

# York Monitor



Quarter 1 Update 2014 – 2015

Welcome to the Quarter 1 update of the York Monitor for 2014 – 2015.

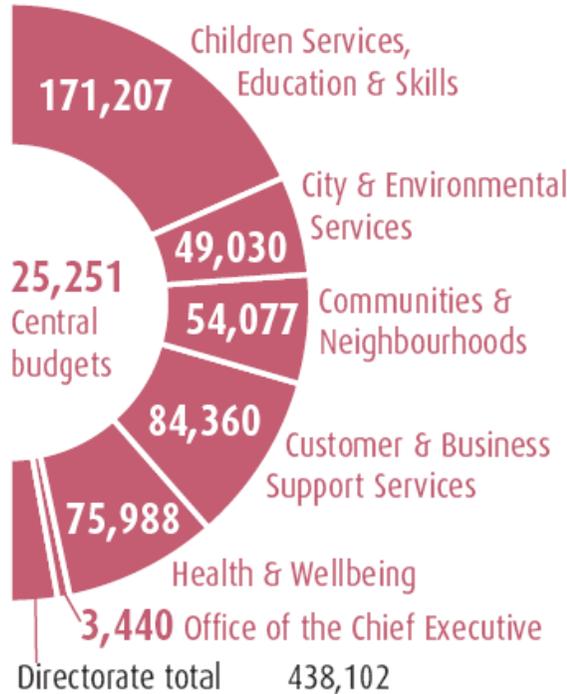
This report presents a range of information illustrating the ‘state of the nation’ in the City, activities and achievements undertaken by the Council over the last financial year and a short tour of just some of the priorities that the Council has committed to for the coming year. There are some case studies under each of the Council Plan priorities set out below, to illustrate how the work is contributing to real outcomes and benefits for the community.

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The Council delivers a wide range of services to approximately 200,000 people across a City that covers 105 square miles. It is a City that is rich in heritage and has a great deal to offer. It has remained resilient and continues to thrive against a backdrop of an economic downturn across the Country.

# Managing the Money ▲

Gross Expenditure Budget (£000s)



Income



## Work to achieve a balanced budget for 2014/15 and to develop council’s longer term budget for 2015 – 2020

The current financial climate for local councils continues to be extremely challenging and this is set to continue over the next few years. The Council has put plans in place to control spend where feasible to do so, whilst also working to save money and meet strict financial targets. During 2013/14 the Council saved £9m and has an overall net General Fund budget of £124.2m in 2014/15. Looking ahead, the Council needs to save a further £23m over the next two years to continue to operate within the funds available. This presents a significant challenge, particularly given the efficiencies already made. The council’s ‘Rewiring’ Programme launched in February 2014 has been set up to help meet these challenges head on.

Financial strategy reports continue to highlight challenges and have also set out the need to ensure the Council continues to invest in growing the economy given the financial benefits that economic prosperity brings. Ensuring the Council grows its income sources and avoids the costs of deprivation remain factors in the council’s financial strategy.

York's people are passionate and its cultural identity strong. The Council is committed to using its position to support the City and its residents in being the best it and they can be. Whilst the economy is strong and growing stronger, the Council's own financial climate remains extremely challenging and this shows no signs of an early reprieve. The Council is pleased to report it has saved £9m this year alone, but the going will become tougher and it is anticipated the Council will need to save a further £23m over the next two years. All Council officers are working hard to come up with innovative ways to deliver services, but the landscape that is local government is a difficult one. The Council is very pleased to present the achievements we have made this year in spite of this. The Council wants to continue to work with partners to improve the quality of life in York and continue the journey towards being a truly great modern European city.

A strong financial plan will always ensure capacity is created so that the organisation can fund its priorities. By assuming funding reductions will remain into the next Parliament, that constraints will be placed on Council Tax increases, linking national studies like those from the Local Government Association as well as local intelligence, it is projected the Council will continue to have to make around £7-10m in budget reductions each year until 2019-20.

#### **Provide support to the council's Rewiring Public Services programme**

The Re-wiring Public Services programme demonstrates a change in emphasis, transforming the Council into a more responsive and flexible organisation which places residents at the heart of everything we do, involving them in shaping outcomes and services.

