

## Appendix 1

### Rewiring Programme Summaries

This section details the high level summaries of each of the four programmes.

Additional information on each of the four programmes is contained in the background documents to this report.

### Children's Services

#### Cabinet Decision:

Para 2.2 To commission a period of engagement to consider -

- Early Years
- School Improvement Service
- Services to Young People

### CHILDREN'S SERVICES, EDUCATION & SKILLS

The services available through Children's Centres focus on early learning, including support to families to access the offer of early learning for 2 and 3 year olds; information and activities for families; adult learning and employment support; integrated child and family health services and targeted parenting and family support. City of York Council's current budget for Early Years Services is £2,188,910 per annum.

#### Early Years Services

##### Transformational Outcome

Develop a transformed Early Years offer that delivers sustained and improved outcomes for children pre birth to 5 years.

<b>Activity that will take place</b>	<p>2 Working with communities to co-construct solutions that meet the requirements of the area in which they are set</p> <p>3 Building strong links with the Private and Voluntary sector</p> <p>4 Researching the best possible environment to deliver services to the greatest number of people with the highest needs</p>
<b>Key points</b>	<p>Engagement to begin on the following:</p> <p>5 Prioritisation of services over buildings</p> <p>6 Enabling local people to become champions</p> <p>7 A review of the most appropriate method of service delivery</p> <p>8 Development of the community and voluntary sector to deliver non statutory services</p> <p>9 Reduction in core team &lt; currently being clarified</p> <p>10 The relationship of schools in Early Years services</p> <p>11 Commissioning models in Early Years</p> <p>12 How we can provide a more targeted service</p>
<b>Financial Value</b>	<b>£400k</b>

## CHILDREN'S SERVICES, EDUCATION & SKILLS

The key duties of local authorities in education, as defined by the 1996 Education Act, are to: Secure sufficient places for the education of children and young people in their area between the ages of 2 and 19 (up to 25 for young people with learning difficulties and/or disabilities; Support vulnerable children and young people, and; Promote high standards in primary and secondary education. City of York Council's current budget for School Improvements and Skills is £1,671,310 per annum.

### School Improvement and Skills

<b>Transformational Outcome</b>	Commission and quality assure high quality flexible advice, guidance, support and challenge to a range of settings and schools.
<b>Activity that will take place</b>	<ul style="list-style-type: none"> <li>13 Development of a commissioning model with Schools and Partners</li> <li>14 Restructure of existing core teams</li> <li>15 Enabling and supporting schools to develop a sector led improvement model</li> </ul>
<b>Key points</b>	<p>Engagement to begin on the following:</p> <ul style="list-style-type: none"> <li>16 Enabling schools to move away from traditional reliance on LA to provide services</li> <li>17 Developing a commissioning model for school improvement</li> <li>18 Restructure of the Local Authority core team</li> </ul>
<b>Financial Value</b>	<b>£350k</b>

## CHILDREN'S SERVICES, EDUCATION & SKILLS

### Services to Young People – Phase 2

Services to Young People covers the three areas formally part of the Integrated Youth Services – Connexions, Personal Support Inclusion Workers and Community Youth Support. City of York Council's current budget for Integrated Youth Support Services is £2,922,630 per annum.

<b>Transformational Outcome</b>	Provision of targeted support for the most vulnerable young people in order to support them into education, employment and training.
<b>Activity that will take place</b>	<ul style="list-style-type: none"> <li>19 Link with partners who can add range and variety that would not be viable if delivered exclusively by the CYC team</li> <li>20 Develop a traded service to schools</li> <li>21 Build capacity within communities - support the voluntary, community and independent sector to develop the 'Youth Offer'</li> </ul>
<b>Key points</b>	<p>Engagement to begin on the following:</p> <ul style="list-style-type: none"> <li>22 Build capacity within communities</li> <li>23 Support the voluntary, community and independent sector to develop the 'Youth Offer'</li> <li>24 To explore the provision of services currently located at Castlegate through a variety of sites.</li> <li>25 Restructure of existing core teams</li> <li>26 To provide a traded service to schools to provide additional support to them in the delivery of their statutory responsibilities.</li> <li>27 Ensure that the Youth Offer is clear visible and promoted to young people</li> </ul>
<b>Financial Value</b>	<p><b>Phase 1 - £310K (target achieved)</b>  <b>Phase 2 - £500k</b></p>

## Health & Wellbeing & Integration with Health

### Cabinet Decision

Para 2.3 To commission a period of engagement to consider -

- Information, advice and guidance
- Integration with health
- Adult social care operational services

### HEALTH & WELLBEING & INTEGRATION WITH HEALTH

We are focusing on how we can provide and improve Information, Advice and Guidance for all residents, including self help options to enable them to access timely and relevant information quickly and easily. Helping to increase knowledge of what is available and where. Our system will help residents to select and be guided to alternative support options where they choose to do so. This will enable us to engage with residents earlier, reaching more of the people who need the services most, and helping reduce the costs currently incurred if we provide access to services.

#### Information, Advice & Guidance

<b>Transformational Outcome</b>	28 Delivery of Personalisation and Direct Payments
	29 Creating a sustainable City infrastructure that enables Residents to access information for themselves
	30 Where they can plan for Older Age or disability
	31 Where they can access support from a wide range of organisations within their communities that promote self help and independence

<p><b>Activity that will take place</b></p>	<p>32 A single view of support and advice enabled through a joint care record</p> <p>33 Increased community provision through hubs and re-vitalised CVS</p> <p>34 Joined up support with partners at the point of delivery</p> <p>35 Services available 7 days a week</p> <p><b>36</b> The introduction of a partner with the expertise to provide a gateway into Health and Social Care in York in line with the Care Act and Better Care Fund</p>
<p><b>Key points</b></p>	<p>37 The development of a joint care record</p> <p>38 Development of on line and phone based tools with commercial, mutual and social enterprise partners to replace current arrangements</p> <p>39 Commission different outcome based services from CVS and others</p> <p>40 We anticipate our in house services will be handling far fewer referrals and only managing those cases that require support from a statutory body</p>
<p><b>Financial Value</b></p>	<p><b>Target reduction of £1m-£2m</b></p>

## HEALTH & WELLBEING & INTEGRATION WITH HEALTH

Joining up our services with health in some areas is central to the delivery of the Better Care Fund, which enables the NHS and Local Authorities to work together in a more collaborative way. This will mean we will be able to join up a persons support where and when they need it, helping residents achieve better health outcomes, be supported in their own home and communities, quicker and for longer. Together we will work with communities and all sectors to develop support options that deliver real outcomes for people, giving control to residents wherever possible and supporting those who need our help to manage their support.

### Integration with Health

<p><b>Transformational Outcome</b></p>	<p>41 Better health outcomes for York residents including Mental Health            42 Narrowing the gap &lt; currently being clarified            43 Increased community based intervention and reduced acute activity            44 Reduced costs and improved use of combined budgets            45 Residents supported at home longer- rather than moving into care homes            46 Improved end of life care at home – rather than in hospital or care</p>
<p><b>Activity that will take place</b></p>	<p>47 Delivery of the Better Care fund (<i>Gateway, Assessment, Safeguarding, Data sharing, Single record, 7 day working</i>)            48 Creation of a joint commissioning unit with health that will deliver outcome based support            49 Improved market development and contract management            50 Providing clearer requirement of City needs to give the CVS time and opportunity to create capacity and solutions in York            51 To develop different (and sometimes more commercial) service delivery models that meet Council objectives</p>

<b>Key points</b>	A recognition that the private, independent, voluntary and community sector will need to play a greater role in some aspects of service delivery and in parallel CYC's directly employed staffing will reduce.
<b>Financial Value</b>	<b>Target reduction of £2m-£4m</b>

## Place Based Services

### Cabinet Decision

Para 2.4 To agree to:

- Create, from within existing resources, an operational delivery team to deliver efficiency savings in 2014/15 and 2015/16 by focussing on community capacity through Smarter York, core service delivery, de-prioritisation of non essential services and the development of commercial activities
- Commence work on potential alternative delivery/business vehicles including undertaking a period of engagement with residents, users, businesses, partners, suppliers, Members, staff and Trades Unions to consider the most appropriate models of commissioning, support and delivery.
- Create from within existing resources a project team and internal bid team to assess CYC options for the delivery of services from 2015/16 onwards
- Commence an interim procurement on residual waste ahead of Waste Public Private Partnership (PPP)

## STREET BASED SERVICES

Street based services includes collection of waste; managing the streets, including litter, highways, maintenance and lighting; managing and maintaining parks and open spaces, and; managing the Council fleet of vehicles. The services are all delivered in house and are based at the Hazel Court eco-depot. Highways, Waste, Public Realm and Fleet services have a c£20m budget per annum and generate c£8.5m income (internal to CYC and external income) per annum.

