Description: Purpose of report: Present Financial Strategy 2010 - 2016, including the detailed Revenue Budget proposals for 2010/11

Members are asked to: Recommend to Council - net revenue requirements, savings and growth proposals, use of reserves and collection fund surplus, dedicated schools grant proposals, housing revenue account proposals, fees and charges and housing rent proposals, to enable Council to approve the Council budget and set the Council Tax levels for 2010/11

Wards Affected: All Wards;

Report Writer: Janet Lornie

Deadline for Report: 04/02/10

Lead Member: Councillor Andrew Waller

Lead Director: Director of Resources

Contact Details: Janet Lornie

janet.lornie@york.gov.uk

Implications

Level of Risk: 01-03 Acceptable

Reason Key: A decision which is likely to result in the Council incurring expenditure, or making savings which are significant having regard to the Council's budget for the service or function to which the decision relates. The savings or expenditure are significant if they are equal to or greater than £500,000 or equal to or greater than £100,000 where the savings or expenditure exceeds 10% of the budget for the service plan area whichever is the less. Expenditure in excess of these levels will not constitute a key decision if

such expenditure is made as part of the implementation of a decision which itself was a key decision e.g. the award of a contract.

Making Representations: N/A

Process: N/A

Consultees:

Background Documents: Committee Report for Financial Strategy 2010 - 2016

Call-In

If this item is called-in either pre or post decision, it will be considered by Scrutiny Management Committee on: 22/02/10

Internal Clearance Process

Pre-Decision

By Chief Officers at CMT on: 20/01/10

By Political Group Leaders on:

By Strategic Policy Panel (if required) on:

Post-Decision

By Strategic Policy Panel (if Required) on:

FORWARD PLAN ITEM	
Meeting:	Executive
Meeting Date:	16/02/10
Keyword:	
Item Type:	Executive Decision - of 'Normal' Importance
Title of Report:	Community Stadium - Update Report
Description:	<p>Purpose of report: This report provides an update on the progress of the Community Stadium Project. It will also set out the next steps and key actions to be undertaken to finalise a Business Case.</p> <p>Members are asked to: Recognise the work that has been undertaken so far on the project and the next steps to be undertaken which will lead to a business case.</p>
Wards Affected:	
Report Writer:	Tim Atkins
Lead Member:	Councillor Steve Galloway
Lead Director:	Director of City Strategy
Contact Details:	Tim Atkins
	tim.atkins@york.gov.uk
Deadline for Report:	04/02/10
Implications	
Level of Risk:	04-08 Regular monitoring required
Reason Key:	
Making Representations:	N/A
Process:	N/A
Consultees:	N/A
Background Documents:	Committee Report for Community Stadium - Update Report
Call-In	
If this item is called-in either pre or post decision, it will be considered by Scrutiny Management Committee on: 22/02/10	
<u>Internal Clearance Process</u>	
<u>Pre-Decision</u>	
By Chief Officers at	CMT on: 03/02/10
By Political Group Leaders on:	
By Strategic Policy Panel (if required) on:	
<u>Post-Decision</u>	
By Strategic Policy Panel (if Required) on:	

FORWARD PLAN ITEM**Meeting:** Executive Member for Corporate Services**Meeting Date:** 16/02/10**Keyword:** Budget;**Item Type:** Executive Member Decision - of 'Normal' importance**Title of Report:** Accounts Submitted for Write Off**Description:** Purpose of report: The Executive Member is asked to note un collectable debts that have been written off under delegated powers.

Members are asked to: Consider writing off sums that exceed the delegated authority.

Wards Affected:**Report Writer:** David Walker**Deadline for Report:** 02/02/10**Lead Member:** Councillor Richard Moore**Lead Director:** Director of Resources**Contact Details:** David Walker

david.walker@york.gov.uk

Implications Financial**Level of Risk:** 04-08 Regular monitoring required**Reason Key:****Making Representations:** N/A**Process:** N/A**Consultees:** N/A**Background Documents:** Committee Report for Accounts Submitted for Write Off**Call-In**

If this item is called-in either pre or post decision, it will be considered by Scrutiny Management Committee on: 08/02/10

Internal Clearance ProcessPre-Decision

By Chief Officers at

on:

By Political Group Leaders on:

By Strategic Policy Panel (if required) on:

Post-Decision

By Strategic Policy Panel (if Required) on:

FORWARD PLAN ITEM	
Meeting:	Executive
Meeting Date:	16/03/10
Keyword:	Policy Framework;
Item Type:	Executive Decision - of 'Normal' Importance
Title of Report:	Information Governance Policy & Strategy 2010
Description:	<p>Purpose of report: For information at: Review and update of the 2007 strategy taking account of new guidance and internal developments.</p> <p>Salient points are: No Request of additional resources. Service by service review is the strategy. LGA backing. Internal drivers are HQ move and More for York .</p> <p>Members are asked to: Support the strategy that CMT has adopted, which will improve service delivery, enhance information governance and reduce financial and reputation risk to the council</p>
Wards Affected:	All Wards;
Report Writer:	Robert Beane
Lead Member:	Councillor Richard Moore
Lead Director:	Director of Resources
Contact Details:	Robert Beane
	robert.beane@york.gov.uk
Implications	Legal
Level of Risk:	04-08 Regular monitoring required
Reason Key:	
Making Representations:	N/A
Process:	N/A
Consultees:	Directors
Background Documents:	Committee Report for Information Governance Policy & Strategy 2010
Call-In	
	If this item is called-in either pre or post decision, it will be considered by Scrutiny Management Committee on: 22/03/10
<u>Internal Clearance Process</u>	
<u>Pre-Decision</u>	
By Chief Officers at	CMT on: 02/12/09
By Political Group Leaders on:	

FORWARD PLAN ITEM**Meeting:** Executive**Meeting Date:** 30/03/10**Keyword:****Item Type:** Executive Decision - of 'Normal' Importance**Title of Report:** Corporate Asset Management Update Report**Description:** Purpose of report: To advise on progress with the Corporate Asset Management Plan against each of the original property outputs.

Members are asked to: Approve the recommendations made in the report.

NOTE: The report has slipped as this needs to be in align with the More for York report to be taken on 30 March.

Wards Affected:**Report Writer:** Philip Callow, Tim Bradley
Deadline for Report: 18/03/10**Lead Member:** Councillor Andrew Waller**Lead Director:** Director of City Strategy**Contact Details:** Philip Callow, Tim Bradley

philip.callow@york.gov.uk,

Implications**Level of Risk:** 04-08 Regular monitoring required
Reason Key:**Making Representations:** N/A**Process:** N/A**Consultees:** N/A**Background Documents:** Committee Report for Corporate Asset Management Update Report**Call-In**

If this item is called-in either pre or post decision, it will be considered by Scrutiny Management Committee on: 07/04/10

Internal Clearance Process**Pre-Decision**

By Chief Officers at CMT on: 17/03/10

By Political Group Leaders on:

By Strategic Policy Panel (if required) on:

FORWARD PLAN ITEM	
Meeting:	Executive
Meeting Date:	30/03/10
Keyword:	Property;
Item Type:	Executive Decision - of 'Normal' Importance
Title of Report:	Strategic Asset Management Planning – (MfY)
Description:	<p>Purpose of report: This report will set out options for the way forward to improve the effectiveness of strategic asset management planning across the whole authority using the action plan from the recent Audit Commission Report on Asset Management, establishing an Asset Board and writing a new 5 year Corporate Asset Management Plan.</p> <p>Members are asked to: Comment on the options in the report and approve the preferred option to establish an Asset Board from April 2010 and have a new Corporate AMP brought to Exec for approval by September 2010.</p>
Wards Affected:	All Wards;
Report Writer:	Philip Callow, Neil Hindhaugh
Deadline for Report:	18/03/10
Lead Member:	Councillor Andrew Waller
Lead Director:	Director of People and Improvement
Contact Details:	Philip Callow philip.callow@york.gov.uk
Implications	
Level of Risk:	04-08 Regular monitoring required
Reason Key:	
Making Representations:	N/A
Process:	N/A
Consultees:	N/A
Background Documents:	Committee Report for Strategic Asset Management Planning – (MfY)
Call-In	
If this item is called-in either pre or post decision, it will be considered by Scrutiny Management Committee on: 07/04/10	
<u>Internal Clearance Process</u>	
<i>Pre-Decision</i>	
<i>By Chief Officers at</i>	CMT on: 17/03/10
<i>By Political Group Leaders on:</i>	