However, transformation can only deal with part of the financial challenges facing the Council and there will continue to be a need for difficult choices to be made in terms of the services to provide and at what levels.

#### **Continue to ensure high levels of income collection and debt management**

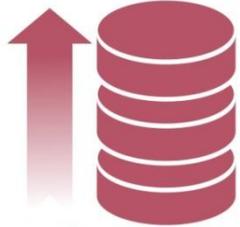
After a recent scrutiny review, Cabinet has agreed that the quarterly 'Finance Monitor' report will now include a review of any outstanding loans over £100k.

**Looking Ahead...** The council's Customer Service and Business Support Directorate is home to the council's Financial team. Their priorities in 2014-15 include:

- Working to achieve a balanced budget for 2014/15 and to develop and agree the council's longer term budget for 2015 – 2020.
- Providing support to the council's Rewiring Public Services programme including support to procurement, finance, legal, customers, ICT, Human Resources and Asset Management functions, whilst providing support to financial reporting across a range of projects under the banner of the Rewiring Programme.
- Complete a strategic review of assets held by the Council.
- Ensure high financial standards and financial innovation.
- Continue to ensure high levels of income collection and debt management
- Implement category management in the commercial procurement hub to achieve efficiencies.
- Respond to Welfare Reform, lead on financial inclusion and support work on poverty.

# Create Jobs and Grow the Economy

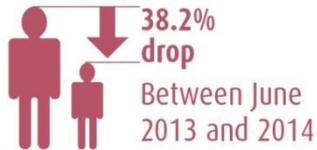
£4.31 billion (2013/14)



3rd highest  
growth in region  
(Next update due  
December)

£4.17bn (2013/14)

Number of people on  
Job Seeker's Allowance



**83%** of primary and secondary schools are  
'Good' or 'Outstanding' up from 74% in  
September 2013

**New Businesses** York has seen a number of new businesses locate in the city in the last period including Anaplan, a fast-growing IT firm moving into new offices at the Bonding Warehouse and Parsons Brinckerhoff, a global engineering consultancy setting up a new Yorkshire & Humber office in the city.

## Deliver a successful Tour de France Event

On 6th July, York hosted the start of the 2nd day of the Grand Depart of the Tour de France 2014. 29,000 people watched at York racecourse and over 100,000 lined the streets to cheer the 200 riders as they passed the city's historic landmarks. The Tour de France is televised in 190 countries reaching 3.5 billion people and the event is estimated to be worth £100m for the region. The race was preceded by a 100 day festival of art and culture across Yorkshire as well as a festival of business in the week before. Detailed local reports from the TdF Hub 2014 will be written during the summer and a full report on the event will go to Cabinet in the autumn.

**Address skills gaps in the city** The 100 Apprentices in 100 days 2014 Campaign outstripped 2011 outcome, with 164 pledges for new Apprenticeships (up from 105) from 104 businesses (up from 80). Other successes include the Apprenticeship Brokerage service for SMEs, Apprenticeship Talent Pool (pilot), and the Apprenticeship Recruitment Event.



**Improving access to better quality, full-time, well paid jobs** In the year to March 2014, the number of the working age population in Full Time Employment in York decreased by 2.2% to 65.9%. Nationally and regionally saw an increase of 0.3% to 74.1% and 72.9% respectively. This has meant a decrease of 800 full time jobs for males and 700 jobs for females. We have the second highest proportion of part time female workers in the country, and are working to understand the issue and its implications. Job Seekers Allowance claimants are at pre-recession levels of 1.3% (end June), compared to 3.4% regionally, and Youth unemployment is at its lowest since 2006. Projects such as the May Jobs Fair (1,000 attendees) and the Head Start programme for longer-term unemployed 18-24s (30 participants/10 job outcomes) have been a success.

## Focus on Tour de Bio

Over the Tour de France weekend, partners across York welcomed major industrial biotechnology and agri-tech businesses and investors from across the UK and Europe for a series of events. Companies such as Uniliver and GlaxoSmithKline discussed opportunities around the Bioeconomy in York and the wider region, with around 70 attending an event at the Ron Cooke Hub on the Friday before the Tour.