### Transformational Outcome

Develop transformed Street Based Services that deliver affordable, sustained and improved outcomes for residents and visitors.

<b>Activity that will take place</b>	<p>52 A review of the most appropriate method of service delivery</p> <p>53 Work with communities to develop services that meet their requirements</p> <p>54 Building strong links with the private and voluntary sectors</p>
<b>Key points</b>	<ul style="list-style-type: none"> <li>• To agree to:</li> <li>• Create, from within existing resources, an operational delivery team to deliver efficiency savings in 2014/15 and 2015/16 by focussing on community capacity through Smarter York, core service delivery, de-prioritisation of non essential services and the development of commercial activities</li> <li>• Commence work on potential alternative delivery/business vehicles including undertaking a period of engagement with residents, users, businesses, partners, suppliers, Members, staff and Trades Unions to consider the most appropriate models of commissioning, support and delivery.</li> <li>• Create from within existing resources a project team and internal bid team to assess CYC options for the delivery of services from 2015/16 onwards</li> <li>• Commence an interim procurement on residual waste ahead of Waste Public Private Partnership (PPP)</li> </ul>
<b>Financial Value</b>	<p><b>£430k in 2014/15</b></p> <p><b>£931k in 2015/16 (£750k plus £81k + £100k from budget papers)</b></p> <p><b>£750k in 2016/17</b></p>

## PLANNING & STRATEGIC SERVICES

City of York Council provides a suite of services to support both the forward planning and the development management processes. This ranges from intelligence teams to specialists in areas related to planning (such as conservation, ecology, sustainability and archaeology) to development management, land information services and building control. For a City with rich heritage and one that prioritises its built and natural environment these services have historically been very important.

### Transformational Outcome

#### **Planning and strategic services business model**

- Develop sustainable and affordable strategic service and planning functions

#### **Carbon and energy management**

- Achieve the best energy and water management possible across the Council estate, reducing costs and maintaining income
- Position the Council for better carbon management and protect against increasing costs in future years
- Promote renewable energy generation in the City

Significant savings are considered achievable though they cannot be firmly quantified until the energy and water audits of the council assets are complete. To achieve the savings investment in technology and staff is required.

#### **Parking and congestion**

- Coherent set of options around managing congestion and parking

<p><b>Activity that will take place</b></p>	<p>55 Developing the strategic services and planning functions to provide a new sustainable business model</p> <p>56 Activity on the Carbon and Energy management programme to reduce energy usage levels across our estate and investigate and implement renewable energy schemes.</p> <p>57 Review work on the dynamics of congestion and parking and address the long term strategy and related operations.</p>
<p><b>Key points</b></p>	<p>58 Acknowledgement that strategic service and planning team, to maintain services levels will be working on external contracts and will have to prioritise in their work.</p> <p>59 Approve direction of travel for the Carbon and energy management programme.</p>
<p><b>Financial Value</b></p>	<p><b>New business model - £235k in 2015/16</b></p> <p><b>Carbon &amp; energy management – savings from £250k up to £2.5m over 5 years have been demonstrated as achievable at other Local Authorities, depending on ambition</b></p>

## HOUSING

City of York Council currently owns and manages a Housing Stock of c7900 properties. The maintenance of the Housing stock is an in-house function, which also provides building maintenance services to the council's buildings. The building maintenance function has a budget of c£6.2m per annum and generates income of c£6.9m per annum.

<b>Transformational Outcome</b>	60 To deliver the council's Housing priorities 61 To ensure the prudent management of the Housing Revenue Account 62 Optimise the Building Services function and deliver work as part of income generation strategy
<b>Activity that will take place</b>	63 Review of Housing function to seek efficiencies 64 Implementation of technology enablers to unlock capacity in Building services
<b>Key points</b>	65 Note progress
<b>Financial Value</b>	<b>Building services - £30k 15/16</b>

## COMMUNITY SAFETY

The council's Public protection teams (Environmental health, Environmental protection, trading standards, licensing) and the Safer York partnership have the remit of ensuring that York is a safe City. These teams work in partnership at a local, regional and national level to ensure the best outcomes for residents and visitors. The public protection teams have a budget of c£3.2m per annum and generate c£2.1m income per annum into the council.

<b>Transformational Outcome</b>	To work with Communities and partners to deliver safe communities.
<b>Activity that will take place</b>	<p>66 Developing an Anti-social behaviour hub for CYC and partners to consolidate intelligence and case management.</p> <p>67 Further develop the CCTV and network management operation to maximise opportunities for working with partners and creating a safer city.</p> <p>68 Reshape the Public protection service to enable the sustainment of service levels</p>
<b>Key points</b>	69 Note progress
<b>Financial Value</b>	<p><b>CCTV development/Road safety partnership - £100k 15/16</b></p> <p><b>Public protection review - £316k 15/16</b></p>

## CUSTOMER SERVICE

City of York Council provides a number of contact points for residents and businesses, across face-to-face, telephone and digital channels. As we aspire to customer excellence, there are significant gains from better integration of these channels, facilitating self-service online, and giving staff the skills and tools to help them fulfil changing customer needs.

### Customer Service Design

**“To put residents first by providing a high quality and responsive service that uses fit for purpose technologies to ensure we are always open and available for everyone to use”**

#### Transformational Outcome

To give residents the freedom of choice as to how and where they do business with us and to support them to transact with us online to improve not only the cost effectiveness of customer service but to the overall customer experience/outcome.

#### Activity that will take place

- 70 Provide a new easy to use, customer focused & responsive website that allows residents to transact with us on-line & allows them to view the progress of their transactions through a 'my account' facility
- 71 Increase the number of services residents can transact with us on-line
- 72 Increase the digital channels residents can use to transact with us e.g. web-chat
- 73 Completion of a digital inclusion strategy that includes training and support for residents to transact with us on-line
- 74 Reduce failure demand by increasing customer satisfaction at first point of contact

<b>Key points</b>	<p>To agree to:</p> <ul style="list-style-type: none"> <li>• Create, from existing resources, an operational delivery team to deliver efficiency savings in 2014/15 and 2015/16 focussed on community capacity through Smarter York, core service delivery, de-prioritisation of non essential services and the development of commercial activities;</li> <li>• Consult with service areas with a view to reducing the operating hours of the Customer Service Centre to 9.00am to 5.00pm to reflect demand</li> </ul>
<b>Financial Value</b>	<b>£450k</b>

## COMMUNITY & RESIDENT ENGAGEMENT

City of York Council provides a number of contact points for residents and businesses, across face-to-face, telephone and digital channels. As we aspire to customer excellence, there are significant gains from better integration of these channels, facilitating self-service online, and giving staff the skills and tools to help them fulfil changing customer needs.

