



Notice of a public meeting of

Corporate and Scrutiny Management Committee

- To:** Councillors Galvin (Chair), Fraser, Horton, Jeffries, King, McIlveen, Potter, Runciman (Vice-Chair) and Steward
- Date:** Monday, 13 January 2014
- Time:** 5.00 pm
- Venue:** The Thornton Room - Ground Floor, West Offices (G039)

AGENDA

1. **Declarations of Interest**

At this point, Members are asked to declare:

- any personal interests not included on the Register of Interests
- any prejudicial interests or
- any disclosable pecuniary interests

which they may have in respect of business on this agenda.

2. **Minutes** (Pages 3 - 10)

To approve and sign the Minutes of the last meeting of the Committee held on 11 November 2013.

3. **Public Participation**

It is at this point in the meeting that members of the public who have registered to speak can do so. The deadline for registering is **5.00pm on Friday 10 January 2014**. Members of the public can speak on agenda items or matters within the remit of the Committee.

To register to speak please contact the Democracy Officer for the meeting, on the details at the foot of the agenda.

Please note that this meeting, including public speakers, will be sound recorded to allow members of the public to listen to the proceedings without having to attend the meeting. The sound recording will be uploaded on to the Council's website following the meeting.

4. Monitoring the Workforce Strategy 2012-15 (Pages 11 - 18)

This report provides Members with a progress report on the Workforce Strategy 2012-15 since the last report to this Committee in July last year. This update is a report of related work in the six months, from July to December 2013.

5. 2013/14 Monitor 2 Report (Pages 19 - 26)

This report analyses the latest performance for 2013/14 and forecasts the outturn position for the services falling under the responsibility of the Corporate and Scrutiny Management Committee.

6. Scrutiny Support Budget Monitoring Report (Pages 27 - 32)

To consider a report which provides information on the scrutiny support budget to date [report to follow].

7. Procurement and Commissioning Scrutiny (Pages 33 - 50)

Following identification of Procurement as a scrutiny topic for 2013/14 by CSMC, this report provides an overview of the strategic approach being taken by City of York Council regarding procurement and commissioning and gives an update on progress in delivering the agreed strategy.

8. Draft Final Report of the Loans and Grants Scrutiny Review (Pages 51 - 118)

This report presents the review findings from the recently completed Loans and Grants Scrutiny Review, and asks the Committee to endorse the review conclusions and draft recommendations ahead of their presentation to Cabinet early in 2014.

9. Workplan 2013/14 (Pages 119 - 120)

To consider the Committees work plan for the 2013/14 municipal year, to include a verbal update on the Equalities Review.

10. Any Other Business

Any other business which the Chair decides is urgent.

Democracy Officer:

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

- Registering to speak
- Business of the meeting
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- Copies of reports

Contact details are set out above.

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The majority of councillors are not appointed to the Cabinet (39 out of 47). Any 3 non-Cabinet councillors can 'call-in' an item of business following a Cabinet meeting or publication of a Cabinet Member decision. A specially convened Corporate and Scrutiny Management Committee (CSMC) will then make its recommendations to the next scheduled Cabinet meeting, where a final decision on the 'called-in' business will be made.

Scrutiny Committees

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

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

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City of York Council

Committee Minutes

Meeting	Corporate and Scrutiny Management Committee
Date	11 November 2013
Present	Councillors Galvin (Chair), Fraser, Horton, Jeffries, King, McIlveen, Runciman (Vice-Chair), Steward and Burton (sub for Cllr Potter)
Apologies	Councillor Potter

22. Declarations of Interest

Members were invited to declare at this point in the meeting any personal interests, not included on the Register of Interests, or any prejudicial or disclosable pecuniary interests they might have in respect of business on the agenda. No further interests were declared.

23. Minutes

Resolved: That the minutes of the last meeting of the Committee held on 9 September 2013 be approved and signed by the Chair as a correct record subject to:

In Minute 17 (Criteria for Achieving Excellence for the Equality Framework for Local Government), final bullet point amend to read:

- The barriers faced by *disabled people* had been a focus.

24. Public Participation

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

25. Results of the Workplace Wellbeing Survey 2013

Consideration was given to a report which provided Members with the organisation level results on the latest 2013 Workplace

Wellbeing Staff Survey. The report also provided details of actions taken as a result of the 2011 survey together with progress to date and further action planned, following this year's staff survey.

Paul Entwistle, representing Health 'e' Solutions facilitators of the 2013 staff survey, gave a detailed verbal presentation to the Committee of the trends behind the headline results. The main points being:

- The survey was a follow up of the 2011 survey with all staff invited to participate
- It was an anonymous survey with only group data being reported on (groups of 10 or more employees)
- The survey consisted of 10 profile questions , 35 workplace stress risk indicator questions and an Health and Safety Executive (HSE) Workplace Stress Risk Assessment
- 1,428 employees participated giving a 42.3% rate, up 5% on 2011
- HSE workplace stress factors were listed as:
 - Demand
 - Control
 - Peer and Manager Support
 - Relationships
 - Role
 - Change
- Results of the HSE stress risk indicators were categorised from 'Very Good' to 'Need for Improvement'
- A comparison with the 2011 results had shown an improvement on Control, Support and Relationships, Change had maintained its position as Good and Demands and Role had shown a reduction.
- 467 individual comments had been made by staff all of which would be analysed and fed back
- A summary of results would now be provided for both Managers and staff, with Directorates having access to their own results
- Local interventions and actions plans would be developed and reviewed with progress being measured.

Members questioned a number of points arising from the report and presentation including:

- Confirmation that only school support staff had been included in the survey rather than the teaching staff

- The move to West Offices had been commented on by a large number of staff. Suggested that peer support could have contributed to the improved results.
- Importance of planned action to alleviate any issues raised in the survey to ensure their effectiveness e.g. bullying
- Concern at the low response rate and suggested requirement for future surveys to be completed by all employees
- Need to identify reasons for non participation and reiterate that this was a completely anonymous survey.

Officers confirmed that a similar presentation had been made to Unions and the Joint Health and Safety Committee. An improvement plan would now be prepared highlighting staff groups where there had been low participation rates.

A full communication plan had been agreed which included the provision of the summary results and the full report being made available to all staff. Corporate actions and directorate plans would be presented to the Corporate Management Team in December with progress against these plans being reported in June 2014.

Resolved: That the Committee note the progress and achievements made since the 2011 survey, the headline results of the 2013 survey and the work undertaken to date and future priorities.

Reason: To keep Members informed of how the results of the staff survey are used to drive improvement in workforce related matters.

26. Update on Implementation of Recommendations from Previously Completed Scrutiny Reviews: Staff Sickness Absence Management Review and Community Engagement Review

The Committee considered a report which updated Members on the implementation of recommendations arising from the following recently completed scrutiny reviews which fell within the remit of the Corporate and Scrutiny Management Committee:

Staff Sickness Absence Management Scrutiny Review

Members went through the recommendations provided in Annex A of the report and, following receipt of Officer comments, agreed not to sign off recommendations viii) to xii) in relation to this review, to allow completion of restructures and further work on the staff survey.

Customer Engagement Scrutiny Review

Consideration was given to Annex B which set out the recommendations of this review, Members felt that as this review had only recently been completed that all the recommendations should be left live.

Concerns were expressed that the under mentioned recommendation had not yet been implemented. Officers confirmed the current practice of stating in full the name of the organisation/initiative etc for its first reference in the report followed by subsequent references as abbreviations. This was pending a wider review being undertaken of the report template and style guides.

xii. Report authors to include appendix of abbreviations in reports where appropriate

Pending the wider review it was agreed to implement this recommendation and provide an appendix of abbreviations at the end of future reports, where appropriate.¹

Following further discussion it was

- Resolved:
- i) That recommendations i) to vii) arising from the Staff Sickness Absence Management Scrutiny Review be signed off as completed with those remaining recommendations being brought back to the Committee for review in six months.
 - ii) That the recommendations of the Customer Engagement Scrutiny Review be not signed off at this time and added to the Committee's work plan for review in six months.

Reason: In order to conclude the Committee's reviews and to raise full awareness of those recommendations which are still to be fully implemented.

Action Required

1. Inform report authors of the need to provide an appendix of abbreviations used in future reports. DS

27. Raising Awareness of Ward Councillors and the Democratic Process - New Scrutiny Topic Scoping Report

Consideration was given to a report which provided information on the Equality Framework for Local Government (EFLG) and the related results from the recent Big York Survey.

Arising out of the implementation of the EFLG it had been noted that one of the improvement actions identified had been that the Council were unaware of the equalities profile of its members. As a result, all Members had been asked to provide this information by the end of November 2013.

The results from the recent Big York Survey had also revealed that 57% of respondents were unaware of who their ward councillors were. It was pointed out that this figure worsened when the results had been examined against the Communities of Identity and showed a high percentage of non British respondents were unaware of their ward councillors. Taking the findings from the EFLG and the Big York Survey in to account the Committee were asked to consider undertaking a scrutiny review to examine how these issues could be addressed.

Members expressed concern at the findings and confirmed details of the work they undertook both individually and by their Groups in examining ways to engage minority groups. Reference was made to the existing excellent work already being undertaken by Electoral Services in engaging voters in the political process, although concerns were expressed at the current changes in voter registration which could further affect the number of registrations.

Members suggested the need to promote the democratic process with young people, possibly through the Youth Council and citizenship classes and the provision of information at Libraries. Other suggestions included engagement with the

growing Black and Minority Ethnic community in York who had also been found to have little awareness of the democratic process.

Following further discussion Members suggested revisions to the suggested remit of this scrutiny review to address other issues within the equalities framework and it was

Resolved: i) That a Task Group consisting of Cllrs Galvin, Horton (or Potter), Jeffries and McIlveen be appointed to undertake a scrutiny review with a remit to include the following:

- To examine how best to raise awareness of the democratic process amongst York's Communities of Identity, in particular those who have protected characteristics under the Equality Act 2010.
- In support of the outstanding improvement action in the Excellence Equalities Improvement Action Plan to identify any equalities training required for members to help them better serve Communities of Identity within their wards

ii) That an update from the Task Group on the scoping of the review be scheduled on the Committee's work plan for January 2014, with a view to completing the review in time for the findings to feed into the Council's peer assessment in May 2014.

Reason: To support the Council in its efforts to achieve 'Excellence Level' in the Equality Framework for Local Government, and progress the work of this Committee in line with agreed scrutiny procedures and protocols.

28. **Workplan 2013/14**

Consideration was given to the Committee's work plan for the 2013/14 municipal year.

Following discussions earlier in the meeting, Officers reported the following additions to the work plan:

- 13 January 2014 – Feedback from Task Group appointed to examine the democratic process and the equalities framework
- 10 March 2014 - Update on the Staff Survey Results


Resolved: That the Committee's work plan for 2013/14 be received and noted subject to the addition of the above items.

Reason: To update Members and provide an overview of the Committee's work for the 2013/14 municipal year.

Cllr J Galvin, Chair

[The meeting started at 5.00 pm and finished at 6.50 pm].

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Corporate and Scrutiny Management Committee	13 th January 2014
Report of the Assistant Director, Customers & Employees	

MONITORING THE WORKFORCE STRATEGY 2012-15

Purpose of the report

1. To provide Members with a progress report on the Workforce Strategy 2012-15 since the last report to this committee in July last year. This update is a report of related work in the six months, from July to December 2013.

Background

2. The Workforce Strategy 2012-15 was approved at a meeting of Cabinet in April 2012 and was launched to staff in May 2012. It is now over 18 months old.
3. It's premised on ensuring '*the council has the right people, with the right skills, in the right places, at the right time to deliver the right services to our customers*' and it sets out the strategic priorities for the development of the council's workforce, and how core competencies will be delivered through the following priority areas:

Skills and Behaviours Development – we want to encourage our managers to be visionary and ambitious, to lead, develop, and motivate their teams to deliver our services effectively in what are very challenging times. We want to be seen to be valuing flexibility, innovation, and sound decision-making and at all times excellent customer service.

Recruitment and Retention – we want to recruit and retain a workforce with the skills and values we need, to promote the council, as a “progressive employer” and identify, develop and motivate our staff. We are committed to promoting equality and diversity and to actively challenging and addressing accessibility barriers and eliminating any discrimination or harassment in the workplace.

Pay, Reward and Recognition – we want to provide a fair and flexible reward package within current financial constraints and ensure fair pay across all groups of employees. We will recognise great work and ideas through rewarding staff that do well and are high performers.

Wellbeing and Engagement – we want to be an organisation where risks are managed sensibly and proportionately to ensure the levels of accidents and incidents of occupational ill health are as low as possible. We will actively promote and manage our staff's wellbeing so that people feel cared for and valued by the organisation.

Performance and Change – we want to work in an organisation that can transform quickly and effectively, that is highly productive and focussed on achievement, one which values and engages with employees and has a culture that is collaborative, innovative, inclusive and creative.

Governance Arrangements

4. The Workforce Strategy Steering Group oversees the delivery of the Workforce Strategy action plan, and is chaired by the Assistant Director for Customers and Employees. The group which is made up of senior managers from across the council meets every two months to set and review progress against an agreed action plan.

Progress July – December 2013

Skills and Behaviours Development

5. The 'From Service to City' programme concluded in July 2013 and a formal evaluation of the programme showed high levels of satisfaction and learning by participants. Members will recall that the Report of the Evaluation was brought before this committee in September 2013.
6. Phase Two of the programme was launched in October 2013 and to date we have run three Master Classes (in October, November and December) and an extended Corporate Leadership Group session on Innovation, all of which have been well received by participants.
7. Plans to set up a city wide mentoring and coaching scheme to support participants, which will include partners from the voluntary, community and private sectors are well underway, and will be launched under the umbrella of Yorkshire Accord in the Spring. City of York council will be hosting an information giving event on February 3rd for other employers in the city about the scheme.

8. As part of the council's desire for a more "joined up" approach to Skills Behaviours Development, the Council Management Team took a decision in September to consolidate all the council's training budgets from April 2014, through the Workforce Development Unit.
9. Meanwhile, work on the development of a behavioural competency framework is going well with over 300 managers trained in the new framework. The new framework will be formally launched in April 2014 to coincide with the new iTrent module on Performance Management.
10. The Council has run "Springboard", a development programme aimed at women at junior and middle management roles. The first programme concluded just before Christmas with very positive feedback and the second programme starts on January 21st.

Recruitment and Retention

11. The council's first Resourcing Strategy has been drafted for Council Management Team later this month and it includes a blue print for the development of our own Graduate Internship Programme. It will mean that City of York council has a number of entry level internships reserved for graduates in the city.

Wellbeing and Engagement

Wellbeing and Engagement

12. The Health, Safety & Wellbeing Team has worked closely with partners in the voluntary and community sectors to run a Wellbeing Week in October 2013, which was well received by staff.
13. Human Resources has also developed guidance for managers to support staff who have problems with substance misuse which includes alcohol misuse.
14. Both Human Resources and the Health, Safety and Wellbeing Team have continued to post health and wellbeing messages to staff through the year including recent messages to raise awareness about the dangers of drink driving.
15. A report on the major headline figures from the 2013 Staff Survey went to Council Management Team in August 2013 and this committee received the same presentation in November. Each department has developed its own action plan to respond to the survey results, and these will be received by Council Management Team later this month.

16. Human Resources rolled out a new discounts scheme to staff in September 2013, designed to help staff make their salary go further, it combines both local and national discounts in shops, bars and restaurants.

Pay and Reward

Pay and Reward

17. The council adopted the Living Wage from April 2013 and became an accredited Living Wage employer in November during Living Wage Week.
18. Staff on LGS pay received a 1% pay award in August, backdated to April, the first rise in 4 years.

Performance and Change

Management of Change

19. As well as developing stronger links with major employers across the city, meetings with Human Resources Directors are continuing on a number of topics of interest across the different sectors. The last meeting took place in December on the topic of Equality and Diversity the next meeting will take place on Staff Health and Wellbeing.
20. At a regional level, Human Resources is helping to lead other Local Government Yorkshire & Humber authorities on a collaborative project on Talent and Performance Management, developing a common set of shared principles. As part of this we have developed a nine box talent matrix for assessing employees' performance and motivation.

Equalities

21. The Staff Equalities Experts group is working with the Joseph Rowntree Foundation to host a half day event to mark Lesbian, Gay, Bisexual and Transgender History Month at the University of York St John in February and two other events to mark International Women's Day on March 7th and 12th respectively.
22. Human Resources has evaluated its own performance against the Equality Framework for Local Government in advance of the mock inspection this month and the actual inspection in May. Early results show good progress in a number of areas notably in reducing incidences of bullying and harassment, our commitment to equal pay through a formal audit, the introduction of the Living Wage, running Springboard, the women-only development programme, the work of the Staff Equality Experts, the introduction of new equality training for

staff, and embedding equality and diversity objectives into the new behavioural competency framework.