The centrepiece of the weekend was a ceremony for the signing of a memorandum of understanding between BioVale, a Bioeconomy cluster for Yorkshire & Humber and the Northern France based cluster, IAR. IAR and BioVale agreed to work together on a number of fronts including promoting cooperation and information exchange between SMEs and universities, supporting businesses breaking into emerging markets, and research and development collaboration on high-tech projects, particularly conversion of biomass and renewable raw materials into value-added biobased products.

Tony Duncan, CEO of Circa Group, an Australian business which has recently expanded to York, said “It was stunning - and perfect combination of functions....and sport.”

## Continue work to ensure good growth

We are continuing to make ‘Good Growth’ a key priority for the city. Employers in the city have already made significant progress on the Living Wage. The existing group of employers signed up to paying the Living Wage includes City of York Council, Joseph Rowntree Foundation, Aviva, York St John University, York CVS and the York Citizen’s Advice Bureau. This has expanded to include large businesses such as Nestle and smaller businesses including the Golden Ball pub.

## Open a refurbished Newgate city centre market

The (£1.5m) project is expected to take 16 weeks and followed months of consultation earlier this year. The refurbished Newgate Market is expected to be open for business and the stalls back in their usual place in time for St Nicholas’ Fair which starts on Thursday November 27.

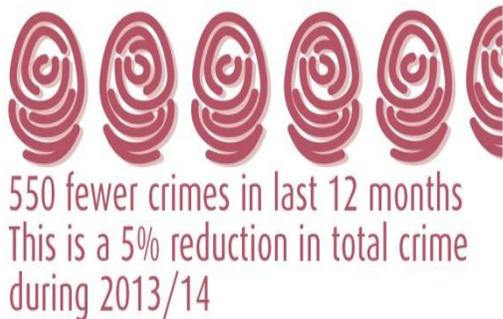
## City of Media Arts

York has submitted an application to become a UNESCO City of Media Arts and to join the global Creative Cities Network. This permanent, non-competitive title would bestow international recognition as a place of exceptional media arts practices and experiences. York is due to hear the official decision by 30 November 2014.

Looking Ahead...To create jobs and grow the economy the Council will:

- Set up marketing & business development agency for the city to work with the private sector to bring economic growth.
- Deliver key projects including York Central, York BioHub, and Skills capital through Askham Bryan. These are funded through the Local Growth Fund for the Leeds City Region and York, North Yorkshire and East Riding Local Enterprise Partnerships.
- Ensure York is well placed to take advantage of opportunities from LEP agendas, including European Social Funding (ESIF).
- Host access to finance/business support events:
  - Manufacturing Match
  - Growth Accelerator Going For Growth
  - Pop Up Cafe
- Work with City Centre businesses to develop Business Improvement Districts.
- Hold a conference for city businesses on 18th November, with a range of activities providing advice and support to business. Speakers include: Sir Stuart Rose (Chief executive of Ocado), Martin Van de Weyer (Business Editor, Spectator) and other local entrepreneurs. This will be linked to activity around Global Entrepreneurship week.

# Build Strong Communities



## Deliver a community stadium including a county standard athletics facility

In May 2014 two final bids were submitted for the Design Build Operate and Maintain (DBOM) contract for the community stadium and city leisure facilities. These are being evaluated and a preferred bidder confirmed. A report will then go to Cabinet in September on progress with procurement and scheme details.

## Support community groups to take greater ownership of the management and operation of parks and green spaces

During Q1 the Smarter York team have worked on 49 community schemes including: the community running West Bank Park summer fair; the Poppy Road WW1 Memorial planting; Heworth Tennis Club taking on the management of Glen Gardens tennis courts for 25 years; refurbishment of the King George V playing field play area with Dodsworth Area Residents Association and the Anti dog fouling signage campaign with Carr Lane, Tang Hall and Osbaldwick schools.