### Consultation & Engagement

<b>Transformational Outcome</b>	<p>To help build locally responsive and stronger communities where people come together to make decisions by introducing new ways for residents and communities to interact with the Council, improving the quality of services, increasing skills in consultation and engagement, using resources wisely, and encouraging greater participation in decision making.</p>
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<b>Activity that will take place</b>	<p>75 An on-line engagement log is being established to provide a central record of all consultation and engagement activity;</p> <p>76 An approach is being introduced to support our new way of working, together with a framework that includes standards and a toolkit for staff on how to consult and engage</p> <p>77 Training will be available together with guidance for staff;</p> <p>78 A toolkit will also be produced for residents and communities;</p> <p>79 Leadership development for Councillors to support their role as champions of the new approach.</p>
<b>Key points</b>	<p>To note the work underway and planned that enables all other transformation projects and business as usual to support the new way of working. It provides the approach, tools and skills needed to consult and engage with residents and communities.</p>
<b>Financial Value</b>	<p><b>None. This project provides skills to all those involved in our new way of working.</b></p>

## ORGANISATIONAL DEVELOPMENT

<b>Transformational Outcome</b>	<p>Organisational Development is the term used to describe how we will adapt internally to support our transformation programme. It is a total approach to supporting our people and captures any work that results in significant improvements to our performance and facilitates achievement of our priorities.</p>
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<p><b>Activity that will take place</b></p>	<p>80 A comprehensive assessment was conducted with directors, managers, staff, councillors, our partners, and trade unions, to understand perceptions of where we are now, how ready the Council is to change and how engaged people feel;</p> <p>81 Key themes are being identified from all of the discussions and these will be grouped together to show where the Council is strong in terms of supporting people and where we need to be stronger;</p> <p>82 This will help to determine the priorities that will be captured as part of the organisational development strategy. This will be supported by an action plan that details all of the specific work planned to build the leadership, skills, culture, and capacity in the short, medium and long term;</p> <p>83 All existing activity will be brought into line so that we have one plan and current workforce strategy and policy will be reviewed to ensure it is fit for purpose.</p>
<p><b>Key points</b></p>	<p>To note the planned and systematic approach taken to deliver improvement that is sustainable, and results in excellent customer service and a happy, healthy workforce.</p>
<p><b>Financial Value</b></p>	<p><b>None.</b></p>

## Rewiring Programme Business Cases

This section details in outline form the business cases for each of the four programmes:

- **Community and Resident Engagement**
- **Place Based Services**
- **Children’s Services**
- **Health and Wellbeing and Integration with Health –**  
Integration with Health project and Initial Assessment project only

### COMMUNITY & RESIDENT ENGAGEMENT

City of York Council provides a number of contact points for residents and businesses, across face-to-face, telephone and digital channels. As we aspire to customer excellence, there are significant gains from better integration of these channels, facilitating self-service online, and giving staff the skills and tools to help them fulfil changing customer needs.

Work Stream	Overview
<p>A key ambition of our current Customer Strategy 2012/15 is to be ‘always open’. As such, we are committed to increasing the number of ways in which people can contact us and ensure services are available 24/7, with improvements particularly focused in online provision and training.</p>	<p>The proposal is to procure a digital platform that (from April 2015) will offer a ‘my account’ facility, allowing residents and staff to use the same system. Services include: Increased council tax, environmental reporting and booking facilities; benefits; parking; housing register and rents; licenses; building control, and many more.</p> <p>The control of the new website will sit with the Customer Service Department who will create a</p>

<b>Appendices</b>	resident user group to help re-design and reduce the content on our current website.
<b>Situational Analysis</b>	<b>Outcomes</b>
<p>Currently it is clear that:</p> <ul style="list-style-type: none"> <li>• We have not maximised potential to place transactional services on-line, whilst other councils have done so;</li> <li>• Our web-based services are hard to find/use;</li> <li>• There is not a strong/consistent user experience;</li> <li>• Customers cannot build a self-serve portal of what is important to them; and</li> <li>• From an internal point of view, our systems are not light/agile or easily reusable.</li> </ul>	<p>To:</p> <ul style="list-style-type: none"> <li>• provide customers with direct access to a personalised view of their information and access to services on-line through a 'my account' facility;</li> <li>• Implement an employee-friendly system that integrates with view the customer has of their account;</li> <li>• increase access to digital self-service provision e.g. web-chat, mobile apps, tablet based applications</li> <li>• improve digital access for those without/reduced access;</li> </ul>
<b>Previous decisions</b>	<ul style="list-style-type: none"> <li>• inform customers of the status</li> </ul>

<p>In Feb 2014, Cabinet agreed to:</p> <ul style="list-style-type: none"> <li>• the creation of a 'my account' mode of service;</li> <li>• the ability to sign up for regular updates;</li> <li>• a transactional website;</li> <li>• service consolidation into the customer centre; and</li> <li>• multi-skill and empower staff to fulfil customer needs.</li> </ul>	<ul style="list-style-type: none"> <li>• of their enquiry at all times;</li> <li>• increase the number of online transactions available;</li> <li>• increase professionalism in customer service;</li> <li>• eradicate failure within the system</li> <li>• move to max. 10 contact telephone numbers initially;</li> <li>• consolidate customer service functions into one management structure; and</li> <li>• agree our Customer Strategy beyond 2015 in line with the evolving vision above.</li> </ul>
<p><b>Benefits</b></p>	<p><b>Risks</b></p>
<ul style="list-style-type: none"> <li>• Customers can do business with us easily online, on any device;</li> <li>• Minimum 39% reduction of demand on telephone, face-to-face and admin service, with some online-only;</li> <li>• Average 61% online transactions with some services at 100%;</li> <li>• 25% improvement in customer satisfaction on the website;</li> <li>• Improvement in website rating from 1* to 3*</li> </ul>	<ul style="list-style-type: none"> <li>• As services are moved to the digital platform, there may be a need to review and update current policy to reflect the preferred approach to doing business with the Council on-line. For example: how customers notify a change of circumstance; pay bills and make bookings.</li> <li>• Support for residents who have no access to on-line services. Measures in place include: Accessible face-to-face and phone support;</li> <li>• Improved internet access mobile phone access and training for residents.</li> </ul>
<p><b>Investment</b></p>	<p><b>Savings</b></p>

<p><b>Total of £50k requested:</b></p> <ul style="list-style-type: none"> <li>• £100k, to work with residents to re-design the web and ICT developer for accessible design (£50k already agreed from existing budgets)</li> </ul> <p>Secured:</p> <ul style="list-style-type: none"> <li>• Investment for a digital platform has already been approved and we will seek to draw on this.</li> </ul>	<p><b>Minimum £450K savings by April 2016 from:</b></p> <ul style="list-style-type: none"> <li>• £340k in additional channel shift savings derived from moving new services online (<i>£80k existing savings targets</i>);</li> <li>• £110k from staffing savings from a change in complaints management, a reduction in failure demand and integration of customer service management structures; (<i>£150k existing savings targets</i>)</li> <li>• Additional savings will be realised as Health and Wellbeing and Integration with Health, Children's and Place based services move to a digital platform;</li> <li>• Further savings identified to 2018 which will be built into future budget proposal</li> </ul>
	<p><b>Income</b></p>
	<p>N/A</p>
<p><b>Additional info</b></p>	
<p>We realise to progress services to 100% digital delivery is a new approach for City of York Council. Rewards demonstrated by other authorities include:</p> <ul style="list-style-type: none"> <li>• 100% new benefit claims completed on-line in Barking and Wigan;</li> <li>• 100% of premises and highways licenses completed on-line at Hammersmith and Fulham;</li> <li>• 62% of all contact in Harrow is via their website;</li> </ul>	

- 85% of parents in Barking top up their school dinner cards online

### **Key points**

To agree to:

- 84** Make all council services available electronically and promote these as the preferred method of contact. For those customers for whom electronic access is not appropriate we will provide alternative means of contact
- 85** Consult with service areas with a view to reducing the operating hours of the Customer Service Centre to 9.00am to 5.00pm to reflect customer demand

## CONSULTATION AND ENGAGEMENT

City of York Council provides a number of contact points for residents and businesses, across face-to-face, telephone and digital channels. As we aspire to customer excellence, there are significant gains from better integration of these channels, facilitating self-service online, and giving staff the skills and tools to help them fulfil changing customer needs.