FORWARD PLAN ITEM	
Meeting:	Executive
Meeting Date:	30/03/10
Keyword:	Policy Framework;
Item Type:	Executive Decision - of 'Normal' Importance
Title of Report:	Corporate Strategy 2009 - 12 Annual Refresh
Description:	<p>Purpose of report: To present the Corporate Strategy which has been refreshed to update the 1 year milestones.</p> <p>Members are asked to: To consider and agree the refreshed Corporate Strategy.</p>
Wards Affected:	All Wards;
Report Writer:	Marilyn Summers
Lead Member:	Councillor Richard Moore
Lead Director:	Director of Resources
Contact Details:	Marilyn Summers
	marilyn.summers@york.gov.uk
Deadline for Report:	18/03/10
Implications	
Level of Risk:	04-08 Regular monitoring required
Reason Key:	
Making Representations:	Marilyn Summers
Process:	N/A
Consultees:	Corporate Leadership Group and Corporate Management Team
Background Documents:	Committee Report for Corporate Strategy 2009 - 12 Annual Refresh
Call-In	
If this item is called-in either pre or post decision, it will be considered by Scrutiny Management Committee on:	
	07/04/10
<u>Internal Clearance Process</u>	
<u>Pre-Decision</u>	
By Chief Officers at	CMT on: 17/02/10
By Political Group Leaders on:	
By Strategic Policy Panel (if required) on:	
<u>Post-Decision</u>	
By Strategic Policy Panel (if Required) on:	

FORWARD PLAN ITEM**Meeting:** Executive Member for Corporate Services**Meeting Date:** 20/04/10**Keyword:** Budget;**Item Type:** Executive Member Decision - of 'Normal' importance**Title of Report:** Accounts Submitted for Write Off**Description:** Purpose of report: The Executive Member is asked to note un-collectable debts that have been written off under delegated powers.

Members are asked to: Consider writing off sums that exceed the delegated authority.

Wards Affected:**Report Writer:** David Walker**Deadline for Report:** 06/04/10**Lead Member:** Councillor Richard Moore**Lead Director:** Director of Resources**Contact Details:** David Walker

david.walker@york.gov.uk

Implications Financial**Level of Risk:** 04-08 Regular monitoring required**Reason Key:****Making Representations:** N/A**Process:** N/A**Consultees:** N/A**Background Documents:** Committee Report for Accounts Submitted for Write Off**Call-In**

If this item is called-in either pre or post decision, it will be considered by Scrutiny Management Committee on: 06/04/10

Internal Clearance Process**Pre-Decision**

By Chief Officers at

on:

By Political Group Leaders on:

By Strategic Policy Panel (if required) on:

Post-Decision

By Strategic Policy Panel (if Required) on:

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SCRUTINY TOPIC REGISTRATION FORM

PROPOSED TOPIC:

Review of existing arrangements for traineeships in the City of York

COUNCILLOR(S) REGISTERING THE TOPIC: Cllr Julie Gunnell

SECTION 1: ABOUT THE TOPIC

Please complete this section as thoroughly as you can. The information provided will help Scrutiny Officers and Scrutiny Members to assess the following key elements to the success of any scrutiny review:

- How** a review should best be undertaken given the subject
- Who** needs to be involved
- What** should be looked at
- By when** it should be achieved; and
- Why we are doing it ?**

Please describe how the proposed topic fits with 3 of the eligibility criteria attached.

As a general rule, topics will only proceed to review if they meet 3 of the criteria below. However, where it is adequately demonstrated that a topic is of significant public interest and fits with the first criteria but does not meet 3, Scrutiny Management Committee may still decide to allocate the topic for review. Please indicate which 3 criteria the review would meet and the relevant scrutiny roles:

	✓	Policy Development & Review	Service Improvement & Delivery	Accountability of Executive Decisions
Public Interest (ie. in terms of both proposals being in the public interest and resident perceptions)				
Under Performance / Service Dissatisfaction		X		
In keeping with corporate priorities			X	
Level of Risk				
Service Efficiency				
National/local/regional significance e.g. A central government priority area, concerns joint working arrangements at a local 'York' or wider regional context			X	

Set out briefly the purpose of any scrutiny review of your proposed topic. What do you think it should achieve?