## Focus on... Community Safety

Year end results for 2013-14 have now been published which show that the level of reported crime fell by 550 crimes over the past 12 months, which is a 5% reduction in total crime on the previous year. Available data for the start of 2014-15 suggests that total crime in York is predicted to rise between 2 and 5% and if this happens it will only be the 2<sup>nd</sup> year within the last 10 where crime has risen.

A Summer Safety campaign will launch in July and will centre around the 'Plan Safe, Drink Safe, Home Safe' campaign developed by the University of York St. John Students' Union. By YSJSU allowing the Council to adopt their campaign demonstrates the strength of collaborative working in York and particularly the positive relationship Safer York Partnership has with the student population.

The new Night-safe radio system is now live within the city serving the day-time retail community in combating shoplifting, and the night-time evening economy in making sure appropriate action is taken to reduce violence and anti-social behaviour.

**Through the ‘Rewiring’ programme the Council will develop community hubs where we can work in partnership with local communities at a neighbourhood level**

Greater consultation and engagement with residents and communities is a strong thread running through the council’s new way of working. To ensure the resident is at the heart of everything we do, an Approach to Community Engagement has been developed together with a variety of resources to help develop skills and confidence. The new process will be consolidated through a training programme available to staff.

The Council plans to provide residents and communities with a number of different resources to help build resilience and independence. In addition, councillors and ward teams will be supported to help them be champions of the new way of working.

**Raise standards in the private rented sector**

The council’s Landlord Accreditation Scheme, YorProperty, goes from strength to strength. As at 28<sup>th</sup> July 2014, 97 landlords, managers and letting agents had signed up to the scheme. In total 386 properties have been registered.

**Deliver the Community Learning Strategy and expand opportunities available to residents to promote health and wellbeing, including the development of a pilot programme focusing on living with dementia**

The Council has worked with the Joseph Rowntree Foundation and Sports Coach UK to deliver its first dementia friendly training package and has delivered this to voluntary clubs in the city.

The Council is also running a sporting memories programme as part of the dementia friendly campaign and running 14 community and residential care sessions. Fortnightly sessions of chair based exercises are being run in 5 sheltered housing schemes.

**Consult on the draft local plan that sets out how York’s housing needs will be met up to 2030.**

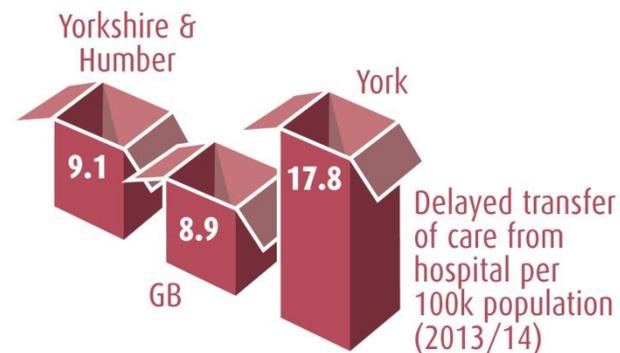
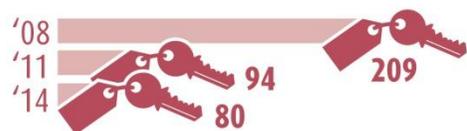
The Further Sites consultation closed on 16th July. The comments received as part of this consultation will help inform future recommendations on the portfolio of sites for inclusion in the final draft Local Plan. There will be a further opportunity to comment on the whole of the final Plan later in the year before it is submitted to the Secretary of State to be examined by an independent inspector.

**Looking Ahead...** To build strong communities the Council will:

- Deliver a community stadium including a county standard athletics facility
- Support community groups to take greater ownership of the management and operation of parks and green spaces
- Through the ‘Rewiring’ programme the Council will develop community hubs where we can work in partnership with local communities at a neighbourhood level
- Raise standards in the private rented sector and continue to tackle homelessness through a sustained focus on early intervention and prevention
- Deliver the Community Learning Strategy and expand opportunities available to residents to promote health and wellbeing, including the development of a pilot programme focusing on living with dementia
- Consult on the draft local plan that sets out how York’s housing needs will be met up to 2030.