Work Stream	Overview
<p><b>Community and Resident Engagement</b></p>	<p>The aim is to help build locally responsive and stronger communities where people come together to make decisions.</p> <p>We will do this by introducing new ways for residents and communities to interact with the Council, improving the quality of services, increasing skills in consultation and engagement, using resources wisely, and encouraging greater participation in decision making.</p>
<p><b>Appendices</b></p>	
Situational Analysis	Objectives
<p>We are unable to completely capture what consultation and engagement is happening and the outcomes aren't shared across other services.</p> <p>When consulting or engaging with a community we are unable to link this easily to other information such as statistical data or demographics.</p>	<ul style="list-style-type: none"> <li>• improve engagement activity with residents and communities to understand local needs and promote self reliance;</li> <li>• increase capacity and capability of council staff and communities to improve the quality of outcomes and achieve value for money; and</li> </ul>

<p>Every team now has responsibility for consulting and engaging with residents, communities or customers before any service improvements are introduced.</p> <p>There is a greater desire to work in partnership with residents and communities. However, people may not have the right skills or confidence to work in this way.</p>	<ul style="list-style-type: none"> <li>• Improve democratic participation by broadening engagement activity to include all sections of the community.</li> </ul>
<p><b>Previous decisions</b></p>	
<p>None.</p>	
<p><b>Benefits</b></p>	<p><b>Risks</b></p>
<ul style="list-style-type: none"> <li>• Increased engagement of residents in their own community from 54% to 65%</li> <li>• Increase in the number of residents who actively make their community a better place to live from 42% to 50%</li> <li>• Increase the percentage of people who believe they can influence decisions affecting your local area from 24% to 30%</li> <li>• Increase the percentage of people who have given help in their community from 65% to 68%</li> <li>• Staff feel more confident and capable when engaging with residents and communities as part of the new way of working</li> <li>• Councillors feel more confident and capable when</li> </ul>	<ul style="list-style-type: none"> <li>• If staff resources are not allocated to develop the consultation and engagement element of the website, this endangers the delivery of a quality product that is consistent with the overall CYC website, and timescales may be missed</li> <li>• The Neighbourhood Working Model will fail if Councillors do not embrace the new way of working</li> </ul>

engaging with residents and communities as part of the new way of working	
<b>Investment</b>	<b>Savings</b>
£22,000 for a dedicated resource is needed within the Consultation and Engagement Team to manage this work stream	None. This project provides skills to all those involved in our new way of working
	<b>Income</b>
<b>Additional info</b>	
<p>This project is an enabler to all other transformation projects and business as usual. It will support the council by providing the approach, tools and skills needed to consult and engage in a meaningful way with residents and communities under the new methodology. The diagram below shows the rewiring methodology and our commissioning cycle which forms the basis of increased consultation and engagement.</p>	
<b>Key points</b>	
<p>To note the work underway and planned that enables all other transformation projects and business as usual to support the new way of working.</p> <p>It provides the approach, tools and skills needed to consult and engage with residents and communities.</p>	

## Place Based Services

As part of the council's Rewiring Public Services programme, this paper considers how strategic place-based services can be made more open, optimised and enterprising whilst meeting the city's priority outcomes. It focuses on four key areas:

1. Planning and strategic services (including energy and carbon management)
2. Street-based services
3. Community Safety
4. Housing

### Planning and Strategic services

City of York Council provides a suite of services to support both the forward planning and the development management processes. This ranges from intelligence teams to specialists in areas related to planning (such as conservation, ecology, sustainability and archaeology) to development management, land information services and building control. For a City with rich heritage and one that prioritises its built and natural environment these services have historically been very important.

Work Stream	Overview
<b>Planning &amp; Strategic Services Business Model</b>	A proposal to supplement budgets with external income through pre-planning advice for major applications and adoption of a more enterprising business model, pro-actively targeting regional and national planning working with other authorities. This could be extended to include consultancy services to a wider market.
<b>Appendices</b>	
<b>Situational Analysis</b>	<b>Objectives</b>

<ul style="list-style-type: none"> <li>• There is a requirement to reshape how strategic services, planning and environmental services are operated to meet the expectation of a growing, environmentally conscious city against a backdrop of reduced funding.</li> <li>• Although options exist to reduce levels of service to meet the decrease in funding, there is both an expectation of a good level of service and a responsibility to maintain and improve the built and natural environment.</li> <li>• Engagement with businesses has demonstrated a more efficient planning process, particularly on major sites, where the council has engaged with the developer earlier in the process.</li> <li>• The pre-planning fee is only a small percentage of total cost to a developer during the planning process.</li> <li>• Exploratory work of shared local authority services has been initiated in Harrogate.</li> </ul>	<p>To:</p> <ul style="list-style-type: none"> <li>• Provide a professional and enabling set of planning and strategic services;</li> <li>• Support an ambitious, growing City whilst ensuring that development maintains and enhances the built and natural environment;</li> <li>• Deliver additional work required to ensure that the offer to York residents and businesses is sustainable</li> <li>• Explore income-generation opportunities.</li> </ul>
<p><b>Previous decisions</b></p>	
<p>None.</p>	
<p><b>Benefits</b></p>	<p><b>Risks</b></p>
<ul style="list-style-type: none"> <li>• Maintain a higher level of service</li> <li>• Longer-term sustainability</li> </ul>	<ul style="list-style-type: none"> <li>• Balancing CYC and external workload, with a need to generate capacity quickly</li> <li>• Retention of officers with the</li> </ul>

<ul style="list-style-type: none"> <li>• Accelerate Local Plan process</li> <li>• Income generation</li> <li>• Market-driven efficiencies</li> </ul>	<p>most "marketable" skills</p> <ul style="list-style-type: none"> <li>• Reduced pre-app demand long-term</li> </ul>
<p><b>Investment</b></p>	<p><b>Savings</b></p>
<p>None required.</p>	<p><b>Total £235k:</b></p> <ul style="list-style-type: none"> <li>• External income to support roles in the team: £70k priority based budgeting (15/16)</li> <li>• External funding (transport teams): £125k priority based budgeting (15/16)</li> <li>• Planning and transport Income:£25k (15/16 budget)</li> <li>• Income streams: £15k (15/16 budget)</li> </ul> <p><b>Income</b></p> <p><b>Total £3.075m in 15 years:</b>  Pre-application evaluation fees:  £375k approx. (over next 5yrs)  £300k approx. (6-10yrs)  £225k approx. (11-15yrs)</p> <p>Planning Application fees:  £925k approx. (over next 5yrs)  £800k approx. (6-10yrs)  £450k approx. (11-15yrs)</p>
<p><b>Additional info</b></p>	
<p>Additional funding streams might include: CIL, other planning gain, Government contribution to support Neighbourhood planning.</p>	
<p><b>Key points</b></p>	
<p>To acknowledge that, in order to maintain (and even improve) service levels, the strategic service and planning team will be prioritising their work to factor in new, external demands. This would be complemented by additional, more flexible capacity to meet internal pressures when required.</p>	

## STRATEGIC SERVICES AND PLANNING - TRANSFORMING CARBON & ENERGY MANAGEMENT

City of York Council provides a suite of services to support both the forward planning and the development management processes. This ranges from intelligence teams to specialists in areas related to planning (such as conservation, ecology, sustainability and archaeology) to development management, land information services and building control. For a City with rich heritage and one that prioritises its built and natural environment these services have historically been very important.

Work Stream	Overview
<p><b>Carbon &amp; Energy Review</b></p>	<ul style="list-style-type: none"> <li>• Achieve the best energy and water management possible across the Council estate, reducing costs and maintaining income</li> <li>• Position the Council for better carbon management and protect against increasing costs in future years</li> <li>• Promote renewable energy generation in the City</li> </ul> <p>Significant savings are considered achievable though they cannot be firmly quantified until the energy and water audits of the council assets are complete. To achieve the savings investment in technology and staff is required.</p>
<p><b>Appendices</b></p>	
Situational Analysis	Objectives
<p>Despite a 25% reduction in carbon emissions between 2008–2013, the council currently has:</p> <ul style="list-style-type: none"> <li>• Annual energy spend of £4.7</li> </ul>	<ul style="list-style-type: none"> <li>• Create a new corporate carbon and Energy management plan and invest to save programme</li> <li>• Carry out estate energy audits and streamlining of energy</li> </ul>

