



Notice of meeting of

Executive

To:	Councillors Waller (Chair), Ayre, Steve Galloway, Moore, Morley, Reid and Runciman
Date:	Tuesday, 22 June 2010
Time:	2.00 pm
Venue:	The Guildhall, York

AGENDA

Notice to Members - Calling In:

Members are reminded that, should they wish to call in any item on this agenda, notice must be given to Democracy Support Group by:

10:00 am on Monday 21 June 2010, if an item is called in *before* a decision is taken, *or*

4:00 pm on Thursday 24 June 2010, if an item is called in *after* a decision has been taken.

Items called in will be considered by the Scrutiny Management Committee.

1. **Declarations of Interest**

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

2. Minutes (Pages 3 - 6)

To approve and sign the minutes of the Executive meeting held on 8 June 2010.

3. Public Participation

At this point in the meeting, members of the public who have registered their wish to speak regarding an item on the agenda or a matter within the Executive's remit can do so. The deadline for registering is **5:00 pm on Monday 21 June 2010**.

4. Executive Forward Plan (Pages 7 - 12)

To receive details of those items that are listed on the Forward Plan for the next two Executive meetings.

5. Year End Financial and Performance Report for 2009-10 (Pages 13 - 42)

This report provides details of the Council's performance during the period 1 April 2009 to 31 March 2010 in respect of financial out-turn, National Performance indicators, Local Area Agreement targets and key projects.

6. Corporate Strategy - Year two milestones (2010-11) (Pages 43 - 70)

This report seeks approval for the milestones for the second year of the Council's Corporate Strategy, representing the short term element of the Strategy for the period 2009-2012.

7. Council Housing: A Real Future - CLG Consultation Paper & Opportunities / Implications for CYC (Pages 71 - 80)

This report presents a suggested response to consultation on Government proposals to dismantle the current Housing Revenue Account (HRA) subsidy system and introduce a system of self financing from April 2011, and considers the opportunities available to ensure the continued delivery of affordable housing within the City.

8. Urgent Business

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

Democracy Officer:

Name: Fiona Young

Contact details:

- Telephone – (01904) 551027
- E-mail – fiona.young@york.gov.uk

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

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

Contact details are set out above.

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Further information about what's being discussed at this meeting

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Holding the Executive to Account

The majority of councillors are not appointed to the Executive (40 out of 47). Any 3 non-Executive councillors can 'call-in' an item of business from a published Executive (or Executive Member Decision Session) agenda. The Executive will still discuss the 'called in' business on the published date and will set out its views for consideration by a specially convened Scrutiny Management Committee (SMC). That SMC meeting will then make its recommendations to the next scheduled Executive meeting in the following week, where a final decision on the 'called-in' business will be made.

Scrutiny Committees

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

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

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- Councillors get copies of all agenda and reports for the committees to which they are appointed by the Council;
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City of York Council

Committee Minutes

MEETING	EXECUTIVE
DATE	8 JUNE 2010
PRESENT	COUNCILLORS AYRE, MOORE, MORLEY, REID AND RUNCIMAN
APOLOGIES	COUNCILLOR STEVE GALLOWAY

1. DECLARATIONS OF INTEREST

Members were invited to declare at this point in the meeting any personal or prejudicial interests they might have in the business on the agenda. No interests were declared.

2. MINUTES

RESOLVED: That the minutes of the Executive (Calling In) meeting held on 5 May 2010 and the Executive meeting held on 11 May 2010 be approved and signed by the Chair as a correct record.

3. PUBLIC PARTICIPATION

It was reported that there had been one registration to speak at the meeting under the Council's Public Participation Scheme.

Mark Warters spoke in relation to agenda item 73 (Climate Change Framework and Climate Change Action Plan for York – Consultation Drafts and Update). He commented that the principles expressed in section 8 of the draft CCF on sustainable planning had not been applied in respect of the Derwenthorpe development and noted that progress on the Local Development Framework appeared to have stalled recently.

4. EXECUTIVE FORWARD PLAN

Members received and noted details of those items listed on the Forward Plan for the next two Executive meetings at the time the agenda was published.

5. CLIMATE CHANGE FRAMEWORK AND CLIMATE CHANGE ACTION PLAN FOR YORK - CONSULTATION DRAFTS AND UPDATE

Members considered a report which presented draft versions of a Climate Change Framework (CCF) for 2010-2015 and Climate Change Action Plan

(CCAP) for 2010-2013 and sought permission to consult on these from late June to late August 2010.

The preparation of these consultation documents had been outlined in a report to the Executive on 16 February 2010. The draft CCF, attached as Annex 1, set out the direction of travel for York in terms of climate change mitigation and adaptation work. The draft CCAP, attached as Annex 2, set out the specific action plans for delivery of the CCF. Both the CCF and the CCAP would be delivered and implemented by the Climate Change Subgroup of the Environment Partnership Board and key organisations, including City of York Council and the Without Walls Partnership, with the Council's Sustainability Officer continuing to adopt a co-ordination role.