# Protect Vulnerable People

## People in temporary accommodation in York



### Continue to reduce the number of looked after children

The Multi Agency Looked After Children, Executive Group met on 8th July to agree an approach to the review and refresh of the Looked After Children’s strategy for 2015/18. An action plan has been agreed which includes:

- A survey of agencies views about their responsibilities and priorities for Looked After Children.
- A facilitated workshop between the Multi Agency Looked After Partnership Executive and the Corporate Parenting Board.
- Completion by the Children in Care Council of a refreshed ‘pledge’ to inform the new strategy.

### Launch the Learning & Development framework for social care practitioners to strengthen services for children requiring support and protection

A Peer Challenge of the Referral and Assessment arrangements for Children’s Social Care has been commissioned. This review will address:

- Practice Improvement Issues
- Service Manager development
- Vision implementation

### Focus the School Improvement and Skills Service on improving the outcomes of the most vulnerable

- Analysis of gaps data will be available in Qtr 2 and Qtr 3.
- A narrowing the gap conference to share best practice is being planned for 3<sup>rd</sup> October.
- Detailed profiling of the gaps data has taken place to inform and target the work of the school improvement team from September 2014.

### Continue to mitigate the impact on vulnerable people of welfare reforms and lead on Financial Inclusion and support the work of the Financial Inclusion Steering Group

- In response to Universal Credit and to promote financial inclusion more local hubs are being opened so that customers can access benefits, housing and employment advice.
- 217 Lindsey Avenue is due to come on line shortly and Marjorie Waite Court Clifton is in development to come on line later this year.

## Focus on Special Educational Needs and Disability

York has been nominated as a Champion for its Special Educational Needs and Disability reforms in recognition of the progress made in implementing far reaching reforms.

In York all our developments were based on co-production. We asked parents how they wanted to share information about their child with professionals, how we could improve assessment, how to increase their understanding of what is on offer and parents inspired us with their thoughts.

We were the first LA to publish a Local Offer in 2012, (show-cased on the Council for Disabled Children's website) and piloted Education Health and Care Plans, improving the plans in the process.

Feedback from parents involved in the new process has been outstanding. "This was the most relaxed review we have been to. Everything I wanted to say was included. It made it easier. It was really about Jo and not about the paperwork. "

## Tackle homelessness through a sustained focus on early intervention and prevention.

Housing Options and partner agencies continue to focus on prevention work through a range of services including:

- housing advice
- specialist youth homeless (brought in house March 2014)
- older persons advice (pilot project September 2013 – March 2015)
- Salvation Army Early Intervention and Prevention team (rough sleeper and No Second Night Out focus)

In focusing on prevention, we have seen a decrease in statutory homeless over past few years

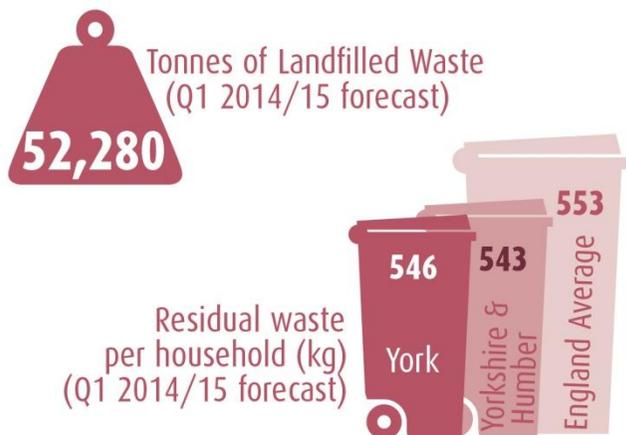
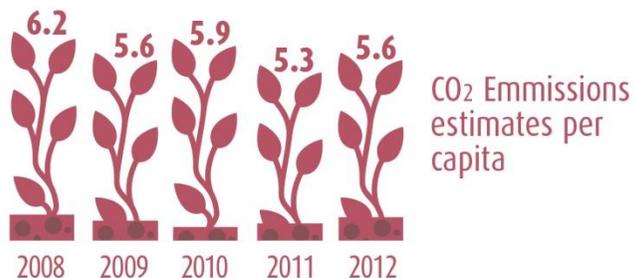
## Deliver the Better Care Agenda through partnership working between Adult Social Care and Housing and achieve financial efficiencies by implementing the outcomes of the Sheltered Housing with Extra Care review

Developing options for integrated health and social care teams: A social worker has been seconded from the CYC hospital team to work with the Priory Medical Group of practices attending Multi Disciplinary Team meetings twice a week with a focus on early community intervention and promoting early discharge.