<p>million (excluding CYC fleet)</p> <ul style="list-style-type: none"> <li>• An annual Carbon Reduction Commitment of £230k</li> <li>• Estimated 10% pa. increase in energy spend</li> <li>• A need to find an addition £470k annually or, over a 5 year period, an additional £2,350,000.</li> <li>• Annual expenditure for energy across the estate could reach £7,050,000 by 2019, if nothing changes.</li> <li>• Since restructures, there has been no capacity to create a new carbon management plan</li> </ul>	<p>data, water data and processing</p> <ul style="list-style-type: none"> <li>• Create a new water management plan and invest to save programme</li> <li>• Carry out detailed feasibility studies to develop an investment grade business case for a large scale renewable energy project by 2015/16</li> <li>• Carry out energy master-planning studies to identify district heating opportunities</li> <li>• A new coordinated corporate utilities task and finish group to deliver the work</li> </ul>
<p><b>Previous decisions</b></p>	
<p>None.</p>	
<p><b>Benefits</b></p>	<p><b>Risks</b></p>
<ul style="list-style-type: none"> <li>• A new transformational carbon and energy management plan and a new water management plan capable of <ul style="list-style-type: none"> <li>- reducing energy and water consumption</li> <li>- reducing CYC's utility expenditure</li> <li>- reducing carbon emissions</li> <li>- reducing CYC's mandatory carbon reduction commitment requirements</li> <li>- revenue through renewable energy generation</li> <li>- creating 2 invest to save programmes that could</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Lack of urgent action to address carbon and energy issues will represent an increased long term cost to the council in energy bills and penalties.</li> <li>• Need to generate own energy to close gap on self-sustainability.</li> </ul>

<p>fund new projects and possible staff</p> <ul style="list-style-type: none"> <li>• Streamlined management processes and procedures – including centralised billing and procurement of utilities</li> <li>• Up to 3 detailed renewable energy feasibility studies to develop investment grade opportunities from (PV and district heating)</li> <li>• A long term renewable energy investment roadmap</li> <li>• Delivery towards CYC's One Planet Living (OPL) ambitions</li> </ul>	
<p><b>Investment</b></p>	<p><b>Savings*</b></p>
<p>New plan and corporate group to oversee change (£33k); Estate audit (£50k); Streamlined management processes (£8.8k); VC farm business (£20k), energy masterplans (£80k). <b>Total: £196k</b></p>	<ul style="list-style-type: none"> <li>• Energy Efficiency measures installed</li> <li>• Water efficiency measures installed</li> <li>• Water Bill Validation</li> </ul> <p>Carbon &amp; energy management – savings from £250k up to £2.5m over 5 years have been demonstrated as achievable at other Local Authorities, depending on ambition</p> <p><b>Income*</b></p> <ul style="list-style-type: none"> <li>• Renewable energy generation and associated financial incentives</li> <li>• Feed in Tariff</li> <li>• Renewable Heat Incentives (Renewable Energy</li> </ul>

	<p>Obligations)</p> <p><i>* Income forecasts are not possible until energy audits are carried out audit and projects sufficiently developed. Financial savings / income avenues are above.</i></p>
<p><b>Additional info</b></p>	
<p>Please see examples of action taken by other authorities in the background documents.</p>	
<p><b>Key points</b></p>	
<ul style="list-style-type: none"> <li>• To note the direction of travel for carbon and energy management programme</li> </ul>	

## STREET BASED SERVICES

Highways, Waste, Public Realm and Fleet services have a budget in the region of £20m per year and these services generate in the region of £8.5m in income (internal to CYC and external income). This includes the collection of waste; managing the streets, including litter, highways, maintenance and lighting; managing and maintaining parks and open spaces, and; managing the Council fleet of vehicles. These services have historically been delivered by in-house teams located at the eco-depot.

Work Stream	Overview
<p><b>Street based services – alternative delivery vehicle</b></p>	<p>Proposal to put communities at the centre of service provision, develop community capacity and recast the council's service provision in this context.</p>
<p><b>Appendices</b></p>	

<b>Situational Analysis</b>	<b>Objectives</b>
<p>Despite a 25% reduction in carbon emissions between 2008–2013, the council currently has:</p> <ul style="list-style-type: none"> <li>• Budgets of around £20m with income of around £8.5m (not including some related elements, such as the Waste disposal budgets)</li> <li>• Services have been working through efficiency over the last few years and are reaching an optimal level for internal provision. Services levels will be significantly affected without transformational change</li> <li>• Opportunities exist to share services with local districts where a business case exists</li> <li>• Development of models using Yorwaste and teckal compliance possible.</li> <li>• Smarter York provides a strong foundation for Community engagement, capacity building and resilience.</li> </ul>	<ul style="list-style-type: none"> <li>• Increased resident engagement, co-design and participation</li> <li>• Create capacity in communities through the community hubs</li> <li>• Setting realistic priorities and service levels</li> <li>• Ensuring the internal business is fit to test against the market</li> <li>• Maximise income generation opportunities</li> <li>• Defining what the “offer” is moving forward and working towards a sustainable business model to support the offer.</li> <li>• Start to develop options for future business model, develop in-house offer and test the market.</li> </ul>
<b>Previous decisions</b>	
<b>Benefits</b>	<b>Risks</b>
<ul style="list-style-type: none"> <li>• Greater community involvement in service design</li> </ul>	<ul style="list-style-type: none"> <li>• Ambitious procurement timetable and possibility of an</li> </ul>

<p>and delivery and engagement</p> <ul style="list-style-type: none"> <li>• Financial sustainability whilst maintaining realistic service levels</li> </ul>	<p>in-house bid may deter potential bidders and restrict competition. Mitigate risk through open and honest dialogue with potential bidders and ensure all business model options are developed.</p> <ul style="list-style-type: none"> <li>• Capacity of Procurement Team to deliver major procurement exercise and transformational savings (£750k) during 2015/16. Mitigate risk by identifying resource requirements at earliest opportunity.</li> <li>• Strong in-house offer would support continuation of internal services, but there would be no risk transfer and consequently the further development of the services, and potential shortfall in expected reductions in budgets would be at CYC's risk.</li> </ul>
<p><b>Investment</b></p>	<p><b>Savings*</b></p>
<p>Resourcing of 3 work streams to be identified.</p> <ul style="list-style-type: none"> <li>- Task team to deliver 14/15 and 15/16</li> <li>- Bid team to develop the in-house offer</li> <li>- Procurement team, who will be looking at the commissioning the future business model.</li> </ul>	<p>Street based services transformation £430k 14/15, £931k 15/16, £750k 16/17</p> <p><b>Income*</b></p> <p>Income generation will be part of the model. Fleet, workshops, Highways and Commercial waste</p> <p><i>* Income forecasts are not possible until energy audits are carried out audit and projects</i></p>

*sufficiently developed. Financial savings / income avenues are above.*

### **Additional info**

Variety of models in operation across the country. Interesting models to explore around mutual ownership between CYC and private partner to enable risk sharing, better investment and shared management.

### **Key points**

To agree to:

- Create, from within existing resources, an operational delivery team to deliver efficiency savings in 2014/15 and 2015/16 by focussing on community capacity through Smarter York, core service delivery, de-prioritisation of non essential services and the development of commercial activities

86 Commence work on potential alternative delivery/business vehicles including undertaking a period of engagement with residents, users, businesses, partners, suppliers, Members, staff and Trades Unions to consider the most appropriate models of commissioning, support and delivery.

- Create from within existing resources a project team and internal bid team to assess CYC options for the delivery of services from 2015/16 onwards

87 Commence an interim procurement on residual waste ahead of Waste PPP

## COMMUNITY SAFETY

The council's Public protection teams (Environmental health, Environmental protection, trading standards, licensing) and the Safer York partnership have the remit of ensuring that York is a safe City. These teams work in partnership at a local, regional and national level to ensure the best outcomes for residents and visitors. The public protection teams have a budget of c£3.2m per annum and generate c£2.1m income per annum into the council.

<b>Public Protection Review</b>	Redesign of the public protection unit into a business-friendly system that rewards responsible businesses.	There is a saving target of £316k for 15/16. The development of the commercial arm of public protection is to close this budget gap and safeguard the standard of service	31-32
<b>Road Safety &amp; Network Management Review</b>	Exploring CCTV service as a commercial offer to new partners and geographies.	There is a £100k savings target associated with this work.	31-32
<b>Anti Social Behaviour (ASB) Hub</b>	Development of cross-agency intelligence and case management hub.	The ASB hub has been delivered and the team is now working on optimising opportunities with partners.	31-32

**Key Points Note progress**

## HOUSING

City of York Council currently owns and manages a Housing Stock of c7900 properties. The maintenance of the Housing stock is an in-house function, which also provides building maintenance services to the council's buildings. The building maintenance function has a budget of c£6.2m per annum and generates income of c£6.9m per annum.