New Priorities

23. In our last update to this Committee, we reported on the three priority areas for 2014-15,

- **Managing Change** - helping the organisation through transition and change, building resilience and helping to create a flexible and robust workforce. We are now engaged with managers and trade unions to develop a new framework which will help the organisation manage change more quickly and are rolling out a programme of Resilience Training for staff and managers from April 2014.
- **Managing Performance** - this includes making sure we are recognising and developing our most talented staff, ensuring that staff understand and model the right behaviours and that we are dealing effectively with poor performance including poor attendance at work. It includes the development of a talent management strategy which links strong delivery to reward structures, so that we are rewarding those staff who contribute the most, and remove any obstacles which prevent managers from doing good performance management.
- **Skills Development** - developing skills which help to future-proof services, skills such as business development, financial management and commercial acumen. Helping staff to future-proof their careers, by investing in their training and development, and demonstrating their employability to other employers both within and outside the public sector.

In response to these demands, we are currently reviewing our policy on change management to replace it with something which is more fit for purpose, which gives managers greater discretion to decide what is best for their own service area.

We are also drafting a Talent Management Strategy for Council Management Team in late January which will help managers identify both poor and high performers using a formula which tests for “on the job” performance, staff motivation and their desire for development and looks at how their staff’s behaviour at work helps or hinders their service delivery.

And finally, we have added to the core learning and development offer which now has 67 courses, and are defining the offer for April when training budgets are consolidated.

Implications

24. **Financial** – there are none for this report, all costs are managed within existing budgets.
25. **Human Resources** – as described in the report.
26. **Equalities** – as described in the report
27. There are no specific legal, crime and disorder, IT or property implications.

Risk Management

28. Failure to produce a Workforce Strategy and monitor the outcomes of its action plan could result in:
 - a. Failure to prepare the workforce to deliver future transformation and efficiency programmes and to be able to respond to current spending and government policy change;
 - b. Inability to achieve the 'Core Capabilities' priorities in the Council Plan 2011-15;
 - c. Failure to meet equalities legislation;
 - d. Failure to respond to changing customer service needs;
 - e. Failure to meet Excellent status under the Equality Framework for Local Government.

Recommendations

29. Members are asked to:
 - a. note progress made against the Workforce Strategy in the six months, July to December 2013;
 - b. agree a six monthly update in July 2014 which will include a review of achievements and details of the agreed priorities going forward during the life of this Strategy.

Reason: To ensure Members are kept informed of progress against the Workforce Strategy 2012-15.

Contact Details

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Chief Officer Responsible for the report:

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Services

Report Approved **Date** 2 January 2014

Annexes - None

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13 January 2014

Corporate and Scrutiny Management Committee

Report of the Director for Customer & Business Support Services

2013-14 Monitor 2

Purpose

1. This report analyses the latest performance for 2013/14 and forecasts the outturn position for the services falling under the responsibility of the Corporate and Scrutiny Management Committee.

Financial Analysis

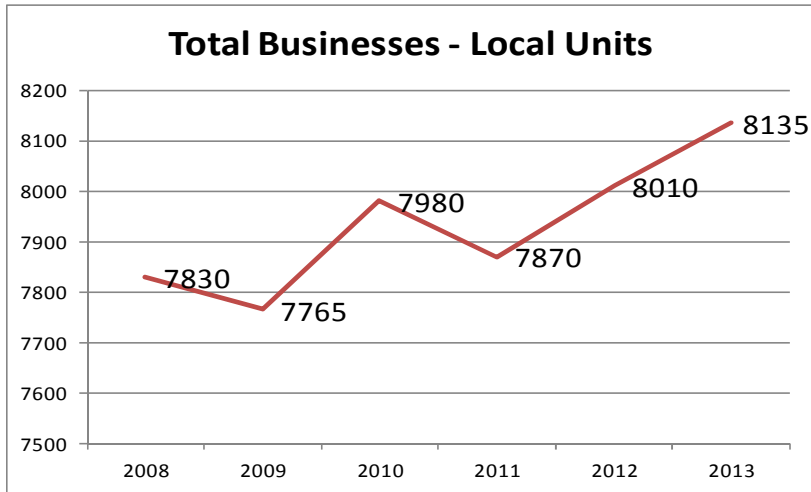
2. The council's net General Fund budget for 2013-14 is £127,778k and the net budget for the areas covered by this report is £18,633k.
3. Following on from the £11m savings programme in the 2012-13 budget, the 2013-14 budget required a further challenging £8,822k in savings in order to reach a balanced position, £1,170k of these savings fall within the services covered by this report. The forecasts outlined in this report reflect a prudent view of how that challenge is currently being met.
4. All budgets are reviewed on a quarterly basis and some are monitored monthly. Those that are monitored monthly are high value or high risk areas. The latest review has not identified any major variations that require action or mitigation and all savings proposals are progressing.

Performance Analysis

5. The performance delivery is analysed against the key delivery priorities of the Council Plan and the cross-cutting organisational priority themes. This report therefore covers
 - Create jobs and grow the economy
 - Core competencies

Economy

6. New businesses are up from 8010 in 2012 to 8135 (1.9% increase) and city centre footfall has improved between June and September with a 1.9% percentage point improvement in the average year to date figure. Welcome news, given the decline noted in the previous report.



7. The council has also recently agreed to invest in footfall cameras at key points across the city centre to gain a greater insight into resident and visitor use and movement around the city, to inform future investment decisions. Despite the challenge of retaining healthy footfall numbers to support local businesses, York still has the 2nd lowest shop vacancy rate in the country after Cambridge.
8. In order to consolidate this strong position, the council is identifying the sector-specific support needed to enable businesses in the city's key sectors to grow. Continued Economic Infrastructure Fund (EIF) investment in the city will also help to secure York's strategic position within the region and globally, most notably through Re-invigorate York's public realm improvements in Kings Square and an investment of £1.5million in the city centre market refurbishment scheme. The council is also launching the Yorkafter5 initiative, aimed at improving the offer available to visitors and residents in the evening in the City.
9. There has been significant movement in the financial year in terms of the growth in planning activity, with planning applications received or determined including major new housing sites at the Tannery, Strensall, Breck's Lane, Strensall and the former Sessions site, Huntington. Planning application fee income is more than 12% higher, whilst pre-application advice fee income has more than doubled compared to the same period last year, reflecting the recent upsurge in developer confidence and the

strength of York's position as an attractive place to invest. The growth agenda as encapsulated in the emerging Local Plan has led to owners and developers of 'Preferred Sites' coming forward to discuss the potential for early delivery.

10. Many of York's longstanding Brownfield sites have been the subject of planning approvals or renewed interest. The former Terry's factory site has outline approval, with phase 1 of the 270 new home element now submitted in detail. Phase 2 of the Hungate redevelopment has been submitted for approval with early commencement on site anticipated shortly afterwards.
11. On Piccadilly, following 3 recent approvals the former White Swan Hotel building, vacant for about 30 years, will soon be reoccupied as a shop on the ground floor and affordable housing above, whilst the building just south of the bridge will be converted to 10 apartments, and the 'Banana Warehouse' premises will be redeveloped to create 37 flats and two shops.
12. Formal pre application discussions are ongoing regarding the former British Sugar site, with an application for approximately 1,000 new homes anticipated in Spring next year.
13. Planning permissions have been granted to facilitate the provision of two Primark stores, one in the city centre and one at Monks Cross.
14. Investigation of funding streams to unlock the development and workshops with stakeholders is underway regarding York Central to bring about phased regeneration.

Employment

15. Actions in York are demonstrating positive results on employment. Despite the slow economic recovery, York remains resilient, with a comparatively small loss of private sector employment (-3.7% between 2008 and 2012), whereas e.g. Leeds saw a loss of -9.2%. This strong employment market in York likely to continue with new businesses such as John Lewis and Hiscox recruiting this year. Two job fairs organised by the council have already seen over 1800 prospective candidates attend and £200k of EIF funding is being used to better connect residents to job opportunities, all helping to further drive down unemployment.
16. Consequently, the proportion of Workless Households in York is at its lowest point since 2005, at 13.2%. This compares well to the much higher regional figure of 19.2% and the national figure of 18.1%. The proportion of Children in Workless households has also decreased over the same time

period, another welcome downward trend as the council strengthens its approach to tackling poverty.

17. The proportion of people claiming Job Seekers Allowance (JSA) dropped to 1.7% in September 2013, the lowest JSA rate since October 2008. This represents a decrease of 740 claimants since September 2012. Out of 64 UK cities, York remains the third least affected with respect to Job Seekers allowance claimants since February 2008.
18. However, recent data suggests that public sector cuts are beginning to bite in York. The city is highlighted in new Office for National Statistics (ONS) data as the most affected local authority in the region for the percentage loss in public sector employment. This was anticipated, given York's high public sector workforce and will continue to be a challenge for the city. The council's focus on bringing more jobs to the city is therefore crucial to offset this ongoing reduction.
19. Youth unemployment and longer term claimants remain an issue, although this is a national trend and not unique to York. Locally, the longer term outlook is moving in the right direction with youth unemployment decreasing by 230 in the year to September 2013 and longer term claimants reducing by 205 from 1 year ago.

Core competences

20. Overall results from the recent staff survey were positive with four out of seven categories of assessment showing positive improvement (control of work, management and peer support and working together).
21. The asset review of all council property and land is ongoing and on 01/10/13 Cabinet approved the sale of St Anthony's House and 13/15 Redeness Street to support corporate priorities with respect to jobs and economic growth and to provide capital receipts to fund the council's capital programme.
22. Workforce development within the council is a key theme. Development events for senior managers on innovation and leadership start in November and a suite of learning and development sessions for staff on using more collaborative and creative techniques are starting in parallel. The focus for these is on supporting cultural change and transformation with new processes and methods whilst fostering greater collaborative community engagement when we design and deliver services. Targeted support and training for specific projects and service teams is also being used to bring

new thinking to key service areas or change projects. This work is central to the transformation and innovation agendas.

Transformation & Innovation

23. The council continues to see innovation as a critical element in transforming our services and approach to be sustainable in the future. This view was echoed in the feedback from the Peer Review team in June, alongside a series of recommendations for developing the work in this area.
24. Following this, a review of the innovation work programme to date has led to a revised innovation programme plan being put in place over the summer to strengthen the council's focus on initiatives that support key priorities, in line with the recommendations in the Peer Review. This augments and supports the wide range of innovative activity already underway across the council, ranging from the creation of the York Hologram tour App to the new service delivery models for Libraries & Archives and Warden Call & Telecare services.
25. Alongside this is the creation of a new Transformation Programme, responding to the Peer Review recommendation for a centrally coordinated transformation resource. The Transformation Programme will reshape council services in a way that meets the current and future needs of residents whilst ensuring the council achieves its significant budget savings. It is proposed that the new programme will commence with three initial projects that collectively will reduce forecast budget pressures:
 - Health & Adult Social Care
 - Hazel Court Based Services
 - Business Efficiency
26. Pilots from challenges using the council's GeniUS! York open innovation and engagement approach have also moved ahead. One project, jointly funded by the Joseph Rowntree Foundation, saw a group of school students working alongside dementia sufferers and a local film company to create a high impact short film and discussion plan for use with students in York schools. The film was produced by young people, for young people and when launched in late November, will reach over 2,000 students and staff during the academic year, with potential to be expanded across the region or nationally.
27. The development of cutting edge fall detection technology is being taken forward by the council's telecare team in collaboration with a local

technology developer, following collaboration on a previous challenge from the GeniUS! project. This new technology project, funded through the council's Delivery & Innovation Fund, has the potential to radically improve the telecare offer in York.

28. This represents good progress on new approaches but there is still further to go. The council is continuing to develop its approach to working with residents on the design and delivery of services and increasing the level of support for volunteering and community engagement.

Consultation

29. There has been consultation with Trade Union groups on the ongoing implications of the council's financial situation and performance improvement issues.

Council Plan

30. The information and issues included in this report demonstrate progress on achieving the priorities set out in the Council Plan.

Implications

31. The financial implications are covered within the body of the report. There are no significant human resources, equalities, legal, crime and disorder, information technology, property or other implications arising from this report.

Risk Management

32. The risk management processes embedded across the council continue to contribute to managing the risk issues associated with major projects and key areas of service delivery.

Recommendations

33. As this report is for information only there are no specific recommendations.

Reason: To update the Committee on the latest finance and performance position for 2013/14.

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Wards Affected: All			
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Annexes - None

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Corporate & Scrutiny Management Committee**13 January 2014**

Report of the Assistant Director, Governance & ICT

SCRUTINY REVIEW SUPPORT BUDGET**Summary**

1. This report sets out the current position in relation to available Council funding for research for overview and scrutiny review work.
2. Corporate & Scrutiny Management Committee has a constitutional right, under its delegated authority “to consider and recommend to Cabinet a budget for scrutiny”. This report seeks to consult Members on any recommendations it may wish to make to Cabinet prior to the budget setting process for 2014/15.

Background

3. For the 2010/11 financial year, this Committee decided not to recommend any change to its then existing base scrutiny support budget, which stood at £15k. The Budget Council meeting, however, in February 2011, agreed to cut that support budget, as part of a savings exercise.
4. The then Budget Council decision was taken against an understanding that there had, in reality, been little spend against the scrutiny support budget for the previous 3 to 4 years. This was with the notable exception of a consultation survey undertaken in relation to a scrutiny review into traffic congestion and its impact.
5. Subsequently, at Budget Council in February 2012 and upon the recommendation of the then Scrutiny Management Committee, Council agreed to reinstate a small support budget for scrutiny research work associated with reviews, in the sum of £5k.
6. Since that budget has been provided, Corporate & Scrutiny Management Committee has agreed, in principle, to allocate £1k each to the Standing

Scrutiny Committees for use in supporting any research associated with scrutiny reviews.

Analysis

7. To date in the current financial year, total spend against this budget has been £380.00. Largely, this is in relation to sessions held with a variety of consultees on scrutiny reviews and in particular around the collective late night economy review.
8. In 2012/13, the spend against this budget was £1,500 in relation to the workshop design and facilitation for the still ongoing personalisation review conducted by a Task Group of Health Overview & Scrutiny Committee.
9. Members should also be aware that historically, too, spend against this budget, when available, has been very little over the last few years, as follows:

2007/8 - £93

2008/9 - £620

2009/10 - £41 + £17k

2010/11 - £380
10. In 2009/10, a special carry forward to the budget was agreed by Council for the specific purpose of undertaking a public consultation survey in relation to an ongoing review at the time relating to traffic congestion.
11. Despite the comparatively low spend on external research support for scrutiny over the last few years; it does not appear, on the face of it, to have had a noticeable impact on Members undertaking scrutiny reviews. Following a work planning session with Cabinet and Scrutiny Members in May 2013, the Scrutiny Committees are proceeding with the following scrutiny reviews during the current year:

CSMC

Equalities Review

Standing Overview & Scrutiny Committees

Each of the four Overview & Scrutiny Committees are involved with work on their individual night-time economy scrutiny reviews in support of the

corporate review theme agreed by Corporate & Scrutiny Management Committee.

Health

Personalisation Review

Men's Health Review (deferred after one Task Group meeting).

Community Safety

Domestic Waste Review

A-Boards Review

Learning & Culture

School Meals Review

Careers, Education, Information, Advice, & Guidance Review (approved by Cabinet on 5 November 2013)

Economic & City Development

Construction Skills Review.

Online Business / Ecommerce Skills Review (Task Group to be appointed 28 January 2014)

12. In addition, the Committees continue with a range of overview activities. In the case of Health and Community Safety, these Committees are also continuing with their statutory overview responsibilities in relation to health and crime and police affairs.
13. Given the explosion in the use of IT facilities and in the internet in recent years as essential research tools, it is noticeable that there has been less need to 'buy in' paid external research in relation to the chosen reviews over the last few years. Traffic congestion being a notable exception, although on that occasion, the specialist consultant used gave his time freely in support of that scrutiny work

Consultation

14. No consultation is required on this report at this stage, given that it provides this Committee with their constitutional opportunity to consider making a recommendation to Cabinet for a budget for scrutiny.

Options

15. (i) Having regard to the analysis section in this report, to note the position and recommend to Cabinet not to provide any budget specifically to support external research and consultancy work for scrutiny in 2014/15 onwards; or
- (ii) To recommend Cabinet retains the current budgetary support for external research and consultancy work, explaining why; or
- (iii) To recommend Cabinet increases the current budgetary support for external scrutiny research/consultancy, explaining why and suggesting an appropriate figure

Council Plan 2011-2015

16. Whilst this report does not in itself materially affect how the work of scrutiny can support and develop the Council's overall priorities set out in the Council Plan 2011-2015, how scrutiny organises itself, selects and conducts its reviews could have a significant impact on how it contributes to the Council's development.

Implications

17. **Financial** – There would, of course, continue to be some financial impact should this Committee recommend continuing with a scrutiny research support budget, if Cabinet supported that proposal. If funding continues at a comparatively low level as currently provided, then that impact of course is minimal in comparison to the potential benefits of receiving expert support, where required.
18. There are no Human Resources, Equalities, Legal, Information Technology, Crime & Disorder or other implications associated with this report. Constitutionally, this Committee has the right to recommend to Cabinet an appropriate budget to support scrutiny research.

Risk Management

19. Clearly, this Committee needs to address what it believes the current and future needs of scrutiny may be, taking into account the historical levels of spend in the area concerned and any potential impact on improvements to Council performance. Based on previous years level of spend in this area, including the existing financial year, there is a risk that any budget allocation made in the future could largely remain unused.

Recommendations

20. Members are asked to consider whether they wish to make a recommendation to Cabinet in relation to a scrutiny support budget for use on external consultation/market research, for consideration as part of the Council's budget setting process for 2014/15.