**Looking Ahead...** To protect vulnerable people the Council will:

- Continue to reduce the number of looked after children
- Launch the Learning & Development framework for social care practitioners to strengthen services for children requiring support and protection.
- Focus the School Improvement and Skills Service on improving the outcomes of the most vulnerable.
- Continue to mitigate the impact on vulnerable people of welfare reforms and lead on Financial Inclusion and support the work of the Financial Inclusion Steering Group.
- Tackle homelessness through a sustained focus on early intervention and prevention.
- Improve quality of life outcomes for Gypsies and Travellers by increasing engagement, improving facilities and expanding site provision
- Deliver the Better Care Agenda through partnership working between Adult Social Care and Housing and achieve financial efficiencies by implementing the outcomes of the Sheltered Housing with Extra Care review.

# Protect the Environment



## Gain approval for a new Waste Strategy to obtain greater efficiency and cost savings

A draft waste strategy has been written and is being consulted on. The service is also looking at further reducing collection and disposal costs in the next two years.

## Develop and implement a communication programme to increase public understanding of the Waste Strategy to encourage more recycling and reduce landfill

The service continues to seek opportunities to engage with residents to increase participation in recycling schemes and reduce waste sent to landfill. Recent projects include a trial in the Clifton area aimed at increasing awareness and participation and a trial of mixed plastics in the Poppleton area.

## Meet York's health-based air quality objectives and promote the links between public health and air quality

Several meetings have taken place with Public Health locally and regionally to look at the links between public health and air quality.

## Focus on Reinvigorate York

Site works on the Theatre Interchange (Better Bus Area Fund programme) project is due to start on 15 September 2014 and be completed by the end of November 2014, following agreement at Cabinet. This is the first phase of a rolling programme of public realm improvement works at Exhibition Square.

Vehicular, cycle and pedestrian access to properties, businesses and traders will be maintained during this time with arrangements being discussed with key stakeholders in order to make this happen. There will be alternative arrangements for bus passengers during the works and information on what is happening is being communicated via leaflets, i-Travel York and council websites and real time screens.

Due to pressures on capital funding and new and emerging regeneration opportunities within the city centre, the Reinvigorate York delivery programme is now being reviewed. We are proposing to put the current programme on hold whilst we consider how best to support the wider priorities of the city.

**Implement and promote Green Deal, along with Leeds City Region partners, to reduce fuel poverty, improve home energy efficiency and reduce carbon emissions**

Cabinet approval will be sought in October to use the Leeds City Region Green Deal Provider Framework contract to establish a CYC endorsed Green Deal Provider for York. They will then work with us to deliver energy efficiency measures in homes.

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**Climate Change**

A new Heat Map has been created for York which identifies district heat networks to explore. The map will be included in the draft Local Plan to encourage renewable energy and deliver the draft Sustainable Energy Road Map.

Feasibility studies have been completed on seven opportunities for low carbon district heat networks in York. As part of delivering the council's climate change action plan, a third collective energy switch will launch on 5th August.

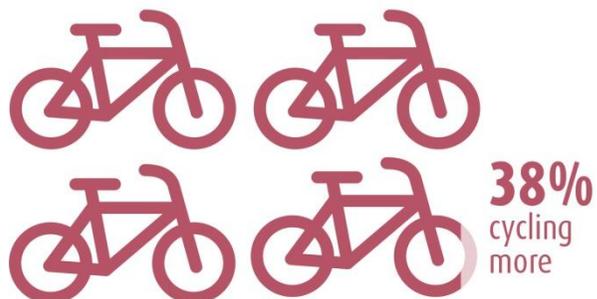
The Council is also focussing on **increasing the use of recyclable materials and is investing in resilient new materials to reduce future maintenance costs** as well as **investing in LED based street lighting**. An update on these priorities is due later in the year.