Members were recommended to approve the draft documents for public consultation, in accordance with the draft communication plan at Annex 4, with a view to launching the final versions by October 2010. The alternative option was to continue climate change activity on an ad-hoc basis. This was not recommended, as it would risk failing to meet the City's carbon reduction targets and failing to address key climate change adaptation measures.

With reference to the comments of the Labour Group spokespersons on this item, Members noted that the report and draft documents were not intended to be council-focused but rather to highlight the need for a partnership approach to this issue and to provide a basis for consultation. A plain English summary would be provided to assist with the consultation.

RESOLVED: (i) That the consultation drafts of the Climate Change Framework and Climate Change Action Plan be approved.¹

REASON: To progress the development of the CCF and CCAP.

(ii) That the risks to delivery of the CCF and CCAP, due to the ambition of the scale of the task and the city-wide, partnership working nature of the agenda, be noted.

REASON: To highlight the ambition of the CCF and CCAP, whilst noting the finite capacity of co-ordinating and delivering them through the Council's existing Sustainability Team.

(iii) That the Council's role in delivering the CCF and CCAP, and ensuring delivery through the various delivery mechanisms for which they are responsible, be acknowledged.

REASON: To ensure that the City of York Council plays a lead role in delivery of the CCF and CCAP.

Action Required

1. Implement consultation plans, as set out in report

DW

6. A LOW EMISSION STRATEGY FOR YORK

Members considered a report which sought approval to develop an overarching low emission strategy (LES) for York and provided an update on the successful joint bid with Leeds City Council to become 'Regional Low Emission Champions'.

Local air quality and greenhouse gas reduction were currently dealt with as separate issues in York, resulting in some conflicting policies. An overarching strategy would address these conflicts and strengthen the Air Quality Action Plan (AQAP), which at present was failing to deliver the necessary air quality improvements. It would also allow the development of emission-based policies for the procurement of goods and services and the management of the Council's buildings and vehicle fleet.

In January 2010, York and Leeds had successfully bid to become one of three Regional Low Emission Champions under the government-funded LES Partnership. As such, they would be expected to roll out low emission measures within their own areas and encourage other local authorities to do the same. Development of an exemplar overarching LES in York was one of the key aims of the Leeds City Region grouping.

In response to questions from Members, Officers confirmed that the air quality work carried out in York had been cited by government as an example of best practice. Having noted the comments of the Labour Group spokespersons on this item, it was

RESOLVED: (i) That the development of an overarching Low Emissions Strategy for York be supported and that the award to York and Leeds of the regional low emission championship be noted.¹

REASON: To accelerate the uptake of low emission measures in the City, helping to improve local air quality, protect health and reduce damage to historic buildings, as well as allowing a more co-ordinated approach to local air quality management and carbon reduction and enabling York to become the UK's first low emission city.

(ii) That the Low Emission Strategy Steering Group (formerly the Air Quality Steering Group) be requested in future to report on their activities via the Carbon Management Board, which should be re-named and take on a broader remit.²

REASON: In order to integrate the work of these two bodies and prevent any conflict between the Council's efforts to reduce greenhouse gas emissions and the apparent increase in nitrogen dioxide levels.

Action Required

- | | |
|--|----|
| 1. Begin development of an LES for York | EB |
| 2. Make arrangements for LESSG to report through CMB | EB |

and for the latter to change its name

A Waller, Chair

[The meeting started at 2.00 pm and finished at 2.25 pm].

EXECUTIVE FORWARD PLAN (as at 11 June 2010)

Table 1: Items scheduled on the Forward Plan for the Executive Meeting on 6 July 2010		
Title & Description	Author	Portfolio Holder
<p>Organisation Review Phase 2</p> <p><i>Purpose of report: To present structural proposals for the management of the council below Director level</i></p> <p><i>Members are asked to: Approve a revised structure for implementation.</i></p>	Kersten England	Executive Leader
<p>Forward Plan Review – Final Report</p> <p><i>Purpose of report: To present the Executive with the final report arising from the review of the effectiveness of the Executive Forward Plan.</i></p> <p><i>Members are asked to: Approve the recommendations arising from the review.</i></p>	Melanie Carr	Executive Leader
<p>Water End Final Report</p> <p><i>Purpose of report: To present the Executive with the final report arising from the Water End Councillor Call for Action.</i></p> <p><i>Members are asked to: Approve the recommendations arising from the Water End Councillor Call for Action.</i></p>	Tracy Wallis	Executive Leader
<p>Area Working Pilot Proposal</p> <p><i>Purpose of report: To seek approval to implement a 6-month pilot scheme in 6 wards to the west of the City to test an area working model for York.</i></p> <p><i>Members are asked to: Approve the proposal to implement a pilot area working model for 6 months.</i></p>	Kate Bowers	Executive Member for Neighbourhood Services