Reason: To address the Committee's constitutional right to comment to Cabinet on setting the above scrutiny budget

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Report Approved **Date** 8 January 2014

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Wards Affected:

All

For further information please contact the author of the report

Background Papers: None

Annexes: None

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Corporate and Scrutiny Management Committee**13 January 2014**

Report of the Assistant Director for Finance, Property and Procurement

Procurement and Commissioning Scrutiny**Summary**

1. The Corporate and Scrutiny Management Committee has identified Procurement as a scrutiny topic for 2013/14. No particular focus has been identified so this report provides an overview of the strategic approach being taken by City of York Council regarding procurement and commissioning and gives an update on progress in delivering the agreed strategy.

Background

2. In April 2012 Cabinet agreed a Procurement and Commissioning Strategy for 2012 to 2014. This set out a vision

“To work together with partners and suppliers to develop imaginative commissioning and procurement solutions that deliver quality, value for money goods and services and deliver broader economic social and environmental outcomes”

3. The Strategy is attached as Annex A and it sets out a transformational approach to ensure we get best financial, social economic and environmental value from our spend on goods and services.
4. Procurement and Commissioning is also a part of the current Business Support review which is being undertaken. The purpose of including it within this review is twofold, to review progress in delivering this strategic agenda and to explore how the whole organisation will create stronger links between our activity as commissioners of services and our commercial activities to source from an increasingly complex market.
5. In 2012/13 the Council spent in the region of £120m on goods and services. This is both revenue and capital and covers spend across General Fund, HRA and DSG. In this year this includes significant one off

capital spend on West Offices. Clearly spend on this scale is a priority for CYC when looking to reduce costs and deliver effective services at a time of severe financial constraint

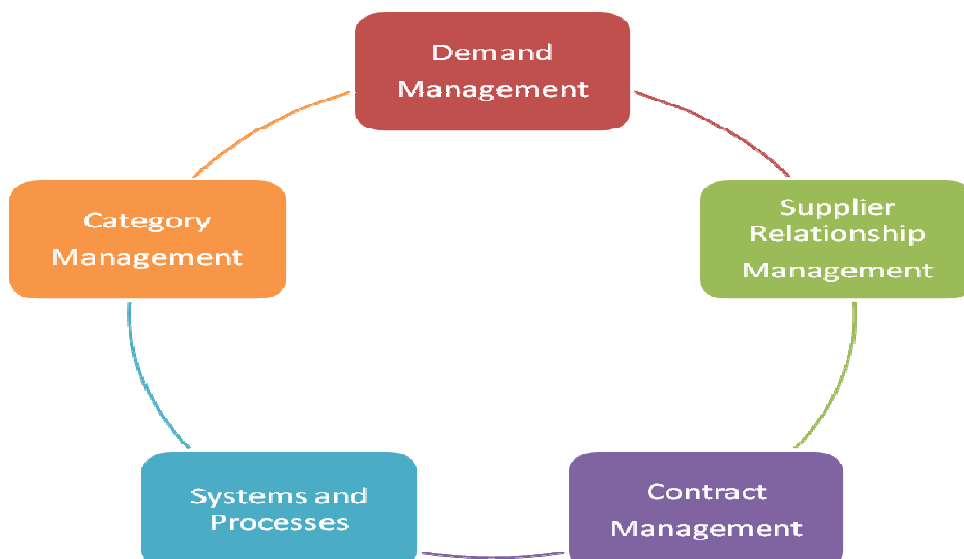
6. The approach taken to procurement within CYC is a hub and spoke one with the vast majority of procurement and commissioning activity taking place within the individual business areas with advice support and commercial challenge being provided by a modestly scaled Commercial Procurement Team with :-
 - Head of Commercial Procurement G12
 - 4 Category Managers G10/11
 - 3 Category Officers G6
 - 1 Compliance Officer/analyst G8

7. The team has experienced turbulent turnover rates over the last 12 months with all senior staff either leaving or being seconded to other roles. An Interim Head of Service has led the restructure and recruitment activity to put a new team together. We face increasing difficulty in recruiting to commercial roles which have direct comparators in other sectors and whose skill set is commercially valuable. We have however had significant success in developing our own talent with the recent appointment to permanent roles of two apprentices.

The Strategy

8. The Strategy sets out the main blocks of the approach being adopted and below is a summary of progress made and outstanding actions.

Commercialising our procurement activity



9. In order to proceduralise an organisation wide approach the Commercial Procurement Team is developing a series of Toolkits for the business to use which will be launched in the first quarter of 2014. Through a combined use of the above technical commercial procurement approaches we are improving the effectiveness of our procurement. This will enable better procurement across all spending areas.
10. We have introduced Category management – the Commercial Team are now structured to reflect the categories of goods and services we buy rather than the directorates who buy them. The categories are set out below

<ul style="list-style-type: none"> •Road, footway & hard surface construction & maintenance •Open spaces/ Landscaping •Building & Construction & maintenance services works. •Mechanical & Electrical •Plant •Materials •Vehicle Purchase •Vehicle Hire •Vehicle Maintenance •Workshop Consumables •Workshop Equipment •Fuel 	<ul style="list-style-type: none"> •Utilities •Cleaning Services •Security •Planned & Reactive Maintenance •Capital Works (minor works) •Disability Adaptations •Removal Services •Equipment Maintenance & Disposal •Catering & Hospitality •Environmental Services •Burial & Cremations •Leisure Services •Grounds Maintenance •Waste Management 	<ul style="list-style-type: none"> •IT Hardware •IT Software •Bespoke Equipment •Stationery •Corporate travel & accommodation •Office Equipment •Insurance •Postage & Couriers •Travel & Accommodation •Printing •Advertising & Marketing •Consultants & Interims •Legal Services •Training •Translation services •Professional Fees •HR Services •Consultants •Books •Operational Equipment 	<ul style="list-style-type: none"> •Residential Care •Day Care •Domiciliary Care •Addiction Care •Supporting People •Respite Care •Home Support Service •Foster Care •Outreach Services •Parenting Services •Youth Offending Services •School Business Support •School Services •Prevention and Support Services •Public Health •Transport Services •Residential Care •Day Care •Domiciliary Care •Addiction Care •Supporting People •Respite Care
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11. Each Category will have a contracts register and Category structure and a plan to manage the commissioning requirements for each of the Service Areas within each Category. This structure was put in place over the summer and Directorates have now been engaged with the principles.

12. Moving forward, Category Managers will work with relevant stakeholders for their area to develop a rolling plan of activity which will feed into category management plans which are to be maintained by each Category Manager. Delivery of activities will be tracked using the new work plan and benefits realisation will also be tracked in order to capture efficiencies delivered by the procurement team. Each savings target will have a supporting strategy that can be signed off by key stakeholders prior to any activity and Finance will be engaged early in the process to ensure that all benefits are tracked and realised.
13. We are developing Category Management training for differing audiences: high level strategic impact of Category Management for senior management, AD's; Operational impact for commissioners, purchasers within CYC
14. This will bring about greater aggregation of spend, reduce off contract spend and drive out greater efficiencies. It is a new and more challenging approach and it will take CYC time to develop the required skills and ensure that the Commercial team have earlier involvement of Procurement in the scoping phase of commissioning.
15. We are reviewing Contract Procedure Rules to incorporate Category Management Plan and Procurement Plans within the rules and requirements for each Service Area to understand and manage its commissioning requirements
16. Financial systems – The Commercial team are supporting the Procure to Pay (P2P) programme to improve processing efficiency and controls. We are mid implementation of a new Supplier and contract management system which will give greater internal and external transparency and control of existing contracts and forthcoming tenders.
17. Supplier Engagement is an essential part of an improved commercial function. 7 key areas have been identified for delivery
 - a. Developing the local supply chain through Bidders Days – outline the requirements of procurement exercise early, give bidders more clarity on what we are wanting to procure, gives them the opportunity to ask questions in an informal way
 - b. One to One – opportunity to talk through contracts/future works, two way conversation surrounding processes, discussion on potential savings
 - c. Performance Reviews – developed with suppliers as they felt that after contract award, no constructive engagement was being carried

- out.
- d. PQQ/ITT Workshops – talk through these processes, explain why we use them, guidance on how to submit etc.
 - e. Working for York – who we are, what we buy, why we buy it, how we buy it
 - f. Rotation System – we currently have 270+ suppliers registered under the works category, rotation policy needs to be developed, ensures completion and drives efficiencies.
 - g. Standard KPI's – in consultation with key contractors develop standard KPI/MI recording processes. Will feed in to rotation system.

Delivering Social Economic and Environmental benefit

- 18. The Strategy commits us to a tailored approach so that we achieve the optimum mix of social economic and environmental benefits. There is a strong commitment to the use of our supply chain spend to bolster the local economy. This is being achieved through a range of engagement mechanisms with local companies as outlined earlier in the report but also through the tailoring of the approach used for each tender. If we believe that the tender could have strong and competitive local bidders then the assessment criteria will be shaped to give weighting to the use of local labour/creation of local jobs. Local SMEs will be targeted in invitations to tender (below EU limits) or made aware of the EU tender for larger pieces of work.
- 19. The council has also taken a strong stance in using procurement to support its policy agenda and to create a synergy between the principles it applies to the operation of internal services and the broader social outcomes arising from its supply chain spend (within the constraints of EU legislation)
- 20. This has been particularly evident through the adoption of the Living Wage and gaining accreditation from the Living Wage Foundation which has enshrined a commitment that any procurement of services for CYC will give priority to suppliers that pay the Living Wage to staff working wholly for CYC or on CYC property. This again has to be carefully handled as there are restrictions placed upon this by EU competition laws.
- 21. All contracts being let through the procurement team are now considered as to whether or not LW clauses should be applied. Generally, all services that are mainly people-based (such as cleaning, catering etc) rather than goods based (stationery purchases) will include contract mechanisms to improve pay to LW levels. This may be on a three-year

programme or through contract cost reviews.

22. One of the priority toolkits will be the ethical purchasing toolkit. This will cover issues such as:
 - Fairtrade
 - Equalities
 - Living Wage
 - SME's and Localism Agenda
 - Low, zero and negative carbon products and services
23. With regard to Equalities we have begun a programme of workshops to be held with suppliers and client teams focusing on "making equalities real". This will look at who we invite to tender and on-going ways we can improve equalities through our contracts. The emphasis will be on increasing opportunity and equality at all levels of an organisation by pooling resources from across the Supplier base. For instance, a large trans-national supplier may be able to offer placements to an under-represented group but may not have the expertise to do so, whereas one of our suppliers may have the expertise but not the opportunity. By linking these two together, progress can be made, ensuring CYC's spending power is being harnessed in the best possible way.
24. With regard to environmental considerations we are funnelling as much as possible through frameworks which insist on environmental credentials. We have also, wherever possible, implemented better working patterns for things like deliveries (i.e. minimum order values and fewer delivery days to save on carbon). We have also put clauses into contracts to mandate suppliers to further suggest improvements at regular contract reviews. On many of the goods-based contracts, saving carbon and saving money go hand-in-hand and there is plenty of industry best practice that we require and investigate when setting such contracts up.
25. A good example of the ethical approach is outlined in how we selected a contractor to take office waste during the West Offices moves. Amaryllis were selected because of their approach to recycling office furniture. Amaryllis reconditioned units using their prison work programme Reform, which gives skills and training to prisoners which ensuring minimum waste of items.

Integrating Commissioning and Procurement activity

26. The new Transformation programme will be picking up the work done to date as part of the Business Support review regarding the future operating

model for procurement and commissioning activities. This work will commence in the New Year and will eventually feed into a refresh and development of the Council's Procurement & Commissioning Strategy for 2014 – 2018. This will also reflect progress made in delivering both the ethical and efficiency agenda.

Council Plan

27. The Procurement and Commissioning Strategy sets out how procurement can be central to delivering the Council Plan through

- Focussing expenditure on our priorities and avoiding spend on things which are inessential or merely “nice to have”, whilst ensuring that all specifications are driven by customer requirements
- Protecting vulnerable people through sourcing appropriate levels of quality goods and services.
- Delivering excellent value for money
- Supporting the local economy
- Building strong communities by encouraging innovation, providing opportunities for local people to be engaged in designing and delivering services
- Collaborating with other public sector organisations to ensure maximum benefit for York
- Protecting our local environment by ensuring we source sustainable goods and services and build carbon reduction targets into our contracts.

28. Implications

Financial – Effective Procurement is a prerequisite to delivering the Council's Financial Strategy. There are no financial consequences arising from this overview report.

Human Resources (HR) - There are no HR implications arising from this report

Equalities - Covered within the body of the report

Legal - All legal implications from individual procurements are dealt with on a project by project basis and there is close working between the Commercial Legal team and the Commercial Procurement Hub. There are

particular legal implications regarding the implementation of ethical procurement - these are covered in the report.

Information Technology (IT) – None

Property – None

Risk Management- failure to manage procurement activity effectively could give rise to the risk of legal challenge from poor procurement practices under EU law. Poor procurement practices are also likely to be highly inefficient and could waste money.

Recommendations

29. Members are asked to consider the content of this report and identify any areas where a more detailed review might be desired.

Reason: To ensure that there is effective scrutiny of the development of the commercial procurement and commissioning activity within the Council.

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Report Approved Date 2 January 2014

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

For further information please contact the author of the report

Annexes

Annex A - Procurement and Commissioning Strategy 2012-14

Glossary of Abbreviations:

HRA – Housing Revenue Account

DSG – Dedicated Schools Grant

AD's – Assistant Directors

PQQ/ITT - Pre-qualification Questionnaire/ Invitations to Tender

KPI's – Key Performance Indicators

SME's - Small and Medium size Enterprises

EU – European Union

LW – Living Wage

PAP – Procurement Activity Planning

VCS - Voluntary and Community Sector Organisations

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Procurement & Commissioning Strategy

City of York Council 2012- 2014

Vision

To work together with partners and suppliers to develop imaginative commissioning and procurement solutions that deliver quality, value for money goods and services and deliver broader economic social and environmental outcomes.

Context

City of York Council (CYC) has historically spent approximately £120 million each year on goods and services that contribute to the delivery of services to the residents of York. The deficit reduction programme initiated by the Government has had a massive impact upon CYC. Reductions to core budgets and withdrawal of grants have necessitated savings of £21m this year. This is only the beginning. Further budget reductions will continue to affect us for the next three years. In 2012-2014 an additional £22m of savings are needed, a position made worse by the reduction in available capital budgets. It is therefore a necessity that we spend less, year on year, on goods and services.

These severe reductions in funding come at a time when the demand for Council services has never been greater. With an

ageing population and an increasing number of looked after children, social care spend is growing. The economic downturn is also creating pressure on vital income budgets. With funding cuts of this magnitude it is not possible to simply tighten our belts.

We will need to rethink the services we deliver; ensuring that they are both cost effective and that they address the needs of the residents of York at a time when every pound spent must deliver real value. Effective procurement has therefore never been as important. We need to spend money only on things that deliver real value to the people of York. Goods and services need to represent good value for money, to be of an appropriate quality and to represent the best deal available.

Procurement will help us to deliver our broader objectives and support our values. A commitment to sustainability, fairness and the development of our local economy will be built into our purchasing decisions. We will develop a mixed economy of delivery, with the Council commissioning services from those who are best placed to deliver them effectively, across all sectors, private sector or community and voluntary sector.

It is essential to balance cost and quality in the procurement of all goods and services. Clearly identifying needs, making the most of our buying power, using competition to drive down costs, shaping markets to deliver what we need and ensuring that we get what we pay for, are all important parts of excellent procurement. Economic considerations must be balanced with the

need for environmental and social outcomes. This must all be done within the bounds of European Union (EU) Procurement legislation within which we will explore the potential for encouraging local sourcing and the use of local labour. We can build in measurement of broader social outcomes or carbon reduction targets alongside more traditional measures of cost and quality.

Council Priorities

Commercial Procurement will support the delivery of the Council plan by:

- Focussing expenditure on our priorities and avoiding spend on things which are inessential or merely “nice to have”, whilst ensuring that all specifications are driven by customer requirements
- Protecting vulnerable people through sourcing appropriate levels of quality goods and services.
- Delivering excellent value for money
- Supporting the local economy
- Building strong communities by encouraging innovation, providing opportunities for local people to be engaged in designing and delivering services
- Collaborating with other public sector organisations to ensure maximum benefit for York
- Protecting our local environment by ensuring we source sustainable goods and services and build carbon reduction targets into our contracts

A New Approach

This strategy responds to the growing challenges faced by the Council. It represents a significant departure from the more traditional public sector procurement approaches, grounded in compliance.

The Council’s procurement and commissioning activity will be driven by 6 objectives

Commissioning & Procurement

The activities involved in identifying and defining the goods and services we need to buy, or indeed deliver ourselves, is the key starting point for subsequent procurement activity. Our commissioning and procurement activities will work in an integrated way, informed by our business intelligence, and will be actively shaped and designed by our service users and partners. Specialist commissioning skills will be augmented by specialist procurement skills to achieve the best results and outcomes for our residents.

Delivering Quality & Value for Money

Our procurement and commissioning activity will deliver value, both financial and social, ensuring that the maximum benefit is achieved throughout the life of the contract and that whole life costs and broader social benefits are delivered throughout the procurement process.