If you have not already done so above, please indicate in response to this, how any review would be in the public or Council's interest e.g. reviewing recycling options in the city would reduce the cost to the Council for landfill

The review should:

- Reach a conclusion which recommends a more comprehensive and council-wide policy for recruiting trainees that are NEET
- Devise a programme to implement the above objective

Please explain briefly what you think any scrutiny review of your proposed topic should cover.

This information will be used to help prepare a remit for the review should Scrutiny Management Committee decide the topic meets the criteria e.g. How much recycling is presently being done and ways of increasing it

It should:

- Consider existing/past apprentices' accounts of how placements may have helped their development
- Outline existing arrangements and practices for offering apprenticeships to young people - look at how the CYC is approaching the 14 - 19 reform agenda in terms of work-based learning opportunities and the supply of traineeship places
- Prioritisation: order in which places should be offered, taking into account the council's role as Corporate Parent to Looked After Children (LAC).
- Confirm whether existing arrangements involve any joint working with partners
- Involve consultation with local professionals working with young people that are NEET
- Make recommendations for changing the way the council and its partners work in order to improve existing arrangements, and improve outcomes for disadvantaged young people
- Procurement - how CYC is incorporating requirements on skills and traineeships into its procurement practices

Please indicate which other Councils, partners or external services could, in your opinion, participate in the review, saying why.

Involving the right people throughout the process is crucial to any successful review e.g. CYC Commercial Services / other local councils who have reviewed best practice for recycling / other organisations who use recycled goods

Internal:

- CYC HR
- Directors
- Youth Service
- Pathways
- Connexions
- Castlegate Service for 16-25 year olds
- LCCS Performance Management officers (NPIs)

External:

- North Yorkshire Police
- NHS North Yorkshire and York
- York CVS
- York College
- York NHS Hospital Trust
- University of York
- York St John University
- Princes Trust

Explain briefly how, in your opinion, such a review might be most efficiently undertaken?

This is not about who might be involved (addressed above) but how the review might be conducted e.g. sending a questionnaire to each household to gather information on current recycling practices and gathering information on how recycling is carried out in Cities similar to York

The review should undertake:

- an exercise to establish existing arrangements among partner organisations for offering traineeships, including the relative success of each one
- A consultation exercise with local professionals working with those that are NEET to listen to what the barriers are to accessing traineeships
- A discussion with the council's HR department and other partner organisations to better understand capacity issues and other existing barriers to offering traineeships, and responses to them
- Agreement of an action plan for introducing and embedding joint working among the council and its partners to deliver improved outcomes for young people

Estimate the timescale for completion.

Please circle below the nearest timescale group, in your estimation, based on the information you have given in this form.

- (a) 1-3 months;
 (b) 3-6 months; or ✓
 (c) 6-9 months

PLEASE ENCLOSE ANY SUPPORTING DOCUMENTS OR OTHER INFORMATION YOU FEEL MIGHT BE USEFUL BACKGROUND TO THE SUBMISSION OF THIS TOPIC FOR CONSIDERATION.

December council motion from Julie Gunnell:

<http://modgov.york.gov.uk/ieListDocuments.aspx?CId=331&MId=4334&Ver=4>

15th December Executive, item 133, bullet (iv):

<http://modgov.york.gov.uk/ieListDocuments.aspx?CId=102&MId=4319&Ver=4>

Information below provided by Sandra Whitnell
 (Corporate learning and development advisor in Human Resource Management Team)

As you will see the figures have not changed, although there is a great deal of interest bubbling under, which we are expecting to boost numbers starting over the next couple of months. Using staff from York Training Centre, we have put a lot of effort into publicity and getting the message round directorates, and will review their approach in February /March

Apprenticeships (L2 & L3)

	City Strategy	HASS	LCCS	N Services	Resources	Total
Completed Programme	1	0	1	0	0	2
Still on Programme	9	0	3	7	0	12
Total on Programme	10	0	4	7	0	14

Train to Gain (L2 & L3)

	City Strategy	HASS	LCCS	N Services	Resources	Total
Completed Programme	0	1	2	1	0	4
Still on Programme	0	4	2	1	1	8
Total on Programme	0	5	4	2	1	12