**Looking Ahead...** To protect the environment the Council will:

- Gain approval for a new Waste Strategy to obtain greater efficiency and cost savings
- Develop and implement a communication programme to increase public understanding of the Waste Strategy to encourage more recycling and reduce landfill
- Meet York's health-based air quality objectives and promote the links between public health and air quality
- Implement and promote Green Deal, along with Leeds City Region partners, to reduce fuel poverty, improve home energy efficiency and reduce carbon emissions
- Increase use of recyclable materials and investment in resilient new materials to reduce future maintenance cost
- Invest in LED based street lighting

# Get York Moving

Results from the i-Travel 2013 roll-out show



(Next update due August 2014)



Arriving at the station using sustainable transport

## Successfully deliver traffic management for the Tour de France

The transport team successfully managed the road closure and public transport implications of the Tour de France with over 20 people working on the day.

## Complete the Haxby Road to Clifton Moor Cycle Route

The Haxby/Clifton cycle route is complete but is awaiting completion of a bridge over the railway line. It is anticipated the route will open in early 2015.

## Parking

Pay on Exit parking payment has been introduced at Marygate Car Park on a trial basis. The Minster Card offering discounted parking for residents was launched at the beginning of July with the 2 month transition period coming to an end on 31 August. Free parking was introduced in the majority of Council Car Parks on Thursday, Friday and Saturday mornings from 19 June.

## Complete the Access York Project which increases the capacity of the service by 30%

Two new Park and Ride sites were opened on 8 June 2014 to improve the existing service and boost capacity. Askham Bar, a new 1,100-space site replaced the current site and Poppleton Bar, a new 600-space site caters for passengers travelling to York via the A59 and other areas west of the city. The Poppleton Bar Park and Ride service has become York's first all-electric Park and Ride route. Funding for the £22.7m project was approx. 70% DfT and 30% Council. The upgraded A59/A1237 roundabout has been fully opened at peak times since early July with traffic management in place at off peak times

## Traffic

A decision to make a payment to settle disputed Penalty Charge Notices imposed on travellers who contravened the Lendal Bridge traffic restriction has been made by Cabinet. A process for applying for payment is currently being finalised.

## Focus on Cycling

The women only cycling project, Bike Belles, is exceeding all expectations. To the end of June there have been a total of 1,546 engagements with women including 19 events such as led rides, maintenance classes and other social meetings. So far, 21 Bike Belles champions have been recruited from key businesses in York and there are almost 1,000 followers on Twitter and Facebook. As part of the TdF Legacy the Council is looking to roll out the project across the Yorkshire & Humber region.

The 2014 Business Cycling Challenge took place during the 3 weeks leading up to the Tour de France Grand Depart. The 2014 challenge exceeded the numbers involved in the 2013 challenge with 81 businesses taking part. The challenge has engaged with 131 organisations and 5,172 people resulting in 73,883 cycle rides covering 587,165 miles.

In July the Department for Transport announced the council's bid for funding to continue the iTravel York programme to 2016 had been successful. The maximum £1m was awarded, meaning work can continue on the TdF Legacy objective to encourage 'more people to cycle more often'.

## Bus travel

Composite timetable information has been posted at all stops in the city centre. The timetables provide a common style for all bus operators' services and each timetable contains Near Field Communication (NFC) and QR code tags to access real time bus information when activated by a smart phone.

York has been established as a 'Better Bus Area' (BBA). One of five BBAs across England and the only one not identified as one of England's 'core cities', the BBA brings £130k of revenue funding for 2014/15 for York's 9 bus operators and CYC to deliver improvements to the bus network and to increase bus patronage. The partnership has allocated some of the funding to the provision of additional early evening journeys to improve York's more frequent commercially operated bus routes.

York's Quality Bus Partnership was fully engaged in the delivery of a successful Tour de France. Operators worked closely with the Council's transport team to ensure that the bus services operated to plan.