We will procure goods and services which meet the quality criteria to deliver our

desired outcomes. We will manage contracts and supplier relationships to ensure the benefits of contracts are delivered throughout the lifetime of the contract.

We will not operate approved supplier lists but may, where appropriate use framework agreements. Decisions will be taken on a case by case basis to ensure fairness and transparency to all potential providers.

Social, Economic & Environmental Benefits

In addition to considerations of cost and quality we will use commissioning and procurement to achieve social, economic and environmental outcomes. We will carefully manage the risks of each procurement, balancing compliance and control with the potential to innovate and achieve more significant savings and social outcomes.

We will work towards the adoption of an approach for addressing low pay, for example, a living wage in all services contracts. This is a journey and we will need to work with suppliers to develop their business models in order to comply with this ambition.

We will embed the principles of the Single Equalities Act in all tenders and contracts. We expect our suppliers to support our commitment to equalities, to be responsive to the needs of our communities, to ensure services are accessible to all groups and are appropriate to those with differing needs, to

commit to developing a diverse and inclusive workforce

We will ensure that opportunities to promote and encourage local economic growth are built into appropriate contracts whilst ensuring compliance with EU legislation. When contracting with national/international suppliers we will encourage them to engage York's local providers in the delivery of services e.g. through offering apprenticeships and sub-contracting with local SME's and the VCS .

We will ensure that (where relevant to the subject matter of the contract) sustainability criteria are built into our procurements e.g carbon reduction measures.

We will tailor our procurement approach so that we achieve the optimum mix of social economic and environmental benefits.

Developing our markets

We will work with existing and potential suppliers to ensure there is market capacity to deliver our requirements no matter what size of organisation we are procuring from. We will identify where market capacity may be weak and where new markets may need to be developed in order to deliver against our requirements. This approach aims to encourage new, innovative supplier and delivery models and restrict dependence on a small number of suppliers.

Through the use of open innovation forums we will explore the innovative ideas of potential suppliers to solve our problems.

Collaboration

We will collaborate with public sector partners in the city, in the region and nationally to share best practice and seek out opportunities to jointly commission and procure goods and services to maximise financial benefit and avoid duplication. Strategic collaboration will enable all partners to identify joint outcomes and approach the market for innovative solutions which will deliver long term wide ranging benefits.

CYC will explore new models of service delivery and will work with communities and suppliers to establish new and innovative procurement approaches

We will encourage a diverse range of suppliers to work with us, including consortiums and social enterprises of all kinds in order to deliver social value and allow opportunity for suppliers without an existing relationship with us to have the same opportunity as incumbents. It will encourage innovative ideas and delivery models.

Effective Planning

We will embed the Procurement Activity Planning (PAP) alongside budget and service planning. These detailed forward plans of procurement activity across CYC will set timescales and resources and will be

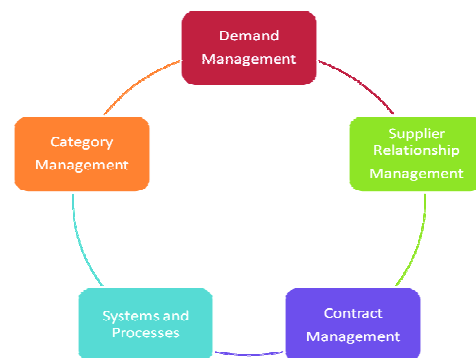
monitored by each Departmental Management Team. This will enable us to combine our own spending power, collaborate with others and engage the market and our communities to explore innovative solutions.

A list of existing contracts and details of the Procurement Activity Plan will be published on the Council website to allow suppliers time to prepare, innovate and collaborate. We will provide objective feedback to all bidders so they can learn from the process.

We will align major procurement activity with the Council's business planning systems.

The Commercial Approach

All of these principles will be delivered by adopting the following commercial procurement approach.



Demand management

We will only buy what we really need and make sure that the level of quality we specify is good enough to do the job over time but not better than we need. We will

eliminate unnecessary spend, remove waste and reduce the overall amount of money being spent on goods and services. We will apply the key principles of Demand Management which are:

Eliminate – is the requirement really needed or can the consumption be stopped?

Replace – can we use lower cost or more effective alternatives?

Reduce – can we use less of a product or service?

Category Management

By grouping together products and services according to their function (e.g. travel, construction etc) across the whole Council (or in collaboration with other organisations) we can manage the overall spend and maximise our buying power and achieve economies of scale.

This does not mean that we just let a small number of huge contracts but that we ensure tenders are structured in a way that provides a level playing field for all potential bidders irrespective of size.

Supplier Relationship Management

We will build strong, long term, positive relationships with our suppliers across all sectors, not just when actively procuring goods and services but also when

considering alternative delivery models e.g. social enterprises.

We will establish strategic relationships with suppliers to ensure that both parties are delivering against the commitments within the contract and also build upon mutual experience and knowledge to embed continuous improvement practices throughout the contracted period and beyond. Effective engagement with suppliers will also inform future specifications to ensure we are approaching the market with requirements that meet our needs and are commercially attractive to the market, and therefore generate value for money contracts that can be successfully delivered.

Our procurement and commissioning activity will be driven and informed by engagement with customers and our partner organisations.

Key components of supplier relationship management are:

- Understanding of individual supplier capabilities and capacity and ensure that suppliers deliver to their full potential
- Overall performance management of suppliers
- Building strong, durable relationships with key suppliers

- Managing continuous improvement in activity and capability
- Working to develop the market where there are gaps in supply for current or known future markets.

Contract Management

By managing contracts from the point of award until expiry, we will be able to ensure we get what we pay for and that suppliers perform well and consistently over time especially as contracts evolve to match the changing needs of our services. This will ensure contracts continue to deliver over the lifetime of the agreement.

Making it easy to do business with us

Implementation of a new supplier and contract management system in 2012 will enable suppliers to update their information and load copies of relevant certificates and policies (e.g. insurance and health and safety) to help simplify the tender process and remove multiple requests for the same information each time we are tendering. This will reduce the time required to tender for all suppliers but especially SMEs and VCS providers.

By providing potential suppliers with accurate information about our requirements we will simplify and coordinate procedures for doing business with the Council. We will work

collaboratively to agree effective contract monitoring arrangements.

We commit to making all procurement activity fair and transparent and encourage a diverse range of providers to bid for work irrespective of size and regardless of value.

All CYC staff involved in commissioning and procurement will be trained to ensure that we have a consistent approach to all our procurement activity.

A suite of standardised documents and contracts will be developed for use across the Council to ensure consistency and to make the procurement process more accessible to suppliers.

Deliverables

We will :-

- have a rolling 12 months Procurement Activity Plan
- Reduce our overall spend on goods and services
- Reduce our uncontracted spend
- Implement a new Supplier and Contract Management System
- Build a skilled professional procurement and commissioning network – internal and external
- Active collaborative procurement with partners
- Increase the proportion of CYC spend with local businesses
- Contract with a wide range of organisations from different sectors

- Performance manage and realise the benefits of all contracts

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Corporate & Scrutiny Management Committee 13 January 2014
Report of the Loans & Grants Scrutiny Task Group

Loans and Grants Scrutiny Review – Draft Final Report

Summary

1. This report presents the review findings from the recently completed Loans & Grants Scrutiny Review, and asks this Committee to endorse the review conclusions and draft recommendations ahead of their presentation to Cabinet early in 2014.

Background to Review

2. In January 2013 the Corporate & Scrutiny Management Committee considered a scrutiny topic submitted by Cllr Healey and Cllr Runciman on how loans/grants from City of York Council (CYC) to outside organisations were being monitored. The topic was submitted as a result of the collapse of the North Yorkshire Credit Union, for which the Committee were informed there was an ongoing investigation.
3. The Committee agreed they would like to receive an update on the results of the investigation into the collapse of the North Yorkshire Credit Union, on its completion. However, they agreed the focus of the scrutiny review should be to look forward to provide guidance on best practice for monitoring future grants/loans provided by the Council.
4. On that basis, the Committee agreed to proceed with the review and set up a Task Group of the following Members to carry out the review on their behalf:
 - Cllr Chris Steward
 - Cllr Ruth Potter
 - Cllr Carol Runciman

Information Gathered

5. An initial meeting of the Task Group held in March 2013 established that the issuing of loans and grants was not overseen by the Corporate Finance Team and in most cases the decision was taken at Directorate level with no central record of all the loans and grants made each year,

other than the information recorded on the Financial Management System.

6. The Task Group considered a list of all the loans and grants made by the Council in the financial year 2012-13 and randomly chose six for further analysis and scrutiny – see a list of those below:

Description	Original value of loan / grant	Grant or Loan	Current amount O/S
Bike Rescue	30,000	loan	22,443.36
Codebreaker Ltd	2,100	loan	2,100
York Homestart	26,636.85	grant	n/a
Homelessness Strategy	325,927.78	grant	n/a
Parenting Commissioning Programmes	2,500.00	grant	n/a
Warm Homes, Healthy People	15,491.25	grant	n/a

7. In May 2013, the Task Group received detailed information on each of their chosen loans/grants as shown below:

8. Bike Rescue

This loan was provided to the Bike Rescue Project in March 2010. The full reasons for the loan were outlined in the report to Cabinet on 2nd March 2010, but in summary it was to cover a shortfall in funding to convert a former electricity sub station into a secure cycle park at Lendal Bridge. The total project cost was £300k of which £270k was funded through the Local Transport Plan.

9. The Cabinet report provided a full analysis of the potential risks and how these would be mitigated. It also set out the reasons for offering a loan rather than a grant.

10. The loan is being repaid on a monthly basis, with interest being charged at 4.43%. It is monitored by Property Services who are in regular contact with Bike Rescue.

11. Codebreaker Ltd

The loan was originally awarded in May 2007 as part of the Council's 2006/07 support to Voluntary and Community Organisations and was approved by the service manager at that time. The loan was to help with the cost of attending a Rugby Festival in France on the basis that it provided benefit as a cultural exchange and would secure the future of French teams travelling to York in future years. The monitoring arrangements included measures to identify the number of children

participating in sport and the diversity of the teams participating in local tournaments.

12. The organisation signed a loan agreement agreeing to repay the loan in 3 instalments over a 9 month period meaning the loan should have been repaid by February 2008. However, the organisation defaulted on the loan and the Council was not been able to recover the outstanding payments. The loan was written off in November 2012.
13. York Homestart
Homestart is a family support charity which works with families and children providing preventative early intervention work to reduce the risk of children becoming looked after. This activity is an integral part of the Council's multi agency strategy of Keeping Families Together and this provider works with CYC Children's Services under a funding agreement / Service Level Agreement (SLA) to deliver this.
14. In terms of monitoring, a CYC employee is on the governing board and all payments made are authorised by the Assistant Director.
15. Homelessness Strategy
The Homelessness Strategy grant is a national programme funded by the Department for Communities and Local Government. The funding covers a wide range of projects, some of which are Council run, or internal, services, as summarised in the following table.

Summary of Homeless Strategy Grants	£
Bond Guarantee Scheme - Internal	5,000
Nightstop - SASH	15,000
Foundation - Youth Worker	17,448
Howe Hill Young Persons Hostel - Internal	26,000
Mortgage Rescue Post - Internal	15,000
Mortgage Rescue Cases	15,000
Single Access Point - Internal	18,000
Yorhome - Internal	20,000
CAB Housing and Debt project	35,500
Peasholme Charity (resettlement centre)	91,019
Salvation Army Early Intervention & Prevention Team	87,992
Salvation Army -travel warrants	5,000
Keyhouse - legal assistance	5,000
meeting and training	1,200
IDAS multi-agency training	500
Severe weather	700
Homeless strategy consultation	1,500

Elderly persons leaflet / road show	300
Housing Options Worker - Internal	28,000
Total	388,159

16. Overall, the purpose of this funding is to help achieve the Council's statutory duty to the homeless. The grant was originally paid as a rough sleeper grant which was subsequently merged into a homeless prevention grant. Grants are given to various internal and external organisations to provide services that will either prevent homelessness or are directly provided to those customers who are homeless. The services provided are directed through law, Department of Communities & Local Government directives and locally by the Homeless Strategy as approved by Cabinet.
17. The main emphasis of the funding has been to reduce the number of rough sleepers and reduce the numbers of homeless living in temporary accommodation. Reports are provided to Cabinet annually to report progress and recent reports show success in both these areas. In addition, homelessness statistics are provided to Government on a quarterly basis to monitor progress and services are required to submit quarterly reports setting out the numbers of people accessing services.
18. The performance of all projects is monitored regularly and in 2010/11 this process picked up some concerns regarding the vulnerability of the CAB Bond Guarantee Scheme due to reliance on 1 staff member (e.g. at times of absence) and cost saving exercise. As a result, and following discussion with CAB, the decision was made to provide service in house and the grant funding was released to support new initiatives in Young Persons accommodation.
19. Parenting Commissioning Programme
The funding concerned is given to Relate for the 'Delivering the Storm' programme for parents of teenagers. The programme covers a need identified, in partnership with community colleagues, for sex and substance misuse education for parents of teenagers. The programme is an option for faith schools as it is perceived to focus more on relationships than 'activities'. It therefore supports the equalities agenda.
20. The funding covers 2 programmes each working with up to 20 parents. It is financially bench-marked against other parent programme delivery and is verified as delivering good value.

21. The multi-agency Parenting Steering group, which comprises local partners and providers, is consulted on the funding. The delivery partner is recognised as having particular skills and experience in this particular element of support.
22. The funding is approved by the Strategic Planning and Commissioning Manager and Parenting Programme manager under CYC financial regulations. There is an SLA for the funding.
23. The programme is monitored in the following ways:
 - For content initially, it is a nationally recognised programme, delivered by a nationally recognised voluntary organisation
 - For take-up through reports on attendance
 - For effectiveness through reports from the schools involved (3rd party evaluation).
24. This close monitoring minimises the risk to the Council along with payments being made in arrears. Identification of poor delivery would lead to measures to improve or curtail future delivery.
25. Warm Homes, Healthy People
The Warm Homes, Healthy People grant is a national programme funded by the Department of Health.
26. This grant has 2 key aims;
 - Increasing the capacity of the existing First Call Age UK 50+ (FC50+) signposting and information service.
 - To build on the network of community volunteers within the city to ensure older residents stay safe, healthy and warm by signposting to the FC50+ service.
27. There were conditions attached to the funding provided, including:
 - Ensure all care agencies, statutory & voluntary partners and community networks are aware of the 'Get Ready for Winter' checklist with a specific aim to distribute 1000 check lists.
 - Minimum of 100 Free Home Energy Audits provided to older and vulnerable people.
 - Provide and publicise checklist and contact list.
 - Increase hours of FC50+ service during extreme weather.
 - The provision of:
 - A vital shopping service, prescription collection, general monitoring and support to engage services of plumbers, etc.
 - 100 emergency packs.

- 25 emergency heaters on short term loan if boiler breaks down.
- Emergency fund to provide small loans to enable boilers to be repaired quickly.

28. The delivery is monitored by regular meetings with Age UK and specific information is provided on the targets outlined above. The allocation of the funding is agreed by a panel including representatives from Public Health, Neighbourhood Management and the Yorkshire Energy Partnership.

Analysis

29. The Task Group learnt that the process of seeking out the information on the above loans and grants had highlighted some incorrect coding which had made it difficult for the Corporate Finance Team to produce a comprehensive list directly from the finance system. Therefore, in order to be able to support the work on this review, the finance team had to review all their records of the council's loans and grants and identify and correct all the coding errors. They also agreed a common approach for the future to enable a clearer and more transparent picture of the Council's loans and grants at any given time.

30. In regard to the Codebreaker Loan referred to in paragraphs 10-11 above, the Task Group queried what steps had been taken to recover the outstanding balance on the loan, and learnt that initially numerous attempts were made by an officer in the Leisure admin team to contact the company, but on each occasion they were unable to speak to anyone. This prompted the raising of a debtors invoice on 3 September 2010 addressed to the individual at the company who had completed the loan agreement.

31. In turn, this initiated the council's debt recovery procedures i.e.:

- A reminder letter was sent out 28 days after the invoice
- On 15 October 2010 a legal letter was sent out
- On 21 October 2010 a further legal letter was sent
- The invoice was put on hold but on 1st March 2011 it was taken off hold when another letter was issued
- On 10 March 2011 the customer rang disputing the invoice – this prompted the invoice being put on hold again
- On 28 April 2011 the invoice was taken off hold and another letter issued
- This prompted the customer to ring again disputing the invoice
- In March 2012 the debt was passed to bailiffs for recovery

- In July 2012 proof of debt was received and the company went into administration which resulted in the invoice being recommended for Write off.

32. Having considered all of the information on their chosen loans and grants (as listed above), the Task Group recognised there were a number of common and recurring issues. This raised a number of questions and finance officers were charged with providing additional information on the following:

- The application and assessment process for loans and grants.
- How associate risk is assessed
- The Mechanics of setting/calculating interest rates
- The measurable targets set for monitoring outcomes
- The monitoring of loans and grants
- Debt recovery procedures, including disputes

Additional Information Gathered

33. Grants Application Process

The Task Group were aware there were numerous ways in which organisations could access grant funding from the Council and officers provided the following information on 'Community York' as an example.