<b>Building Services Review</b>	Efficiency and opportunity review covering technology (integration of systems and mobile working), external income generation and commissioning.	There is a requirement to generate £30k of income in 15/16 leading to a model where more external income replaces savings from general fund to support a sustainable service.	33-34
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**Key Points** Note progress

## Children's Services

The transformation programme in CSES covers three main areas – Early Years Services, School Improvement and Skills and Connexions.

Each of the areas is covered in more detail in this section, with descriptions of the current services and the proposals around which we would like to engage.

### CHILDREN'S SERVICES

The services available through Children's Centres focus on early learning, including support to families to access the offer of early learning for 2 and 3 year olds; information and activities for families; adult learning and employment support; integrated child and family health services and targeted parenting and family support. City of York Council's current budget for Early Years Services is £2,188,910 per annum.

#### Work Stream

#### Overview

#### Early Years Services

The core purpose of Children's Centres is to improve outcomes for young children and their families and to reduce inequalities in relation to:

- child development and school readiness
- parenting aspirations and parenting skills
- child and family health and life chances.

A key driver within this transformation project is to protect front line service delivery against a backdrop of budget pressures.

However, we also believe opportunities exist to develop an

	<p>Early Years offer that delivers sustained and improved outcomes for children pre birth to 5 years. A period of engagement would explore potential models.</p>
<p><b>Appendices</b></p>	
<p>An example of how a particular model could work is in Annex <u>?</u></p>	
<p><b>Situational Analysis</b></p>	<p><b>Objectives</b></p>
<ul style="list-style-type: none"> <li>• Prior to April 2011 Children’s Centre funding was through the ring fenced Sure Start, Early Years and Childcare Grant.</li> <li>• Following the significant reduction in funding, Phase 2 and Phase 3 Children’s Centres have been grouped</li> </ul> <p>This has allowed all Children’s Centre buildings across the City to be retained, whilst affording increased flexibility to deliver all elements of the Children’s Centre core purpose.</p> <p>The services available through Children’s Centres focus on early learning, including support to families to access the offer of early learning for 2 and 3 year olds; information and activities for families; adult learning and employment support; integrated child and family health services and targeted parenting and family support.</p>	<p>Within our proposed transformed service, it is likely the following themes will be incorporated and therefore we would like to consult on:</p> <ul style="list-style-type: none"> <li>• Prioritisation of services over buildings</li> <li>• Enabling local people to become champions</li> <li>• A review of the most appropriate method of service delivery</li> <li>• Development of the community and voluntary sector to deliver non statutory services</li> <li>• The relationship of schools in Early Years services</li> <li>• Commissioning models in Early Years</li> <li>• How we can provide a more targeted service</li> </ul>

<b>Previous decisions</b>	
<b>Benefits</b>	<b>Risks</b>
<ul style="list-style-type: none"> <li>• Working with communities to co-construct solutions that meet the requirements of the area in which they are set</li> <li>• Building strong links with the Private and Voluntary sector</li> <li>• Researching the best possible environment to deliver services to the greatest number of people with the highest needs</li> </ul>	<ul style="list-style-type: none"> <li>• Reputational risk of a stigmatised service in Children’s Centres – only the most vulnerable targeted</li> <li>• Political sensitivity if a Children’s Centre were to potentially close</li> <li>• Reduction in quality of an Early Years setting</li> </ul>
<b>Investment</b>	<b>Savings*</b>
	<ul style="list-style-type: none"> <li>• £400,000</li> </ul>
	<b>Income*</b>
	<ul style="list-style-type: none"> <li>•</li> </ul>
<b>Additional info</b>	

## Key Points

To note that a period of engagement will take place on the following:

- Prioritisation of services over buildings
- Enabling local people to become champions
- A review of the most appropriate method of service delivery
- Development of the community and voluntary sector to deliver non statutory services
- Reduction in core team
- The relationship of schools in Early Years services
- Commissioning models in Early Years
- How we can provide a more targeted service

## CHILDREN'S SERVICES

The key duties of local authorities in education, as defined by the 1996 Education Act, are to: Secure sufficient places for the education of children and young people in their area between the ages of 2 and 19 (up to 25 for young people with learning difficulties and/or disabilities; Support vulnerable children and young people, and; Promote high standards in primary and secondary education. City of York Council's current budget for School Improvements and Skills is £1,671,310 per annum.

Work Stream	Overview
School Improvement & Skills	The transformation is driven by the importance of clarifying the continuing role of the local authority in education in order to ensure that we generate the 2020 vision and narrative for education
Appendices	

	and skills in the City of York.
<b>Situational Analysis</b>	<b>Objectives</b>
<ul style="list-style-type: none"> <li>• York has a high performing education system both in terms of attainment and educational outcomes.</li> <li>• However, there are areas we need to improve in order to effectively discharge our duties under the 1996 Education Act.</li> <li>• In 2010 the government published the White Paper, ‘The Importance of Teaching’, to which the transformation of the school improvement in York has focused.</li> <li>• Since 2010 school improvement in York has focused on developing the infrastructure to sustain sector-led improvement.</li> <li>• This is against a reduction in local authority’s school improvement team of 40%.</li> </ul>	<ul style="list-style-type: none"> <li>• Development of a commissioning model with Schools and Partners</li> <li>• Restructure of existing core teams</li> <li>• Enabling and supporting schools to develop a sector led improvement model</li> <li>• Ultimately, commission and quality-assure high quality flexible advice, guidance, support and challenge to a range of settings and schools</li> </ul>
<b>Previous decisions</b>	
<b>Benefits</b>	<b>Risks</b>
<ul style="list-style-type: none"> <li>• A sustainable school to school support model through cluster based school improvement</li> <li>• Co-created solutions</li> </ul>	<ul style="list-style-type: none"> <li>• Relationship between Local Authority and Schools may deteriorate</li> <li>• Pupils may suffer or not improve at the required rate</li> </ul>

<ul style="list-style-type: none"> <li>• Flexible operating models</li> <li>• Strategic commissioning strategy and framework for quality assessing school improvement services</li> </ul>	
<b>Investment</b>	<b>Savings</b>
	<ul style="list-style-type: none"> <li>• £350,000</li> </ul>
	<b>Income</b>
	<ul style="list-style-type: none"> <li>•</li> </ul>
<b>Additional info</b>	
<b>Key points</b>	
<p>To note that a period of engagement will take place on the following:</p> <ul style="list-style-type: none"> <li>• Enabling schools to move away from traditional reliance on LA to provide services</li> <li>• Developing a commissioning model for school improvement</li> <li>• Reducing the Local Authority core team</li> </ul>	

## CHILDREN'S SERVICES

Services to Young People covers the three areas formally part of the Integrated Youth Services – Connexions, Personal Support Inclusion Workers and Community Youth Support. City of York Council's current budget for Integrated Youth Support Services is £2,922,630 per annum.

Work Stream	Overview
<p><b>Services to Young People</b></p>	<p>Our proposed transformation of the Connexions Services would provide targeted support for the most vulnerable young people in order to support them into education, employment and training.</p>
<p><b>Appendices</b></p>	<p>A period of engagement would explore partnership working to add range and variety to the services available to young people.</p>
<p><b>Situational Analysis</b></p> <ul style="list-style-type: none"> <li>• Connexions is part of the Integrated Youth Services</li> <li>• The service is made up of Schools based Information, Advice and Guidance (IAG), Castlegate and the Duke of Edinburgh team</li> <li>• Castlegate delivers 4800 drop-in advice sessions and 1750 counselling sessions each year, on areas such as: Careers Advice, employment; Benefits, Housing, Health, and Counselling.</li> <li>• Each year 3000 individual</li> </ul>	<p><b>Objectives</b></p> <ul style="list-style-type: none"> <li>• Retain a team of qualified advisers to deliver careers advice to young people who are NEET (or at risk)</li> <li>• Retain capacity to support schools to deliver their statutory duty, with a traded service for additional support</li> <li>• To explore the provision of services currently located at Castlegate through a variety of sites.</li> <li>• Clearly define and describe priority/targeted areas on 360 degree feedback - to ensure</li> </ul>