**Looking Ahead...** To get York moving in 2014/15 the Council will:

- Successfully deliver traffic management for the Tour de France
- Complete the Access York Project which increases the capacity of the service by 30% (2 New Park & Ride sites and the upgrade of the A59/A1237 roundabout).
- Complete the Haxby Road to Clifton Moor Cycle Route providing a new route for cyclists from Haxby and New Earswick to Clifton Moor
- Complete 20mph speed limit programme for residential areas across the city
- Deliver Better Bus Area Funded schemes such as Exhibition Square, Capacity enhancements to Clarence Street/Lord Mayors Walk junction, Museum Street bus shelter, and new shelter in Rougier Street
- Work with the West Yorkshire plus Transport Fund to deliver infrastructure improvements in the city including the completion of the first stages of the Outer Ring Road upgrade study, commencement of detailed design of the A1237 roundabout improvements and review of the station frontage to reduce the conflict between users and improve the interface between modes

# Our Organisation



## Improve the whole customer service experience

The Council have started up skilling a number of customer service staff (CSRs) to be multi-skilled, enabling them to deal with a wider range of enquiries. In the past a customer would have to rejoin a queue to see different staff depending on their query.

Floor walkers now also play a key role now in meeting & greeting customers to ensure we understand their need and offer support and guidance depending on the nature of their visit. Their role also includes supporting customers to serve themselves on our self serve points, which supports our channel shift strategy and aims.

A ‘Seeds of Change’ Tree has been introduced in West Offices for customers to leave free feedback, whether it be service related, general views or improvements. These pieces of feedback are recorded and acted on where possible.

## Deliver an organisational change programme to enable people to work in a different way to support the Rewiring programme

In the last quarter the Council have introduced a new performance management system which incorporates a Behavioural Standards Framework whereby we assess staff’s performance at work not just on what they have achieved but by how they achieved it, and whether their behaviours at work support our core CYC values.

## Roll out a new offer to young people on apprenticeships, work experience

The Council have agreed a training allowance for student and graduate interns with Higher York which will help ensure that interns, from whichever university they attend, are paid a fair allowance. This includes using the Living Wage as the allowance rate for graduate interns who work for us.



## Focus on Public Health

The Council now has a statutory responsibility to provide public health advice, expertise and intelligence after the transfer of these services from the NHS during 2013/14. The Council provides analysis and interpretation of health data to the Vale of York Clinical Commissioning Group and has recently launched the Joint Strategic Needs Assessment website to help support this. The website can be found at [healthyorke.org](http://healthyorke.org)

Overall York's health status is good, but there is a gap in life expectancy between people living in the most and least deprived areas in the City – people living in the least deprived areas could live between 5.9 and 7.2 years longer than those living in the most deprived areas (7.2 years for men, 5.9 for women).

The Council also has a statutory responsibility to provide an open access, comprehensive sexual health service and is tendering for an integrated sexual health service in September. This will provide residents better value for money following the division of resources between York and North Yorkshire.

## Improve feedback from staff around work demands and create a wellbeing offer to better support staff through change

The Council have reviewed Craft workers terms and conditions to mitigate any potential equal pay claims, and help create a fairer and more equitable workplace. A new Occupational Health Contract and Employee Assistance Programme has also been introduced as part of our commitment to creating a better wellbeing offer to staff.

With the organisation continuing to undergo change, staff engagement has been reviewed and a new toolkit is being developed that will allow employees to feed back their views to managers and make better use of the topical staff groups that currently take place.

A new programme has been developed for employees called Support through Change which will provide online and face to face support for people who are affected by change in the organisation, including those who are being made redundant or are going through a restructure.

## Looking Ahead... The Council aims to:

- Improve the whole customer service experience
- Develop new ways of working to engage local economies and local communities in co-design and co-production of services
- Continue to stream Council meetings on the internet and on YouTube
- Deliver an organisational change programme to enable people to work in a different way to support the Rewiring programme
- Improve feedback from staff around work demands and create a wellbeing offer to better support staff through change
- Roll out a new offer to young people on apprenticeships, work experience placements and internships