34. 'Community York' is a grants fund recently created by City of York Council that brings together a number of existing funding streams for voluntary sector organisations in the city. The fund was set up to ensure that CYC investment in voluntary sector grant funding is managed in a cohesive and transparent manner which ensures the greatest impact and value for money for residents of York.

35. The fund has two distinct aims:

- Provide high quality additional services to York residents in line with the four "Community York" themes
- Support voluntary sector organisations to deliver outcome-focused services with demonstrable impact

36. The Task Group learnt there was no overarching council wide process in place for allocating and managing grants, but they were informed that work was ongoing to update the Council's financial regulations to include a section specifically dealing with grants.

37. Criteria for Awarding a Grant

The Task Group learnt that the Council no longer had a dedicated grants officer, and grants were now being issued by individual managers based on criteria they determined locally. This meant there were a number of budgets from which grants could be issued. It was also not clear from the work on the review whether the same criteria were being used across all services.

38. Risk Assessments for Grants

The work on the review identified the assessment of risk as a weakness, given there was no clear system for risk assessment. Finance officers agreed this needed to be included within the guidance being prepared and in the revised financial regulations.

39. In regard to Grants, in light of the additional information provided the Task Group agreed that all officers should follow an approved process when making a decision to award a grant. This should include carrying out risk assessments, an investigation of the financial standing of the organisation involved and approval levels and monitoring arrangements. They therefore suggested that a corporate template be developed and written guidance be disseminated to all budget managers.

40. Assessment of Loans

The Task Group noted that the Council had granted relatively few loans and in each case they were in exceptional circumstances. Also, that in the last 3 years all loans made had been agreed by Cabinet after careful consideration of whether they offered the best value, whether their purpose met the council's priorities, or if the council could instead help the organisation access other external funding. The Task Group queried whether a sufficient assessment was undertaken as to the financial viability of an organisation and whether an appropriate risk assessment was completed in each case.

41. Interest Rates

The Task Group learnt that the interest rates applied to loans were determined on a case by case basis and that the relevant rate was included in the loan agreement. For example, the loan to Yorwaste was agreed at bank base¹ rate plus 1%. The Task group noted that no formal process was in place for setting the rate

¹ Given the historically low levels of the base rate and concern with regards to state aid (borrowing below the interest rates available on the market) the Council has set a base rate floor at 1.5%. The interest rate will therefore vary as the base rate changes, ensuring the return on a loan remains in line with economic and market conditions.

42. Debt Recovery Procedures

The Task Group noted that officers follow standard council recovery procedures and individual officers are tasked with ensuring repayments are made within their area. It was agreed that this should be made explicit within the corporate template and guidance to be introduced, and full details should be included in the financial regulations.

43. Service Level Agreements (SLAs) - Standards, Quality & Criteria Applied

At the meeting in May 2013, the Task Group queried at what level SLAs were prepared, if there was a template, if measureable targets and monitoring levels were being applied etc. The Task Group also suggested that any agreements which referred to other documents e.g. performance management, should always have those documents attached as an appendix to the agreement.

44. In addition, the Task Group agreed that as with the criteria for awarding a grant (see paragraph 39 above), it would be helpful if a corporate approach was agreed, and suggested that a template together with officer guidance notes be introduced to support the process of producing an SLA.

45. As a result, the Corporate Finance team analysed all of the SLAs in place for 2013/14, looking at the standard, quality and criteria applied etc, and provided three examples for the Task Group's consideration – see Annex A.

46. The finance Team found no standard SLA in use, and the Task Group noted that individual officers were able to construct agreements that best suited their particular service area. With this in mind, and taking into consideration the views of the Task Group suggesting a corporate approach be introduced, the Corporate Finance Manager drafted a corporate SLA template together with some guidance notes for Task Group to consideration – see Annexes B & C.

47. National Best Practice

The Task Group queried best practice by other Local Authorities and received information on the following:

- Kirklees Council has a Grant Access Point (GAP) and organisations are required to register every 3 years in order to be eligible for grant funding. Once registered, however, they can apply to any council department for funding. Registration includes gathering information about the organisations aims and governance arrangements.

- Brighton Council has lots of information about who they fund and why on their website. It sets out the amounts, when agreements will be reviewed and an officer contact within the Council for each grant.
 - North Yorkshire County Council has a grants section on their website that lists the organisations receiving funding, the amount and a brief outline of the purpose of the funding.
48. The Task Group noted that each council had a widely different approach with no one method being identified as best practice.
49. Defaulted Loans & Grants
The Task Group also queried the percentage of CYC loans/grants defaulted on i.e. in the case of a loan, how many were not fully repaid, and in the case of a grant how many did not achieve the aims outlined in the grant request.
50. They learnt there was no separate recovery route on the Council's systems to distinguish write offs of loans from other debts, so it was not possible to isolate that information. They could only be identified if the name of the organisation that had defaulted was known. However officers confirmed it may be possible to set up a separate recovery route on the systems to allow the Corporate Finance Team to identify and actively monitor this information in the future.
51. Finally, in regard to the Codebreaker Loan referred to in paragraphs 11-12 & 30-31 above. The Task Group questioned the timings for each stage outlined in paragraph 31, the reasons why the invoice was put on hold and taken off hold so many times, and what the Council was expecting to happen when the account was on hold.
52. In response, the Corporate Finance Manager confirmed that the account was put on hold in an attempt to allow the organisation more time to repay the debt. At the time, officers were trying to resolve the issue without the need for legal proceedings. With the benefit of hindsight it was agreed it was not the correct way to proceed. However, it was done with the best of intentions and was considered the best way to resolve the issue and recover the loan.

Summary of Review Conclusions

53. Having considered all of the information provided in support of the review the Task Group concluded the following:

- There are numerous ways to access Council funding and the Task Group were not confident that the same criteria was being used across all services
- There is no clear system in place for assessing the risks associated to providing a loan or grant
- Interest rates on loans are being set on a case by case basis in line with best practice
- In regard to missed loan repayments, the decisions on when to progress to each stage of the debt recovery procedure appeared to be different on a case by case basis e.g. in the case of the Codebreaker Loan. The Task Group agreed those decisions should be taken at senior officer level and recorded for transparency purposes.
- Not all SLAs included input and/or output metrics which made it difficult to assess their success in achieving the aims outlined in the grant request.
- More could be done to improve transparency for the tax payer and greater use of the Council's website could be made to share information on grants provided and available to the voluntary sector.

Review Draft Recommendations

54. As a result of their work on the review, the Task Group has agreed the following draft recommendations for this committee's consideration:
- i. An agreed common approach to be put in place for coding all loans and grants on the Council's finance system to make them easily identifiable.
 - ii. In regard to New Service Level Agreements (SLA):
 - a) Where those agreements make reference to other documents e.g. performance management information, those documents must be attached as an appendix to the agreement.
 - b) A template together with officer guidance notes to be introduced to support the process of producing an SLA, in line with that shown at Annexes B & C.
 - iii. In regard to current SLAs, the new process detail above to be implemented as part of a phased approach, as and when each SLA is reviewed.
 - iv. All Loans and grants over 100k to be agreed by Cabinet
 - v. All grants over £100k or those deemed to higher risk, to have a legally binding grant funding agreement (GFA) rather than an SLA.

- vi. The Council to make greater use of its website to share information on the loans and grants it provides, together with information on how to make loan/grant applications and details of those available to the voluntary sector.
- vii. Applications for loans should detail the applicants other attempts to find the appropriate funding
- viii. In regard to monitoring arrangement for loans – introduce a six monthly minimum requirement for reporting back on loans to a specified named officer or in the case of higher level loans, to the Cabinet.
- ix. In regard to defaulted loans:
 - a) A separate recovery route on the Council Finance system to be set up to enable the Corporate Finance Team to easily identify and actively monitor those loans.
 - b) Guidance to be given to ensure an improved understanding of the times allowed between each stage of the loan recovery process

Implications

- 55. **Finance** - The draft recommendations in this report will improve financial management and accountability for this area of expenditure.
- 56. **Legal** – In regard to recommendation (v) the introduction of a grant funding agreement for grants over £100k, in place of a SLA would be beneficial to the Local Authority as it is a more robust legally binding and enforceable document. There are no legal implications associated with the remaining recommendations arising from this review. In regard to the provision of loans and grants in general, under section 1 Localism Act 2011, the Local Authority has the power to do anything that an individual may do (known as the general power of competency).
- 57. In regard to recommendation (vi), whilst providing details of grants given on the Council's website is acceptable, i.e. the amount and who it's for, it would not be appropriate to place the full associated SLA or GFA on the website as it may contain commercially sensitive, or confidential information. The acceptable alternative to this would be to publish a summary of the agreement online containing details of the recipient, the purpose and period of the grant, the main terms of the agreement, and the agreed monitoring arrangements.

58. There are no other implications associated with the draft recommendations arising from this review.

Council Plan 2011-15

59. The review supports all of the priorities within the Council Plan as it ensures that the Council is effective in its financial monitoring of loans and grants, which in turn supports the work of external businesses, community groups, charities and other organisations.

Risk Management

60. The risk to the Council of not effectively monitoring the allocation of loans and grants and their outcomes, could result in some not achieving the outcomes that were set when the grant or loan was agreed, and/or loan repayment terms not being met.

Recommendations

61. Having considered the information contained within this report, the Committee is asked to endorse the draft recommendations arising from the scrutiny review.

Reason: To conclude the work on this review in line with scrutiny procedures and protocols.

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Chief Officer Responsible for the report:

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Report Approved **Date** 18 December 2013

Implications: Information was provided by the following Officers:

Legal – Glen McCusker (Deputy Head of Legal Services)
Finance – Debbie Mitchell (Corporate Finance Manager)

Wards Affected: All

For further information please contact the authors of the report

Annexes:

Annex A – Examples of Current Service Level Agreements

Annex B – Draft SLA Guidance Notes

Annex C – Draft SLA Template

Report Abbreviations:

CAB – Citizens Advice Bureau

Cllr – Councillor

CYC – City of York Council

FC50+ – First Call Age UK 50+

GFA – Grant Funding Agreement

IDAS - Independent Domestic Abuse Service

Ltd – Limited

SASH – Safe And Sound Homes

SLA – Service Level Agreement



SERVICE LEVEL AGREEMENT 2012 - 2013

This is a three year service level agreement (SLA) between The City of York Council and Visit York Ltd. It will cover the period 1st April 2012 and end on 31st March 2015. The agreement will be reviewed annually as part of the Council's budget process.

This is an updated Service Level Agreement (SLA) between the Council and Visit York Ltd. It is designed to highlight key issues that the Council will wish to see addressed by the Board of the company, in return for a continuing agreement of financial and staffing support.

The Council is fully committed to supporting the city's collective ambition for a successful, thriving visitor economy. The Council wishes to enhance York's reputation and substance as an exemplar of good practice in relation to tourism and seeks to promote York as a "world class" city.

Through this service level agreement we will be seeking to create the environment for the continued development of tourism in York and the surrounding area. We want to ensure that tourism remains an effective and successful contributor to the York economy.

This agreement outlines Visit York's role in actively supporting investment to develop the quality of the York product, supporting the delivery of a world class culture and heritage attractions, and in the marketing of York as a destination to the leisure and business visitor, including domestic and overseas markets. The overall ambition contained within the service level agreement is for Visit York to achieve a target of 5% per annum growth in tourism earnings across the city.

PARTNERSHIP OUTLINE

Aims

1. To jointly, with the Council, set the strategic direction for the development of tourism in York
2. To maintain and develop the tourism offer of the city of York for the visitors to York and the region, for businesses and for residents of the city.
3. To ensure that tourism remains an effective and successful contributor to the York economy and to make York a vital, vibrant and world class city.
4. To encourage and facilitate transformational enhancements to York's visitor attractions, festivals and events, improvements to accommodation and hospitality provision within the city and influence inward investment.
5. To work together to secure public and private sector investment to develop the quality of the York offer, including championing investment in the public realm.
6. To pursue a sustainable, green tourism agenda for the city and its businesses.
7. To continue to develop the tourism infrastructure of York and to raise the quality of the facilities provided for all visitors.
8. To contribute to York's economy by attracting visitors to the city, play an active role in the City of Festivals initiative, and to work with the Council and businesses to strengthen the evening economy of the city.
9. To provide an ambassadorial function for Tourism in the city, working together to influence national, regional and local strategies, pursue opportunities for external funding, and working with regional and sub-regional agencies.
10. To work in active partnership with business, education, cultural organisations, and other strategic service providers to extend both the range and reach of Visit York's work.

PARTNERSHIP DELIVERY 2012 -2013

In order to achieve the aims listed above Visit York will:

- Actively support the seeking of investment to develop the quality of the York visitor offer working with York's tourism businesses event organisers and City of York Council Lead on the transformational change in the Tourism sector, benchmarking York against other world class destinations and horizon scanning for future tourism trends and initiatives
- Market York as a destination to the leisure and business visitor including domestic and overseas markets, coordinating marketing plans with CYC where appropriate
- Provide the leadership to ensure that York achieves the target of 5% per annum growth in tourism earnings and allow York to become an exemplar of good practice
- Lead and/or contribute to relevant activity as set out in the internationalisation strategy for the city – specifically, to lead the development of the business tourism offer, to help attract international and national business conferences to the city, and to contribute to the development of the city's brand and marketing messages
- Produce a balanced budget and business plan for the running of the services. This plan to be agreed annually with the Council
- Operate an accessible Visitor Information Centre for the benefit of visitors, businesses and residents in order to deliver information services to York's visitors and make best use of destination management systems
- Develop and deliver specific marketing activity that increases the tourism economy of city of York (*leisure tourism by 5% and business tourism by 5% achieving 6 major national and/or international conferences in the city and the surrounding region.*)
- Enhance the marketing, packaging and offer of signature events, evening activities and festivals
- Invest in the tourism product including developing cultural events and initiatives, in particular agreed support to the five major festivals, Illuminating York, Festival of Food and Drink, Viking Festival, Festival of Early Music and the Mystery Plays
- Provide the tourism contribution to Strategic Partnerships bodies, including York @ Large and the Economic Development Forum

- Seek external funding for specific projects, through regional or other bodies, that will secure the long-term future of York as a premier visitor destination
- Continue to grow and develop the private sector engagement with Visit York partnership, contributing to the city's business engagement activities through account management of strategic businesses in the sector, increasing the level of support and secure significant investment from other sources
- Facilitate and encourage the take up of employer-focused business support, skills development and training activities, working with the industry and partners on the promotion of careers in the tourism industry
- Provide a forum to ensure the engagement and communication with all stakeholders, businesses and service providers in tourism and related industries to support the tourism economy Celebrate the achievements of the tourism sector through an annual awards programme
- Undertake research and evaluation of the Tourism offer in the city
- Take account of the interests of residents in the development of tourism, including continuing to run the Residents Festival
- Provide input, comment and intelligence so that the Council can respond to regional and national tourism policy
- Provide specialist advice on Tourism to the council and act as the voice for the Tourism Sector in York

In order to achieve the aims listed above the City of York Council will:

- Provide grant support, as detailed below, payable in 4 instalments starting when the agreement is signed by both parties
- Ensure that Visit York is involved in consultation with, or on behalf of the Council, on matters of direct relevance to the tourism sector in the city
- Provide support, assistance and advice, through the person of the Lead Officer in the first instance
- Facilitate effective working relationships with all council departments and ensure access to potential partnership and stakeholder groups
- Second up to two existing posts related to the work of Visit York, their duties to be agreed as part of a separate secondment agreement
- Provide 3 representatives to serve on the Board of Visit York Ltd.

- Provide a senior officer of the Council (the Lead Officer) to attend Board meetings to advise and support the Council representatives in a non-voting capacity.
- Provide a reasonable level of information, advice and support to the organisation in connection with this agreement.

The organisation should contact the authorised signatory of the Council in the first instance to discuss what support may be available

OPERATION OF ACTIVITIES AND PERFORMANCE INDICATORS

Visit York will provide information to the Lead Officer so that the Council can monitor the activity/service provided by the organisation using the following performance indicators: Visit York will work towards establishing the monitoring systems in order to provide evidence detailed below:-

Type of measure	Indicator	Evidence
Quality measures:	<ul style="list-style-type: none"> • To achieve a 1% increase per annum in visitor satisfaction • Presentation of 6 monthly report to Cabinet Member • To achieve 90% of members reporting a high level of satisfaction with services • To increase the number of visits to the city by groups of people with protected characteristics as defined by the Single Equalities Act 2010 	<p><i>VY Research</i></p> <p><i>CYC report by Lead officer</i></p> <p><i>VY research</i></p> <p><i>VY research</i></p>
Objective outputs measures:	<ul style="list-style-type: none"> • To annually increase visitor spend by at least 5% of the current target • To increase the number of jobs created in the tourism sector of the local economy of York by at least 2% of the current total • To increase the use of the Visitor Information Centre 	<p><i>Regional / Visit Britain Statistics</i></p> <p><i>Employment survey</i></p> <p><i>Maintenance of records by Visit</i></p>

	<p>service by at least 5% of total current visits</p> <ul style="list-style-type: none"> • To increase private sector membership of Visit York by at least 5% of current members • To achieve an increase of at least 5% on the investment value of publicity generated through marketing and promotional activities • To account manage strategically important businesses (to be agreed with CYC) as part of the city's business engagement network 	<p>York</p> <p><i>Maintenance of records by Visit York</i></p> <p>Info from VY on agreed basis</p> <p>Input to a client management system with quarterly de-briefs with the CYC business engagement manager</p>
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Although we do not currently have all data for evaluation and monitoring we will work toward an agreed system to measure progress.