<p>careers sessions currently delivered via IAG.</p> <ul style="list-style-type: none"> <li>• Duke of Edinburgh provides rich experience of personal and social development, with 180 DofE Awards delivered a year for young people.</li> </ul>	<p>resources are utilised and distributed effectively</p> <ul style="list-style-type: none"> <li>• Build capacity within communities - support the voluntary, community and independent sector to develop the 'Youth Offer' based on this collaborative approach</li> <li>• Ensure the voice of young people is evident throughout all aspects of service redesign and development</li> </ul>
<p><b>Previous decisions</b></p>	
<p><b>Benefits</b></p>	<p><b>Risks</b></p>
<ul style="list-style-type: none"> <li>• Retaining a team of qualified advisers to deliver impartial careers advice to young people who are NEET or at risk of becoming NEET</li> <li>• Retain capacity to support schools to deliver their statutory duty</li> <li>• Link with partners who can add range and variety that would not be viable if delivered exclusively by the CYC team</li> <li>• Develop a traded service to schools</li> <li>• Build capacity within communities - support the voluntary, community and independent sector to develop the 'Youth Offer'</li> </ul>	<ul style="list-style-type: none"> <li>• Young People may not be able to access good quality Information, Advice and Guidance</li> <li>• One to One support is significantly reduced</li> </ul>
<p><b>Investment</b></p>	<p><b>Savings</b></p>

	<ul style="list-style-type: none"> <li>• £500,000</li> </ul>
	<b>Income</b>
	<ul style="list-style-type: none"> <li>•</li> </ul>
<b>Additional info</b>	
<b>Key points</b>	
<p>To note that a period of engagement will take place on the following:</p> <ul style="list-style-type: none"> <li>• Build capacity within communities</li> <li>• Support the voluntary, community and independent sector to develop the 'Youth Offer"</li> <li>• To explore the provision of services currently located at Castlegate through a variety of sites</li> <li>• Reduction in the core team</li> <li>• To provide a traded service to schools to provide additional support to them in the delivery of their statutory responsibilities</li> <li>• Ensure that the Youth Offer is clear visible and promoted to young people.</li> </ul>	

## Health and Wellbeing and Integration with Health

### HEALTH & WELLBEING & INTEGRATION WITH HEALTH

We are focusing on how we can provide and improve Information, Advice and Guidance for all residents, including self help options to enable them to access timely and relevant information quickly and easily. Helping to increase knowledge of what is available and where. Our system will help residents to select and be guided to alternative support options where they choose to do so. This will enable us to engage with residents earlier, reaching more of the people who need the services most, and helping reduce the costs currently incurred if we provide access to services.

Work Stream	Overview
<b>Information, Advice &amp; Guidance</b>	The ASC Information and Advice work stream concerns the provision of high quality advice and information about social care and health services, support and resources outside the council. Available to everyone a 'Universal' offer, it will take a variety of forms, tailored to people's needs but drawing upon a single, robust body of information. Currently at the beginning of this transformation process, community need assessment and existing service benchmarking will inform an Advice and Information Strategy. From there, the Information "Network" will be developed.
<b>Appendices</b>	
<b>Situational Analysis</b>	<b>Objectives</b>

<ul style="list-style-type: none"> <li>• The ASC transformation programme consists of five main work streams that interlink and address the whole of Health and Wellbeings business, its technical functions, processes, and people, based on the customer journey, their experiences and value for money.</li> <li>• This vision and business change is being co-developed with residents, their carers, partners and stakeholders</li> <li>• The organisational change is viewed as a “once in a generation” opportunity to revitalise services and deliver customer-focused support of the highest quality.</li> <li>• Personal Budgets and Personal Health Budgets give us the opportunity to forge ahead with the shift towards self-directed support.</li> </ul>	<ul style="list-style-type: none"> <li>• A single view of support and advice enabled through a joint care record</li> <li>• Increased community provision through hubs and re-vitalised CVS</li> <li>• Joined up support with partners at the point of delivery</li> <li>• Services available 7 days a week</li> <li>• The introduction of a partner with the expertise to provide a gateway into Health and Social Care in York in line with the Care Act and Better Care Fund</li> <li>• Ultimately, so “Individuals and their families can make informed choices about the different care and support options available to them in the community, to help them live independent and fulfilling lives”.</li> </ul>
<p><b>Previous decisions</b></p>	
<p><b>Benefits</b></p>	<p><b>Risks</b></p>
<ul style="list-style-type: none"> <li>• Delivery of Personalisation and Direct Payments</li> <li>• Creating a sustainable City infrastructure that enables Residents</li> <li>• to access information for themselves.</li> <li>• Where they can plan for Older Age or disability.</li> </ul>	<ul style="list-style-type: none"> <li>• Availability of IT platform</li> <li>• Systems ability to integrate</li> <li>• Deliverability of Community Hubs</li> <li>• Willingness of partners to engage</li> <li>• Customers aren’t diverted in numbers anticipated</li> <li>• Improved info and advice</li> </ul>

<ul style="list-style-type: none"> <li>• Where they can access support from a wide range of organisations within their communities that promote self help and independence</li> </ul>	<p>creates more demand for services</p>
<p><b>Investment</b></p>	<p><b>Savings</b></p>
<ul style="list-style-type: none"> <li>• Project team drawn from existing resources</li> <li>• Potential investment in IT to facilitate self assessment</li> </ul>	<p>Total: <b>£1-2m</b>, based on</p> <ul style="list-style-type: none"> <li>• 25% reduction in: initial enquiries (i.e. those that do not make it to initial recording) and enquiries that result in initial recording but do not lead to assessment for service, as initial enquirers use a self-management option as the default route.</li> <li>• % reduction in admissions to residential/day care as individuals feel more supported to live independently through targeted information delivered by a route that meets needs</li> <li>• % reduction in referrals for other Council services such as aids and adaptations as individuals have direct access to Health and Wellbeing and Integration with Health information and advice without the need for assessment</li> <li>• % reduction in future demand for local authority services as individuals are better supported to manage their own care packages through high quality financial advice</li> <li>• % reduction in future demand for local authority services as individuals plan their needs further in advance</li> <li>• Increase in community access</li> </ul>

	<p>points to high quality co-ordinated Health and Wellbeing and Integration with Health information</p> <p>Full extent of savings will materialise as customers are diverted from our care. Diverting 1 older person from residential care would save £15k per annum.</p>
	<b>Income</b>
	N/A
<b>Additional info</b>	
<b>Key points</b>	
<p>To commission a period of engagement to consider -</p> <ul style="list-style-type: none"> <li>• Information, advice and guidance</li> <li>• Integration with health</li> <li>• Adult social care operational services</li> </ul>	

## HEALTH & WELLBEING & INTEGRATION WITH HEALTH

Joining up our services with health in some areas is central to the delivery of the Better Care Fund, which enables the NHS and Local Authorities to work together in a more collaborative way. This will mean we will be able to join up a persons support where and when they need it, helping residents achieve better health outcomes, be supported in their own home and communities, quicker and for longer. Together we will work with communities and all sectors to develop support options that deliver real outcomes for people, giving control to residents wherever possible and supporting those who need our help to manage their support.

Work Stream	Overview
<p><b>Integration with Health</b></p>	<p>The Integration with Health work stream is to provide improved outcomes for the people of York. Working together with our CCG partners to offer better value for money and more sustainable options to meet individual needs and increase independence.</p>
<p><b>Appendices</b></p>	<p>A joint BCF submission has been made to NHS England.</p>
Activity	Objectives
<ul style="list-style-type: none"> <li>• Delivery of the Better Care fund (<i>Gateway, Assessment, Safeguarding, Data sharing, Single record, 7 day working</i>)</li> <li>• Creation of a joint commissioning unit with health that will deliver outcome-based support</li> <li>• Improved market development and contract management</li> <li>• Providing clearer requirement</li> </ul>	<ul style="list-style-type: none"> <li>• Greater integration between health, social care services and the independent sector</li> <li>• One care record - improved data sharing and co-ordinated person centred support</li> <li>• Collegiate of primary and secondary care system</li> <li>• Better use and management of assets and estate</li> </ul>