Visit York will provide the following information:

Annually

- Budget and business plan
- Marketing strategy, PR and Communications Plan and updates
- Health and Safety Policy and report on incidents
- Equalities and Diversity Policy and Action Plan
- Insurance Certificate
- Audited accounts
- Annual operational review report
- Summary of membership

Six monthly

- Report to the Cabinet Member for Leisure, Culture, Tourism and Social Inclusion
- An analysis of financial actual figures against budget
- Copy of any promotional materials

The Lead Officer and the senior management of the Visit York will meet at least four times each year to monitor and review the agreement.

PARTNERSHIP REQUIREMENTS

Visit York Ltd. will undertake to:

1. Operate Visit York Ltd and the Visitor Information Centre in accordance with the recognised industry safety and public service standards, and, where relevant, a quality assurance programme.
2. Operate effective access and equal opportunities policies, which will give full consideration to the access needs of people with disabilities, different cultures and gender, and ensure that the Tourism offer where possible reflects their needs and integrates them fully.
3. Ensure that the funds allocated are used specifically for the provision of the agreed services and by the named organisation only.
4. Maintain appropriate insurance to cover public liability and employment liability.
5. Inform the Council of any changes to its Constitution, Management Committee or contact representative as soon as practicably possible.
6. Inform the Council of any changes to its charging policy, staffing arrangements or delivery of the service or activity as soon as practicably possible.
7. Notify the Lead Officer, or their representative, if unable to sustain the services as specified and return such part of any unspent support, allocated pro rata, as the City of York Council may determine.
8. Make provision for the inspection of the accounts by Council officers at any reasonable time, if requested, within 14 days.
9. Consult with the Lead Officer, or their representative, over any changes to partnership priorities.

10. Consult with the Lead Officer, or their representative, over staffing matters and recruitment of senior staff.
11. Keep and supply a copy of all minutes of all board meetings to the Lead Officer, or their representative.
12. Share assets where appropriate with CYC officers – particularly relevant databases and systems, as well as marketing messages and material.

In the event of Visit York committing a serious breach of its obligations under this agreement, the Council will be entitled to terminate this agreement by notice and reclaim on a pro rata basis such sum as represents all funding from the date of the breach. Any subsequent entitlement to funding will cease immediately.

In the event that the Members of the Company shall seek in a General Meeting to amend the Memorandum and Articles of Association of the Company without the consent of the Council such consent not to be unreasonably withheld and/or to remove a Director or Directors nominated by the Council without due cause, the Council will be at liberty to discontinue its support of the Company from the date of such General Meeting.

The terms of the agreement may be varied or the agreement terminated by mutual consent of the Organisation and the Council.

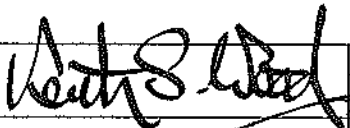
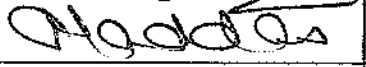
The Council's financial contribution in each financial year is subject to the budget-setting process, and funding will be in accordance with financial regulations.

The City Council's financial contribution for 2012/ 13 will be £272,310.

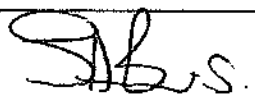
GENERAL CONDITIONS

1. The agreement will last for 3 year and end on 31st March 2015.
2. Any future level of funding and the specific service content will be renegotiated over this period in line with the review being undertaken by Visit York Board and Chief Executive. The intention is for the City of York Council to maintain funding value at current levels subject to satisfactory performance and agreement of key services rendered.
3. This agreement can be terminated by Visit York or City of York council by giving 3 months notice prior to each annual monitoring review.
4. Discussions will commence each year as part of the council's budget timetable regarding the renewal, extension or otherwise of the agreement.

SIGNED ON BEHALF OF VISIT YORK

		PRINT NAME
CHAIR		K. WOOD
CHIEF EXECUTIVE		G. CRUDDAS
DATE	17/7/12	

SIGNED ON BEHALF OF THE CITY OF YORK COUNCIL

		PRINT NAME
LEAD OFFICER		SALLY BEWS
DIRECTOR	of Communities Neighbourhoods	
DATE	17/7/12	

YORK HIGH SCHOOL AND COMMUNITY SPORT PROJECT

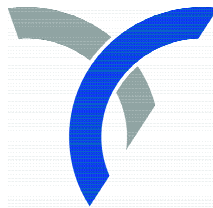


energise

Service Level Agreement

Between

York High School



and

the City of York Council



CONTENTS

Section One	Mission, Objectives and Scope
Section Two	Roles and Responsibilities
Section Three	The Financial Arrangements
Section Four	Management and Administration
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Annex 1 Financial plan

Section One: Mission, Objectives and Scope

Introduction

- 1.1 This Service Level Agreement (SLA) covers the provision of the York High School and Community Sport Project (The Project). It is made between York High School (the School) and the City of York Council (the Council). It replaces the previous agreement dated December 2009. The School will exercise its responsibilities under the SLA through a governors' committee (the SCMC - Sports Centre Management Committee). The Council will exercise its responsibilities through the Assistant Director of Communities and Culture.

Mission

- 1.2 The overarching mission for the Council (Communities and Culture) is "to make lifelong learning and culture opportunities available to more people, more often."
- 1.3 The Council will monitor and measure success of its mission statement through 4 outcomes. The aim is by 2013:
- **Vibrant Places and Spaces:** Local communities will be increasingly directing their own cultural activities, enjoying high quality events, facilities and open spaces
 - **Active Lifestyles:** York will have the highest participation rates in active lifestyles of any city in the country
 - **Learning:** The level of York adults participating in informal learning opportunities will be among the best in the country
 - **A Cultural Offer for Young People:** Young people in York will tell us that the city is among the best places to live in the country
- 1.4 In order for the Project to contribute to the above 5 outcomes, the Project will aim to:
- Provide new opportunities for young people and adults to be physically active through community sport and fitness programmes targeted to meet local needs.
 - Providing target opportunities for under-represented groups to take part in sport and physical activity.
 - Support local schools to improve their PE curriculum provision and enable them to offer five hours of high quality PE and school sport each week for all students.
 - Play a key role in the development of the local sporting infrastructure, working with other schools and community sport partners to plan strategically and co-ordinate opportunities and pathways in sport.
 - Improve sporting opportunities by providing high quality facilities which are managed in line with best practice to maximise opportunities for the community to take part and progress in sport.
- 1.5 These aims will be implemented as set out in the Sports Development Plans and will reflect a number of national, regional and local strategies. For example, National

strategies; Sport England, NGB whole sport plans, Department for Health, DCSF and DCMS, Regional strategies; North Yorkshire Sport and PCT, Local strategies; Active York, Sustainable Community Strategy, LAA and York High School Sports College and Development Plans.

Scope of facilities

1.6 The following facilities are subject to this SLA terms for community use:

- reception area
- six court sports hall
- climbing centre
- dance studio
- fitness suite
- ICT teaching room
- cafe
- changing accommodation
- grass pitches
- tennis courts
- synthetic turf pitch
- community 6 lane, 25m swimming pool
- learner pool
- hydrotherapy suite
- changing village
- pool viewing area
- crèche

The service to be provided

1.7 The Project will provide facilities, sports development, marketing and promotions, health and safety, and quality control functions.

1.8 The Project will develop the use of the facilities by the general public, local schools, School Sports Partnerships, a wide range of community sports clubs and groups, CYC Communities and Culture, the Local Primary Care Trust and the Youth Service. All these partners have a role to increase participation in sport and active leisure across the city.

1.9 Access to the facilities will be available seven days a week to the general public. The schools curriculum activities will be integrated with the community programme and with some of the facilities being jointly used e.g. in the climbing hall, a school PE lesson can run along side public access. The minimum opening times of the facilities must be:

Monday to Friday	7:00 am to 10:00 pm
Saturday	8:00 am to 6:00 pm
Sunday	8:00 am to 9:00 pm

1.10 The programming of the facilities will be the responsibility of the Project who must offer a broad range of activities and sessions as detailed below:

- Pool Programme – the time-table must cater for primary school swimming lessons, public learn to swim scheme, open public swims, fun sessions, aquafit, young at heart sessions, disabled sessions and offers access to community aquatic clubs. The swimming pool programme as a community pool will offer no free access to YHS, but could be hired in line with other school bookings.
 - The hydrotherapy pool: these will be exclusively used by ACE (Adults, Children and Education) to deliver pool activities to their client base between 9am-5pm, Monday to Friday. Outside of these hours it is the projects responsibility to maximise use through offering this service to the community.
 - Fitness suite and climbing wall: these facilities must be open to the public at all times, with reduced public access when shared with YHS pupils. Memberships are sold on this basis and provide the project with a major source of income.
 - Sports hall, dance studio, ICT suite, astro, tennis courts and grass pitches: these facilities will require use by YHS to allow the PE curriculum to be delivered throughout term time. However, the time-tabling of these facilities must ensure the community has some access for the project to deliver targeted sessions in the daytime.
 - Crèche: this is to be programmed as a sessional crèche service to allow parents/guardians the ability to use the sporting facilities on site.
- 1.11 All the facilities will be available for use by the public on a pay and play basis, for attending classes with coaching or instruction, and for club bookings for coaching and competition. There will be extensive development of Study Support/out of hours activities, including school holidays, through the School Sports Partnership Programme, York High School Extended Services and school club links programmes.

The Market

Marketing and Promotion

- 1.12 The name “Energise” has been agreed by the SCMC and the Council. The naming and branding is critical to ensuring that the public perceive the facility as a publicly accessible community facility.
- 1.13 A planned marketing and promotional plan must be in place to ensure marketing spend is effective and targeted, with the use of the City of York Council logo on all promotional material.
- 1.14 A Sports Development Plan must be maintained that places significant emphasis on marketing and promotion campaigns to develop and increase participation. For example, all of the following will be used during the development of the project:
- Marketing campaigns to communicate with and promote use by identified audiences.
 - Using the School Sports Partnership Programme to develop use by partner schools.
 - Complement development outlined in the York High School Sports College Plans.

- Promoting facilities and programmes to local community groups and residents associations through the partnership with the Community Development Team to attract non-traditional sports centres users.
- Working with Adult Education to develop a wide range of courses in sport, health and fitness and coach education.
- Developing the Activity User Groups (formally the Partnership Group) to increase club use, develop new junior sports activities and promote the coach education programme.
- Working with the Primary Care Trust, the Priory Medical Centre and the *Exercise on Prescription* project to promote activities to targeted groups with health issues.
- Health Road shows and events at schools for parents and children promoting the benefits of active lifestyles
- Website and newsletters for parents and students.

Target Groups

1.15 People With Disabilities: The project will increase opportunities for people with disabilities by implementing the following measures:

- Providing access to facilities for Applefields Special School and Hob Moor Oaks Special School during curriculum time.
- Developing Study Support/out of school hours learning opportunities for special school students through the School Sports Partnership Programme.
- Developing secondary school leadership programmes to provide assistance for disability sports activities.
- Providing training and coach education to increase the number of volunteers, leaders and coaches supporting disability sport.
- Consulting with the Sport & Active Leisure, local disability partners and the Yorkshire Federation for Disability Sports to plan appropriate programmes for people with disabilities and to promote opportunities to individuals and groups.
- The facility will comply with all Sport England guidance notes regarding access by people with disabilities.
- Build on the success of achieving the Inclusive Mark from IFI (Inclusive Fitness Initiative) and ensure the criteria is continually met for reassessments.

1.16 Girls and Women: The project will develop opportunities for girls and women, and increase their participation by implementing the following measures:

- Developing effective consultation with girls through the Nike Girls in Sport project and through York High School Student Voice activities.
- Implementing curriculum changes in response to girls' views.
- Providing new opportunities and offering a wider choice of activities in PE and sport, through a girls football project, and new dance and health and fitness activities.
- Encouraging women to play sport through a Return to Sport programme linked to the Activity User Groups using the facilities.
- Increasing the number of female leaders and coaches to provide positive role models.

- Developing a female friendly community sports programme including women only sessions.
- Developing marketing campaigns that specifically target women.
- Ensuring that promotional materials reflect positive images of women and girls being physically active.

1.17 The Financially Disadvantaged: The local community area includes an area where employment is characterised by low paid and part-time work and a large part of the population rely on benefits for a significant part of their income. The SCMC will develop a pricing policy to meet the needs of families and individuals on low incomes.

1.18 Groups Identified by the Primary Care Trust: Consultation with the Primary Care Trust and the Priory Medical Centre has identified the following activities to be provided through partnership working:

- Exercise on Prescription courses for adults.
- Consultation sessions and exercise programmes targeting obese adults and adolescents.
- Exercise programmes and social interaction for the 60+ community, including Extend chair based exercise for immobile and elderly people.
- Exercise programmes targeting post-natal women and young families linked to the Sure Start programme.
- Referrals to physical activity programmes such as a Walk Your Way to Health programme, which will be based at the Project.

1.19 The role of the Leisure Centre Manager includes responsibility for marketing and promotion.

1.20 There will be significant involvement of stakeholders in this project through the Activity User Groups. This will ensure that the needs of partner groups and organisations are met.

Pricing

1.21 The Project will support the principles of the City of York Council pricing policy including the application of the YorkCard, so that the pricing scheme is complementary to that of other local authority services.

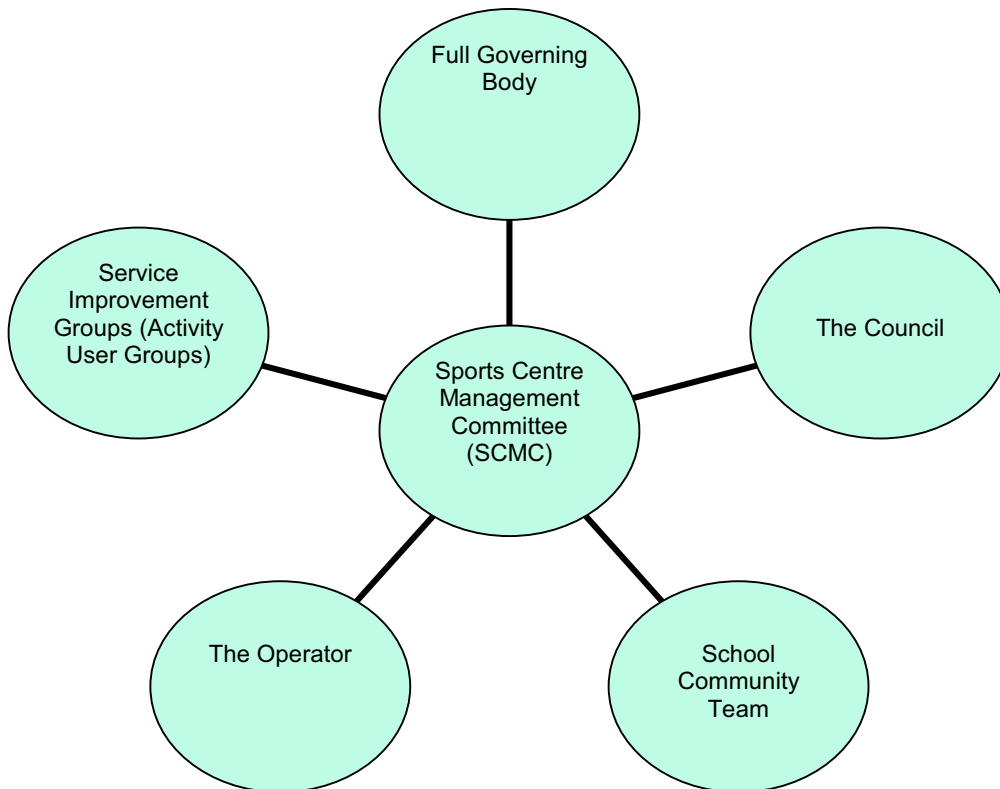
1.22 Income generation from “profitable” activities will be used to cross subsidise the Projects sports development activities and programmes aimed at increasing participation by target groups.

1.23 The project will develop a reward scheme for customer retention. Local agreements and “in kind” deals between clubs and the partnership to share resources in return of free or reduced lets can also be authorised by the facility manager.

Section Two: Roles and Responsibilities

Introduction

- 2.1 The School's Full Governing Body is legally accountable for both curriculum and community delivery and activity within the Project.
- 2.2 A sub committee called the 'Sports centre management committee' (SCMC) will have the decision making authority as agree by the full governing body. Information would be reported back to the full governing body via minutes and likewise they would feedback to the SCMC.
- 2.3 **The structure of the committee's**



The Sports Centre Management Committee (SCMC)

- 2.4 The SCMC with its delegated authority to manage and make decisions for the project, will consist of: a minimum of two school governors, the School's Head Teacher, the School's Business and Community Manager, Head of Sport and Active Leisure and the Leisure Centre Manager (the operator), or their representatives. The SCMC will meet every two months (as a minimum) in order to:
- ⇒ Make decisions in line with the committees terms of reference
 - ⇒ Ensure effective implementation of this agreement
 - ⇒ Monitor and oversee the financial arrangements for the Project and agree corrective action as necessary
 - ⇒ Receive monitoring reports on the progress of the sports development plans
 - ⇒ Oversee the performance of the operator and ensure that the terms of the Service Level Agreement are met
 - ⇒ Agree expenditure from the sinking funds
 - ⇒ Plan for future developments and investments
- 2.5 Day to day management of this project will be delegated to the operator team. The school will provide a "client function" to monitor the operator team.