<p>of City needs to give the CVS time and opportunity to create capacity and solutions in York</p> <ul style="list-style-type: none"> <li>• To develop different (and sometimes more commercial) service delivery models that meet Council objectives.</li> </ul>	<ul style="list-style-type: none"> <li>• 7 day service availability</li> <li>• Using health facilities to support community care</li> <li>• Ultimately, Council and partners working together to “achieve prevention, empowerment and engagement that puts the individual at the centre and provides personalised high quality support.”</li> </ul>
<p><b>Previous decisions</b></p>	
<p><b>Benefits</b></p>	<p><b>Risks</b></p>
<ul style="list-style-type: none"> <li>• Better health outcomes for York residents including Mental Health</li> <li>• Narrowing the gap</li> <li>• Increased community based intervention and reduced acute activity</li> <li>• Reduced costs and improved use of combined budgets</li> <li>• Residents supported at home longer- rather than moving into care homes</li> <li>• Improved end of life care at home – rather than in hospital or care</li> </ul>	<p>It is assumed that:</p> <ul style="list-style-type: none"> <li>• Sufficient and capable staff resources are assigned to progress the work stream</li> <li>• The Council is ready to make the changes necessary to improve outcomes</li> <li>• Stakeholders are enabled to co-design solutions</li> <li>• Partners involved in the delivery of outcomes are engaged</li> <li>• The Adults Social Care and Integrated Health Board is engaged and committed to provide timely direction and drive transformation required</li> <li>• Health and Wellbeing Board are able to sign off budget</li> <li>• Savings materialise in acute trust to the level anticipated</li> </ul>
<p><b>Investment</b></p>	<p><b>Savings</b></p>
<ul style="list-style-type: none"> <li>• £216k investment in Emergency Care Practitioners</li> <li>• £250k Priory Medical Group re Care hub</li> </ul>	<p>Potential £2-4m</p> <p>Please note: Savings from the pilot unlikely to materialise in Health and Wellbeing and</p>

<ul style="list-style-type: none"> <li>• £100k Street Triage</li> <li>• £135k Hospice at Home</li> <li>• £25k Psychiatric Liaison</li> </ul>	<p>Integration with Health budget as the pilot work has been targeted to alleviate pressures in Health.</p>
	<p><b>Income</b></p>
<p><b>Additional info</b></p>	
<p>Better Care Fund is the overall programme driver and includes: Care Hub development, Priory Med pilot, Emergency Care Practitioners, Street Triage, Selby Pilot, and Hospice at Home.</p>	
<p><b>Key points</b></p>	
<p>To commission a period of engagement to consider -</p> <ul style="list-style-type: none"> <li>• Information, advice and guidance</li> <li>• Integration with health</li> <li>• Adult social care operational services</li> </ul> <p>To acknowledge that the private, independent, voluntary and community sector and communities will need to play a greater role in some aspects of service delivery and in parallel CYC's directly employed staffing will reduce.</p>	

## 1. Rewiring Programme Risks

We have identified 7 programme risks:

Risk	Detail	Mitigation
<p><b>Timescale for project delivery</b></p>	<p>Many of the projects have a 1 year plus lead-in period before implementation. This period includes: engagement; feasibility reviews; due diligence; procurement; legal and commissioning.</p> <p>This lead-in period is required to be completed before any outcomes can be clearly demonstrated and before savings are delivered.</p>	<p>Establishing clear communication on timescales and project milestones.</p> <p>Working with staff to identify appropriate resources, skills and capacity and using a community development approach, where communities and voluntary sector are involved in design and delivery will help.</p>
<p><b>Community Capacity &amp; Skills</b></p>	<p>The Council is building its relationship with the community, commercial and voluntary sectors but this will take time. There is a risk that the sectors do not develop quickly enough to allow the Council to divest some services.</p> <p>In addition the sectors may not 'buy-into' the co-design process leaving the Council with a choice of delivering savings or developing effective community</p>	

	<p>engagement rather than delivering to both objectives.</p> <p><b>Voluntary and community sector</b> – many voluntary organisations are keen to be involved, but struggle with their own cuts to funding, meaning that their capacity may be reduced and they may face challenges over longer-term sustainability.</p> <p><b>Community</b> – similarly, people are in full-time work doing long hours, maybe more than one job, and if not, are under pressure to be working.</p>	<p><b>Voluntary &amp; Community Sector</b> – gauge what the response from the voluntary sector is initially. Consider investing beyond the investment already made in the secondment from York CVS.</p> <p><b>Community</b> - There is great scope for volunteering. Clear outcomes, purpose and role descriptions. Good induction, training and supervision roles in volunteering will be important.</p>
<p><b>Organisational Development</b></p>	<p>Internal staff may not have the right information, skills and attitudes to undertake the necessary transformation</p> <p>Many of the proposals</p>	<p>We have developed a comprehensive organisational development plan and will be adding additional capacity to the team. Good information about what is to be achieved, communicated early and regularly.</p> <p>Assessment of skills</p>

	<p>contained in the programme business cases require significant change to the organisation, its staff and partners.</p>	<p>needed and training needs analysis for relevant staff.</p> <p>Training programme developed and delivered at appropriate times</p>
<p><b>Political risk</b></p>	<p>There is a risk that some of the Rewiring proposals will be politically unacceptable. This could mean that key projects are not achieved within the programme timescales set.</p> <p>The decisions required to enable this change will be difficult ones often with political and community impacts.</p> <p>Whilst the nature of the decisions can be based on sound principles and evidence the political consequence of these decisions may cause the programme, its sponsors and Members to question the decisions.</p> <p>This may in turn lead to delay, additional cost and potentially cessation of a project if political buy-in to the</p>	<p>The Rewiring programme has had regular contact with Members, Trades Unions and senior officers over the last 3 months.</p> <p>In addition each of the programmes has a governance process and a Board which has discussed the key projects and their implications.</p> <p>CMT, Boards and Programme leads will continue to test the evidence base for decisions and recommendations.</p> <p>Further engagement with residents, staff and effective engagement with Trades Unions,</p>

	proposals is not achievable.	Members and key partners is proposed in the Cabinet Report due to be considered on 1 <sup>st</sup> July
<b>ICT support</b>	<p>There is a risk that the ICT service is not currently in a position to fully support and develop the Rewiring Programme due to the likely resources and skills required</p> <p>Many of the projects contained in the Rewiring programme require significant ICT investment and change.</p> <p>There is a risk that the ICT service will not have sufficient capacity and skills to enable the successful delivery of the scale of change required.</p> <p>This is seen as a key dependency as without effective ICT planning and delivery many of the key projects could stall</p>	<p>ICT have been involved throughout the setting up of the Rewiring programme and as such have good sight of what is needed.</p> <p>A potential resource plan has been produced and additional expenditure was agreed as part of the 2014/15 budget process to allow for this additional investment</p>
<b>Financial Risk</b>	There is a danger of double counting the same financial savings	Each of the projects reports monthly through the

<p><b>Market Risk</b></p>	<p>in more than one project or programme area.</p> <p>The Rewiring programme is scheduled to deliver in excess of £5m of savings and this amount has been assumed within the budget 2015/16 onwards. It is a complex programme taking in much of the Council and its key partners and as such the individual projects risk duplicating savings particularly in areas such as administration.</p> <p>The Rewiring programme is not the only savings programme currently being delivered within the Council. There are many one-off as well as ongoing savings already in delivery or planned amounting to a further £18m of financial savings being delivered over the coming years.</p> <p>A number of the proposals will require new partnership, suppliers and delivery arrangements to be created.</p>	<p>programme management office and the savings identified within each project are tested and assessed against each other.</p> <p>In addition CYC financial managers are part of the PMO team and they check and confirm the budget figures as the projects progress from project idea to brief to business case and into 'live'.</p> <p>The programmes have been developing good relationships with sector peers, potential partners and suppliers.</p>
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	<p>There is a risk that the market, whether that is in the commercial, voluntary or other public sector, will not be in a position to respond adequately in the time available.</p> <p>Factors which may impact the market view could include:</p> <ul style="list-style-type: none"><li>• Scale</li><li>• Location</li><li>• Political uncertainty</li><li>• Price</li><li>• Competing opportunities.</li></ul>	<p>Further work will be required to promote the opportunities with potential key partners</p> <p>The proposals will be soft market tested to ensure that the potential options are of the type which partners would be interested in.</p> <p>Commercial, voluntary and other public sector providers are being actively engaged in the Rewiring programme</p>
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