The Operator Team

- 2.6 The SCMC will ensure that the Project is staffed by a high quality operator team capable of playing a proactive sports development role and having the skills to deliver a high quality service to meet the needs of the project. The operator team will be managed and led by a Leisure Centre Manager who will undertake the daily management and operation of the sports facilities and community programmes.
- 2.7 The role of the Leisure Centre Manager includes responsibility for:
- All financial control to include: income and expenditure systems, financial reports to SCMC, working directly with the school's finance team [SA1] and managing all systems to comply with CYC auditing protocols.
 - Control of the leisure centre building including access and programming of all activity areas, providing a robust system to allow PE curriculum and reasonable extra-curricular programming, health and safety procedures, maintenance planned and reactive, cleaning and quality standards.
 - Sport Development Plans for the project
 - Marketing and promotions - A planned approach to all activity as identified through a marketing plan.
 - Quality management and continuous improvement - implement and maintain systems to include complaint handling, customer satisfaction and feedback.
 - Stakeholder involvement – Communicate with all stakeholders and engage with as appropriate, lead customer forums to strategic steering groups.
 - Providing reports and information as requested by the client manager
- 2.8 The operator team must remain "quality assured" using a quality management system which has been certified or accredited, such as Quest, designed to improve organisational performance and achieve success in the following dimensions:

- Customer focus.
- Leadership.
- Employee involvement.
- Process and systems approach.
- Continuous improvement.

School Community Team

2.9 The role of the school's Community team will be to provide the SCMC reports on the performance of the operator and project. This team is led by the Business & Community Manager as "the client" and includes involvement from other school support services. This client role will include responsibility for:

- Client management of the operator team monitoring:
 - Staffing levels and costs.
 - Customer satisfaction.
 - Quality standards e.g. cleanliness
 - Health and safety.
 - Financial procedures.
 - Sports development targets.
- New business generation.
- Provide financial accounting as part of the extended schools service.
- Sourcing of extended funding for the project through writing of grants, seeking sponsorship, partnership with outside bodies, etc.
- Maximising community use of the whole site.

Service Improvement Groups – Activity User Groups

2.10 The operator will set up activity user groups with the aim to receive direct feedback from actual users (individuals, teams, clubs and organisations) in the development of activities, facilities and future plans. For example, the climbing user group will be asked for feedback on route setting, competition opportunities and pricing to enable the operator to provide a customer focused service.

2.11 These user groups will be identified and agreed with the SCMC to feed into strategic plans.

The Council

2.12 The Council will:

- ⇒ Provide an annual grant to the Project to support the community delivery aspects of the Project
- ⇒ Provide professional advice and guidance for the Project
- ⇒ Ensure that the Project is clearly connected with Active York and the City's sport and active leisure strategy

2.13 Until 31 March 2011 the operator team will be provided by the Council's Sport & Active Leisure Service. From 1 October 2010 York High School governors can at any time give 6 months' notice to terminate that arrangement.

2.14 Should the SCMC terminate the initial staffing arrangement it will conduct a process for determining how the staff team will be provided that:

- ⇒ Complies with the Council's Financial Regulations
- ⇒ Ensures Best Value
- ⇒ Benchmarks favourably against the current operator arrangement
- ⇒ Will ensure delivery of this SLA
- ⇒ Will comply with all relevant legislation including TUPE

Overview

2.15 The following table provides an outline of the delegated authority:

	The Community Team	SCMC	The Activity User Groups	The Operator team
Approval for the strategic direction of the project		X		
Production of annual business, finance, marketing and promotional plans				X
Produce, develop and implement the sports development plans				X
Setting overall pricing policy and annual review		X		
Setting prices and offering free or reduced priced promotional activities				X
Employing the Operator		X		
Client role including monitoring and reporting on the operators performance	X			
Performance monitoring and reporting of income, expenditure and cash flow on a weekly basis				X
Day to day operation of the facility including all aspects of health and safety				X
Responsibility of management of bookings				X
Programming and timetabling of sports facilities to maximise community use whilst ensuring delivery of a high quality curriculum				X
Authorisation of any additional major activity		X		

or expenditure outside the business and financial plan				
Joint approach to whole site issues including health & safety, fire procedures, etc.	X			X
Financial administration including processing of orders, invoices, income, maintaining financial records and monitoring				X
Financial accounting for the projects extended school bank account including grant payments to the operator and manage sinking funds appropriately.	X			
Reviewing the quality of provision from both school and operator staff		X		
Employment of operator staff				X
Consulting the community through activity user groups and non user surveys				X
Developing use of the facility by new groups	X		X	X
Monitor the quality of service provision by reporting on customer satisfaction				X
Ensure effective programme in place for planned and reactive maintenance				X
Seeking new business opportunities and sources of funding	X			X

Contact and communication

2.16 The principal contact within the Council's Communities and Culture Department is the Head of Sport and Active Leisure. The principal contact within York High School is the Business & Community Manager.

Section Three: The Financial Arrangements

Introduction

- 3.1 The School will be the accountable body for the Project under powers granted by the Education Act 2002.
- 3.2 The School will establish a separate bank account for the Project to be managed as an extended school service. This fund will be ring-fenced to the Project.
- 3.3 The Council will pay an annual grant to the School. The level of grant will be set out in the agreed Financial Plan. This grant will be paid in advance, in two instalments. The grant will be annually adjusted based on a composite of 3 inflation rates that the Council uses in its own budget process. The Council may also adjust the grant to reflect other factors, for example, impact of salary costs, loan repayments or where longer term savings have been identified. The Council will inform the SCMC by 1 January in each year of the level of grant that it will make available in the following financial year.
- 3.4 An associated sinking fund will be established in the extended school bank account and managed by SCMC, to hold funds to be used for long term maintenance and renewal of facilities. A capital renewals schedule is required to reflect the asset management plan and future sustainability of the venue. The level of payment into the sinking fund will be as set out in the Financial Plan. Expenditure from the sinking fund is to be approved by the SCMC.
- 3.5 The school will pay a management fee to the Operator team. This fee will be paid in two, six monthly instalments in advance. The level of fee will be as set out in the financial plan to cover all the transactional costs of running the service.
- 3.6 The operator will be responsible for managing all the financial transactions of income and expenditure using their own business and financial management systems. The operator is responsible to audit their own systems and share the reports with the SCMC. As part of the client role the school must have the ability to audit the operator if it feels necessary.
- 3.7 The operator at year end will report back to the SCMC the financial performance and any surplus paid back to the project (YHS Extended school account) to supplement the sink funds.

Managing the Operational Surplus/Deficit

- 3.8 Any surplus at the end of the financial year over and above the target set out in the Financial Plan will be divided in two: Half will stay within the project and half will be paid to the Council, up to the value of the grant paid in the year the surplus was made. Amounts over the level of the grant awarded would go to the project. Any deficit will be handled in the first instance by reducing the amount to be paid into the sinking funds in that particular year.

- 3.9 In the event of the Project falling short of projected income by a greater amount than can be compensated by reduced payments as set out in 3.11 above, the Leisure Centre Manager must manage this in the first instance by adjustment of programming, pricing and staffing. Any ongoing problem must be reported to the SCMC and then to the Full Governors and the School Funding and Monitoring Officer in the CANS finance team at the earliest opportunity so that any necessary action can be agreed.

Section Four: Management and Administration

Agreement Period

- 4.1 This SLA will operate from February 2011 until 31 March 2016.
- 4.2 This SLA will be reviewed annually and will be amended as appropriate by agreement of the School and the Council in the light of continuous service improvement and changes in Council policy reflecting the needs of customers and developing service objectives.

Premises

- 4.3 As a dual use building, premises costs are complex to apportion between the School, for educational services and the Project, for community sport. The Local Agreement defines three types of area:
- Swimming pool facilities
 - Shared areas
 - School areas
- 4.4 Planned maintenance revenue costs: these will be made by the operator from project funds within budget limits set out in the agreed Financial Plan. A contribution from the school must be made to cover the level of educational use. The apportionment will be itemised in the Financial Plan to reflect the appropriate level of contribution to each contract.
- 4.5 Reactive maintenance revenue costs: these will be made by the operator from project funds within budget limits set out in the agreed Financial Plan. However, due to the nature of some reactive maintenance issues, the apportionment between the School and the Project will be dealt with on a case by case basis.
- 4.6 Other revenue premises costs (Energy, cleaning, rates, refuse collections): these shall be apportioned between the School and the Project according to the level of community use and educational use. Where costs can not be broken down clearly, a formula is to be used of 70% project and 30% school. This formula will be reviewed annually as part of the financial planning process.
- 4.7 Project sinking funds are required to establish capital renewal plans and long term maintenance. Annual payments made into a sinking fund are set out in the financial plan. There are two sinking funds to be held in the schools extended school bank account:
- Synthetic Turf Pitch sinking fund – As a Sport England requirement the project must provide a future fund to replace the surface at the end of its life.
 - Project sinking fund – This fund is required to consider the building requirements for the next 20 years and ensure reinvestment and replacement to allow the facility to operate safely and effectively.

- 4.8 The school have responsibility for capital replacement costs of the rest of the facilities (with the exception of the swimming pool facilities – See below) as detailed in the local agreement as “shared areas” and “school” areas. The project is expected to contribute to the capital replacement as identified in the Asset Management Plan but apportioned between the School and the Project according to the level of community use verse educational use.
- 4.9 Responsibility for the capital renewal of the “swimming pool facilities” as detailed in the Local Agreement will be as follows:
- Foreseeable major capital renewal and replacement of plant, equipment, amenities and fittings for example; replacement of filters and plant, lockers and cubicles, floor finishes. These items will be identified in the Asset Management Plan to reflect the requirements of the building maintenance guide. These will be covered from the project sinking fund.
 - Unforeseeable building failures for which it is not feasible to make financial plans e.g. failure of the tank or building structure, will be the responsibility of the Council.
- 4.10 Building insurance and third party/public liability insurance is the responsibility of both the Council and the School. Under the current arrangements both parties are co-insured under one policy.

Monitoring and review

- 4.11 Review meetings between the Business & Community Manager and the Leisure Centre Manager will be held monthly to discuss operational, performance and budget issues. They will report jointly to the SCMC.
- 4.12 Service standards and performance indicators are set out in the SLA and the ongoing Improvement Plans. Service monitoring will be undertaken by the following methods:
- By achieving nationally recognised standards for quality e.g. QUEST, IFI Mark, NGB approved centre
 - By analysis and benchmarking of national and local service standards
 - By jointly setting targets and performance indicators
 - Through a variety of customer surveys ranging from the city wide Residents Opinion Survey to site specific surveys

Reporting arrangements

- 4.13 The Project must maintain a range of documents to ensure a planned and effectively delivered service, these include:
- Finance plan with detailed financial projections at least 3 years ahead. This forms part of this service level agreement.

- Sports development plan that will contribute to the process of sports development throughout the City of York as a whole.
- Marketing plan with detailed promotional calendar.
- Asset management plan.
- Health and safety plan.
- Quality assurance plan.

4.14 SCMC will report to:

- The Executive Member for Leisure, Culture and Social Inclusion (6 monthly)
- School Funding and Monitoring Officer in the ACE finance team (3 monthly)
- The full Governing Body (4 Monthly)

Charging Arrangements and Payment Procedure

- 4.15 The Council will make its first grant payment on the 1 April and the second payment on the 1 October each year, to the School's Extended School account.
- 4.16 The Operator will submit in writing at least 5 working days prior to the start of each period, a statement seeking payment for their services to the school. The statement will show the agreed amount due for planned work as set out in the agreed financial plan and the sums to be added in consideration for any additional work agreed in advance by the SCMC or Business & Community Manager.
- 4.17 Subject to checking and rectification at the first available monthly monitoring meeting the school will pay the Operator within 10 working days of receipt of the statement.
- 4.18 In the event of industrial action or any other reason that the operator is unable to facilitate the opening of the centre the SCMC reserves the right to operate the facility subject to the SCMC having insurance cover and being able to comply with all relevant regulations and legislation.

Arbitration

- 4.19 It is anticipated that any dispute over the terms of this agreement will be resolved by the officers responsible for its delivery in both organisations but, should a matter not be able to be resolved by discussion, then the matter will be referred to the Head of Civic, Legal and Democratic Services for resolution, whose decision will be binding on both parties.

Variations

- 4.20 The Council or School may make proposed variations to the terms of this service level agreement. Both parties must agree in writing to any variations, otherwise refer to arbitration.

Section Five: The Agreement

This agreement is made between

Signed:

Name in capitals

York High School

Date

and:

Signed

Name in capitals

Assistant Director of Communities and Culture

Date



City of York Council and York Wheels Limited

Service Level Agreement for community transport services

1 April 2012 to 31 March 2014

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Section One – The Agreement

1.1 The Agreement

This is a Service Level Agreement (SLA) between City of York Council (CYC) (the Client) and York Wheels Limited (YW) (the Service Provider) for the provision of community transport services. The agreement describes the nature of the services, the standards to which they will be delivered and how performance and customer satisfaction will be monitored and reviewed. The SLA will run from 1 April 2012 until 31 March 2014.

Section Two – Service Provision and Objectives

2.1 Service Objectives

In summary, the services to be provided under this agreement are:

- Provision of transport to York Wheels' service users;
- Provision of minibus-based services, including Dial & Ride;
- Provision of co-ordination and support for volunteer car based services.

2.2 Dial & Ride

CYC will provide funding to YW for the provision of YW's Dial & Ride service.

The main objectives of this service are:-

- To provide transport to York residents who cannot use other local bus services to access local shops.
- To provide basic assistance to passengers with boarding and alighting and with carrying light goods.

YW should aim to meet these objectives in an efficient and cost-effective manner, against the underlying ethos of continuous

service improvement to the highest standards of performance and customer satisfaction.

YW's Dial & Ride service will allow all qualifying York residents to make one trip each week to (a) the city centre and (b) an edge-of-town food store. This represents the 'Core Service'.

2.3 Areas served

Services are provided to people living within the City of York boundary as it stands on 1 April 2012.

2.4 Adding or amending Dial & Ride journeys within the SLA

CYC encourages the development and expansion of community transport services and making the best use of the assets provided. CYC has prepared this service level agreement to allow YW the opportunity to develop the service to best serve the needs of the residents it serves. As such, the grant is not apportioned to any particular areas of spend.

YW has already developed additional one-off journeys to complement the core Dial & Ride service in 2011 and it will aim to develop these further depending on passenger demand. YW will notify CYC of any proposal to change the core service, times of operation and destinations served giving at least 14 days notice.

2.6 Provision of Equipment and Accommodation

YW will act as the registered keeper for 4 accessible minibuses as detailed in Annex A.

CYC will consult with YW over the specification of any vehicles procured to replace those in Annex A at any time.

CYC will provide overnight accommodation for those vehicles listed in Annex A or their replacements and make no separate charge for this. Changes to this accommodation will be arranged in consultation with YW. YW will be responsible for ensuring that the vehicles are returned to the designated accommodation out-

of-hours unless a vehicle is away from the area for operational or maintenance reasons: Where this is the case, YW will be responsible for ensuring the security of that vehicle(s).

CYC will provide office accommodation for one member of staff at its offices and make no separate charge for this. CYC is providing this accommodation principally for the operation of the Dial & Ride booking service but YW will be able to use this for its other transport services if required. The office accommodation will be equipped with standard office equipment.

CYC will allow access to vehicle bodywork washing equipment. YW will be responsible though for all routine and reactive cleaning of internal areas of the vehicle, including upholstery.

2.7 Accessibility for All

As a minimum, all printed material should be in a font size of 14 point. All printed information must also be available, upon request, in large print, Braille or audio format. This should be advertised on all printed material. It must also be available, upon request, in other languages. An example of a language panel is included in annex two. Something similar should be included in all publications with the relevant YW contact details. The cost of provision of these services will be covered by YW.

2.8 Fuel

YW will be responsible for procuring and paying for all vehicle fuel used and claiming bus service operators grant or any other fuel-related payment that may replace it.

CYC will allow YW to draw fuel from pumps at its Hazel Court site for use in its minibuses. If YW takes up this option, CYC will recharge YW quarterly in arrears at cost.

2.9 Iconography and Logos

The use of the Dial & Ride iconography is encouraged on all information provided to the public. This will help to provide consistent branding across the city.

Mention should also be made to the partnership arrangement between CYC and YW in any information produced relating to the services. An example sentence would be 'This service is supported by City of York Council'. Where appropriate the CYC logo should be included.

Section Three - Service Standards and Performance Indicators, Service Monitoring, Reporting and Review

3.1 Service Standards

YW will ensure that its services contribute to making the city accessible for residents and that all services complement the local bus, Hackney Carriage and private hire vehicle (PHV) networks. In particular, YW will ensure that:

- Equipment used is clean and well maintained;
- Frontline staff members are presentable and, where necessary, wearing the appropriate Personal Protective Equipment (PPE);
- Staff behave in an appropriate way to customers and each other; and
- Health and Safety procedures are followed.

New members of the driving and booking teams should be fully trained prior to starting their employment. Some practical health and safety training can be delivered by the CYC Operations Manager, upon request.

YW will collect data (or use the database and spreadsheet-based systems that CYC has provided to record data) on the performance of the services for reporting to CYC, as described in section 3.2.

YW will ensure that customers are able to make bookings for Dial & Ride between 09.00 and 12.00 each normal working weekday.

YW will ensure that a Dial & Ride service operates (if required) on all normal working weekdays. For the avoidance of doubt, this includes a service on those working days that fall between 27 and 31 December inclusive but this may be a reduction from the full service. YW will aim to make reasonable adjustments to the regular service around holiday periods to enable customers to travel when their usual journey would fall on a public holiday.

3.2 Performance Indicators

It is important that the services are regularly monitored, to identify opportunities for performance improvement. Dial & Ride contributes towards one of CYC's Performance Indicators (within the Council's Local Transport Plan 2011-2031): LI6 - Use of Demand Responsive Passenger Services (Journeys).

YW must aim to increase the overall performance of its services and benchmark these against other similar schemes. Where scheme performance falls below the current average performance levels, as detailed below, action must be taken by YW to increase it.

YW will be required to provide performance information to CYC at agreed times as detailed below, however CYC reserves the right to request any of this data from YW at more frequent intervals.

Indicator	Ongoing / time limited	Target for 2013/14	Comments
<i>Measured targets</i>			
Passengers making journeys on Dial & Ride service in a 12 month period	Ongoing	5% growth on 2009/10 figure	
Passenger journeys on Dial & Ride minibuses	Ongoing	8% growth on 2009/10 figure	This figure will include core timetable and special excursions. Standard definition of passenger journey used.
Reliability – percentage of advertised core-timetable Dial & Ride journeys operated	Ongoing	99% all years	Journeys with no passengers booked are excluded.
Punctuality (Dial & Ride only) <ul style="list-style-type: none"> a) Percentage of passenger journeys where the passenger is picked up from their home within the specified time band; b) Percentage of inbound journeys that reach their destination on or before time; c) Percentage of return journeys that leave between 1 minute early and 5 minutes late. 	Ongoing	Not set	At present, data is not collected and it is not reasonable to do so. However, passenger survey results usually provide a proxy for this indicator. However, in future years, it may be appropriate to identify and report against a punctuality indicator.
Passenger journeys provided through the volunteer car scheme.		1% growth each year	This figure only includes ‘cash’ jobs, i.e. not those requested by other agencies,

			such as Yorkshire Ambulance Service, which can fluctuate year-on-year.
<i>Development targets</i>			
Improved fuel efficiency across Dial & Ride fleet	1 year with review at that point		Expected to be addressed through staff training.
Acceptance of Taxicards on Dial & Ride and car scheme			
Special excursions		Further weekday daytime services. In future years, journeys outside normal hours will be trialled, such as evening social trips and weekend journeys	

3.3 Reporting and Review

Review meetings will be held, between CYC and YW, at agreed intervals throughout the SLA to review the performance of the services. Other issues will be discussed as and when required.

YW is required to provide a brief report on performance every six months. This should include commentary on the following:

- Core Dial & Ride operations, notably any unplanned discontinuity of service and operational problems;
- Delivery of development targets agreed at the beginning of the year.

Section Four – Responsibilities of the Service Provider

4.1 YW, as the service provider, will undertake specific responsibility for the following areas:

- Carry out a risk assessment of the services at least annually.
- Ensure that it carries an adequate level of public liability and employee insurance to indemnify CYC from all actions, claims and costs relating to injury (including death) or loss of or damage to property which arises out of YW's failure or negligence in providing the service and which is not attributed to the negligence of CYC or its officers. This will be to the value of at least £5 million and £10 million for public liability and employee insurance respectively.
- Ensure that its staff members are adequately trained and equipped for the job.
- Ensure that Health and Safety policies relating to manual handling, working in traffic, safe operations within the Hazel Court site, etc. are in place and adhered to.
- Ensure that it has adequate staff to carry out the work contained within this SLA, including holiday and sickness cover arrangements.
- Advise CYC at the earliest opportunity of any problems or delays in service provision.

- Carry out daily vehicle checks as advised by CYC's Fleet Manager. YW will report all vehicle defects to CYC in a timely manner and will not continue to use the vehicle if not safe to do so or there is uncertainty as to whether a vehicle is safe.
- Co-ordinate with CYC or its agents to make the vehicles available for routine and reactive maintenance. CYC will pay for all maintenance and repairs to the vehicles, except where YW or its staff are directly responsible for any damage. CYC will pay for any vehicle excise duty or charges for small bus ('section 19') permits due on any of the vehicles listed in Annex A or their replacements. CYC will not be responsible under this SLA for paying for any additional permits or service registration fees, for example community bus ('section 22') permits.
- Ensure that maximum passenger and luggage capacities of the minibuses are not exceeded and that any luggage carried is sufficiently restrained. Minibuses must not carry standing passengers at any time.
- Ensure that no passenger shall be on a minibus for longer than 1 hour except where a journey is unexpectedly delayed by streetworks or other traffic delays or where passengers know in advance that this will be the case, for example on longer excursions outside of York. Where this is the case, adequate breaks will be planned as part of the excursion.
- Ensure that all staff members in contact with passengers have the appropriate criminal record checks before being allowed to start work.
- Maintain a record of driver licensing checks for all drivers.

Section Five – Responsibilities of the Client

- 5.1** CYC, as the Client, will undertake responsibility for managing the SLA and for liaising with YW to ensure its obligations are fulfilled.

CYC will undertake regular reviews of the SLA, as detailed in section 3 and provide feedback regarding performance to senior management and council Members, as appropriate.

CYC will ensure that the council's website is updated with information pertaining to the Dial & Ride service. Information will also be provided to the York Customer Centre, so that its staff members are aware of the SLA and are able to deal with enquiries pertaining to the services.

Section Six - Legal and regulatory compliance

6.1 YW will be responsible for ensuring that the relevant legal obligations have been met for its operations. This should include appropriate insurance. Copies of policies and certificates should be made available for CYC inspection upon request.

Section Seven – Service Costs and Payment Terms

7.1 Service Costs

The payment made through this SLA includes payment for the following in relation to the Dial & Ride service:

- Contribution towards staff costs, including uniforms;
- Management and administration of the service level agreement;
- Contribution towards fuel;
- Contribution towards telecommunications, postage and photocopying;
- Staff training; and
- Publicity, leaflets and advertising.

In addition, CYC will allow YW to claim, without seeking recharge, additional grants and income relating to the delivery of Dial & Ride, including but not limited to:

- Bus service operators grant or any future fuel-related payment or rebate; and
- Concessionary fare reimbursement for Dial & Ride passengers without any reduction for additional trip generation.

The SLA excludes payment for the following items, relating to the Council-owned vehicles, which will be borne by CYC:

- Routine maintenance and repairs (except where these are the direct result of the actions of York Wheels or its staff); and
- Vehicle insurance.

CYC will be responsible for payment to YW under the SLA. Following receipt of monthly invoice and, when due, service report from YW, CYC will make prompt monthly payments. There will be twelve monthly payments each year: the first payment (April) will be £6,200; eleven subsequent payments will be £5,800 each.

Invoices should be sent to invoices@york.gov.uk or City of York Council, PO Box 999, York, YO1 0EG.

CYC will invoice YW quarterly in arrears for any fuel drawn from its supply.

Section Eight - Signatories to the Agreement

8.1 This agreement is made between City of York Council and York Wheels Limited.

On behalf of City of York Council:

Signed:

Name in capitals:

Job Title:

Date:

On behalf of York Wheels Limited:

Signed:

Name in capitals:

Job Title:

Date:

Annex 1 – Asset list

FJ04 AZC - 12 seat Iveco minibus with tail lift

FJ04 AZD - 12 seat Iveco minibus with tail lift

FE60 XOH - 12 seat low floor accessible minibus; Mercedes chassis with VDL Kuster body; 3 sets of wheelchair restraints.

FE60 XOJ - 12 seat low floor accessible minibus; Mercedes chassis with VDL Kuster body; 3 sets of wheelchair restraints.

Annex 2 – language panel

This information can be provided in your own language.

我們也用您們的語言提供這個信息 (Cantonese)

এই তথ্য আপনার নিজের ভাষায় দেয়া যেতে পারে। (Bengali)

Ta informacja może być dostarczona w twoim własnym języku. (Polish)

Bu bilgiyi kendi dilinizde almanız mümkündür. (Turkish)

یہ معلومات آپ کی اپنی زبان (بولی) میں بھی مہیا کی جاسکتی ہیں۔ (Urdu)

 **(01904) 551550**

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Loans & Grants Scrutiny Review

Proposed Officer Guidance for Issuing of Grants & Loans

A grant can be defined as a contribution or subsidy (in cash or in kind) given by the Council to another organisation for a specified purpose. Grants must be conditional upon the delivery of specified standards or outputs and be subject to the production of regular monitoring reports and the delivery of agreed outcomes.

A loan is a contribution that will be repaid at a specified point and will be charged interest. No loans will be offered or made to any organisation without the specific approval of the s151 officer (Director of CBSS) and any situation where a loan is considered appropriate should be discussed with the relevant finance manager before progressing further.

When deciding whether or not to award a grant the Council must;

- Complete a risk assessment.
- Prepare a brief summary of the reasons for awarding the grant, including the criteria used to make the decision.
- The decision to award a grant must be made by a chief officer and be recorded.
- Ensure it has reviewed the financial position of the organisation receiving the grant. This is to make sure that public subsidy is actually needed and that the funding can not come from alternative sources, such as the organisations own reserves.
- Ensure a service level agreement (SLA) is in place. The SLA should cover the following core items;
 - An overview of how the funding allocated by the Council will be spent
 - How the funding will enable the achievement of the Council's priorities
 - The total amount awarded and over what time periods
 - Any conditions attached to the funding e.g. to be match funded.
 - Arrangements for any repayment should the specified conditions not be met
 - A clear and meaningful summary of the outcomes/outputs that should be delivered as a result of the grant funding.
 - Monitoring arrangements – as a minimum the organisation must report back to a named officer at the Council at least twice a year. This report should cover things such as any activities undertaken to date, outcomes achieved and amounts spent to date
 - When the amount of funding given will be reviewed
 - Arrangements for a final report that sets out the outcomes achieved from the funding given

- The SLA should be fair and reasonable and give a transparent and meaningful summary that can be shared with all stakeholders, including members of the public.
- Confirmation that alternative sources of funding to support the organisation / project have been explored.



City of York Council and [insert organisation name]

Service Level Agreement for [insert title of services provided]

[insert dates agreement covers]

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Section One – Summary

Name of organisation	
Type of organisation (eg Community Group, private company, etc.)	
Brief purpose of funding	
Amount	
Period covered by SLA	
Date due for review	
Approved by	
Brief summary of why the grant has been approved	
Monitoring Period	
Date approved	
Date sent to Finance Manager and OCE Partnerships Officer	

Section Two – The Agreement

2.1 The Agreement

This is a Service Level Agreement (SLA) between City of York Council (CYC) (the Client) and [insert organisation name] (the Service Provider) for the provision of [insert brief details of service provided]. The agreement describes the nature of the services, the standards to which they will be delivered and how performance will be monitored and reviewed. The SLA will also specify the terms under which CYC will withhold payments or request reimbursement. The SLA will run from [insert date] until [insert date].

Section Three – Service Provision and Objectives

3.1 Service Objectives

The services to be provided under this agreement are:

- [insert details of service provided]
- [insert details of service provided]
- [insert details of service provided]

Section Four - Service Standards and Performance Indicators, Service Monitoring, Reporting and Review
--

4.1 Service Standards

[This section must include the minimum standards the organisation is expected to meet. It could include making the service accessible, ensuring all staff are appropriately trained, opening hours, payment of a Living Wage etc.]

4.2 Performance Indicators

It is important all services are regularly monitored to identify opportunities for performance improvement. [insert organisation name] will provide key performance information to the Council in accordance with the schedule set out below. The Council reserves the right to request data from [insert organisation name] at more frequent intervals. Key performance indicators for this agreement include;

- [Insert details of performance information required and date by when it should be received]
- [Insert details of the individual responsible for providing the performance information]

4.3 Reporting and Review

Review meetings will be held, between CYC and [insert organisation name], at agreed intervals throughout the SLA to review the performance of the services. Other issues will be discussed as and when required.

[insert organisation name] is required to provide a brief report on performance every [insert time period – at least every 6 months]. This must include commentary on the following:

- Progress against the original objectives
- Amount spent and details of spend
- Customer satisfaction / feedback
- [include details of any other key areas here that should be set at the start of the process]

Section Five – Responsibilities of the Service Provider

5.1 [insert organisation name], as the service provider, will undertake specific responsibility for the following areas:

- Carry out a risk assessment of the service at least annually
- Ensure it carries an adequate level of insurance
- Ensure any staff members are adequately trained and equipped for the job
- Ensure health & safety policies are adhered to
- Ensure adequate staff are available to carry out the work contained within this SLA, including holiday and sickness cover arrangements.
- Inform the agreed named officer within CYC at the earliest opportunity of any problems or delays in meeting the requirements set out in this SLA.
- [any other specific requirements]
- [any other specific requirements]
- [any other specific requirements]

Section Six – Responsibilities of the Council

6.1 CYC will manage the SLA and liaise with [insert organisation name] to ensure its obligations are fulfilled.

Section Seven - Legal and regulatory compliance

7.1 [insert organisation name] will be responsible for ensuring that the relevant legal obligations have been met for its operations.

This should include appropriate insurance. Copies of policies and certificates should be made available for CYC inspection upon request.

Section Eight – Service Costs and Payment Terms

8.1 Service Costs

The payment made through this SLA includes payment for the following in relation to the [insert description of service]:

- [insert areas the funding is intended to support]
- [eg staffing, premises costs, staff training, publicity leaflets etc.]
- [include any payment in kind, eg use of premises or equipment]

CYC will be responsible for payment due under the SLA. Following receipt of relevant monitoring information and, when due, service report from, CYC will make prompt payment. [include specific details here of when payments will be made and amounts]. No funding will be released until this agreement has been signed by both parties.

A purchase order will be raised by the Council on receipt of a signed SLA. Invoices will only be paid when quoting a purchase order number and should be sent to invoices@york.gov.uk or City of York Council, PO Box 999, York, YO1 0EG.

Section Nine- Signatories to the Agreement

9.1 This agreement is made between City of York Council and [insert organisation name].

On behalf of City of York Council:

Signed:

Name in capitals:

Job Title:

Date:

On behalf of [insert organisation name]:

Signed:

Name in capitals:

Job Title:

Date:

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Corporate & Scrutiny Management Committee Work Plan for 2013-14

Meeting Date	Work Programme
15 July 2013 @ 5pm	<ol style="list-style-type: none"> 1. Attendance of new Cabinet Member for Finance, Performance & Customer Services – Discussion around Priorities & Challenges 2. Bi-annual Workforce Strategy 2012-15 Monitoring Report(PS) 3. Briefing on Potential Themed Topic – Night Time Economy 4. Workplan 2013/14
9 September 2013 @ 5pm	<ol style="list-style-type: none"> 1. First Qtr Finance & Performance Monitoring Report (DM) 2. Evaluation of the Service to City Programme (PS) 3. Further detailed briefing on Council's Journey to Excellence in Equalities (CC) (Possible Attendee from another Local Authority, demonstrating good progress towards 'Excellence') 4. Procurement Strategy Update (<i>deferred from May 2013</i>) (TC) 5. Draft Annual Overview & Scrutiny Report for 2012/13 6. Workplan 2013/14 (inc. verbal update on ongoing scrutiny reviews)
11 November 2013 @ 5pm	<ol style="list-style-type: none"> 1. Report & Presentation on Staff Survey Results 2. Update on implementation of recommendations arising from Managing Staff Sickness Absence Review and Community Engagement Review 3. Scoping Report for proposed scrutiny review on Equalities 4. Workplan 2013-14
13 January 2014@ 5pm	<ol style="list-style-type: none"> 1. Bi-annual Workforce Strategy 2012-15 Monitoring Report (PS) 2. Second Qtr Finance & Performance Monitoring Report 3. Scrutiny Support Budget Monitoring Report (DS) 4. Procurement Strategy Update 5. Draft Final Report for Loans & Grants Scrutiny Review 6. Workplan 2013/14 inc. verbal update on Equalities Review
10 March 2014 @ 5pm	<ol style="list-style-type: none"> 1. Presentation of O & S Committee's final reports from Night-Time Economy Scrutiny Reviews 2. Third Qtr Finance & Performance Monitoring Report 3. Update on Staff Survey Results 4. Workplan 2013/14 inc. verbal updates on any ongoing reviews
7 April 2014 @ 5pm	<ol style="list-style-type: none"> 1. Attendance of Cabinet Member for Corporate Services – End of Year Update 2. Draft Night–Time Economy Final Report incorporating findings from all the reviews 3. Draft Workplan for 2014/15 & Discussion re Possible Scrutiny Topics for coming Municipal Year

	4. Workplan 2012/13
12 May 2014 @ 5pm	1. Update on implementation of recommendations arising from Managing Staff Sickness Absence Review and Community Engagement Review 2. Workplan 2013/14