<p>Proposal to move towards a merger of York's Young People's Services and Youth Offending Team <i>(previously listed for 22/6/10)</i></p> <p><i>Purpose of report: The purpose of the report is to inform the Executive Member of the background to the proposal to merge Young People's Service (YPS) and Youth Offending Team (YOT) under a single Head of Service. The process will commence in Autumn 2010 and be complete by April 2011</i></p> <p><i>Members are asked to: Approve in principle the decision to merge the teams; ask officers to commence the HR processes necessary to create a combined Head of Service position; request follow up reports with more detail in due course.</i></p>	<p>Paul Murphy</p>	<p>Executive Member for Children & Young People's Services</p>
<p>University Swimming Pool</p> <p><i>Purpose of report: To update members on progress with the University's competition standard swimming pool.</i></p> <p><i>Members are asked to: Approve the Council's financial contribution to the project .[Originally listed for 22/6/10]</i></p>	<p>Charlie Croft</p>	<p>Executive Member Leisure, Culture & Social Inclusion</p>
<p>Community Stadium Business Case</p> <p><i>Purpose of report: To set out options for taking the project forward. Impact on the council's revenue and capital budgets to deliver the budget.</i></p> <p><i>Members are asked to: Assess the findings of the feasibility work, consider the options and decide whether to proceed to the next stage.</i></p>	<p>Tim Atkins</p>	<p>Executive Member for City Strategy</p>
<p>Minutes of Working Groups</p> <p><i>Purpose of Report: This report presents the minutes of recent meetings of the Young People's Working Group, the LDF Working Group, the Social Inclusion Working Group and the Mansion House and Mayoralty Advisory Group and asks Members to consider the advice given by the groups in their capacity as advisory bodies to the Executive.</i></p> <p><i>Members are asked to: Note the minutes and to decide whether they wish to approve the specific recommendations made by the Working Groups, and/or respond to any of the advice offered by the Working Groups.</i></p>	<p>Jayne Carr</p>	<p>Executive Leader</p>

<p>York Renaissance</p> <p><i>Purpose of report: To acknowledge receipt of the final draft report including high level officer views and recommend the report is circulated for wider public consultation.</i></p> <p><i>Members are asked to: To note receipt of report and endorse the recommendations.</i></p>	Derek Gauld	Executive Member for City Strategy
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Table 2: Items scheduled on the Forward Plan for the Executive Meeting on 20 July 2010		
<p>2011/12 Budget Process Planning Framework and MTFF Update</p> <p><i>Purpose of report: To outline a proposed planning framework for the setting of the 2011/12 budget, as well as provide an update on the Council's medium term financial position.</i></p> <p><i>Members are asked to: Consider and agree to the planning framework.[Originally listed for 22/6/10]</i></p>	Peter Lowe / Nigel Batey / Janet Lornie	Executive Member for Corporate Services
<p>Barbican Update</p> <p><i>Purpose of report: To update members on progress in identifying a development partner for the Barbican Auditorium.</i></p> <p><i>Members are asked to: Note the Barbican progress and recommendations.</i></p>	Pete Dwyer	Executive Member for Children & Young People's Services
<p>Treasury Management Annual Report & Review of Prudential Indicators 2009/10</p> <p><i>Purpose of report: To update the Executive and full council on Treasury Management performance for 2009/10 compared against the budget taken to Council on 25 February 2009. The report summarises the economic environment over the 2009/10 financial year and reviews treasury management performance.</i></p> <p><i>Members are asked to: Note the outturn and performance for Treasury management during 2009/10 in accordance with the regulations.</i></p>	Louise Branford-White	Executive Leader

<p>2009/10 Capital Programme Outturn</p> <p><i>Purpose of report: To present the outturn position of the 2009/10 Capital Programme and updated budget position for 2010/11 -2014/15 following the outturn amendments.</i></p> <p><i>Members are asked to: Note the outturn and the funding of the capital programme and recommend to Council the requests for slippage and adjustments where appropriate.</i></p>	Ross Brown	Executive Leader
<p>Accommodation Project Update – Property Exit Strategy</p> <p><i>Purpose of report: To provide an accommodation project update-Milestones and targets, budget and timescales. To present the findings from the Office of the future pilot study and the proposed property exit strategy in support of the final move to the new Headquarters at the end of 2012.</i></p> <p><i>Members are asked to: Note the findings of the pilot study and proposed exit strategy to the new Headquarters in 2012.</i></p>	Maria Wood	Executive Member for City Strategy
<p>Review of Kerbside Recycling Project Roll-Out</p> <p><i>Purpose of report: To update Executive Member on progress of roll-out project and to seek approval of options for continuing the project.</i></p> <p><i>Members are asked to: Approve the recommendation(s) in the report.</i></p>	Geoff Derham	Executive Member for Neighbourhood Services
<p>Lead Accountable Body</p> <p><i>Purpose of report: To update members on progress with the University's competition standard swimming pool.</i></p> <p><i>Members are asked to: Approve the Council's financial contribution to the project.</i></p>	Charlie Croft	Executive Member for Children & Young People's Services
<p>Review of CYC's Winter Maintenance Policy Final Report</p> <p><i>Purpose of report: To present the Executive with the final report arising from the review of the Council's winter maintenance report.</i></p>	Melanie Carr	Executive Member for Neighbourhood Services

<p><i>Members are asked to: Approve the recommendations arising from the review.</i></p>		
<p>Review of Winter Maintenance Service</p> <p><i>Purpose of report: To advise Executive of the progression of the review of the winter maintenance policy and response to issues arising from the severe weather of the 18 December 2009 to 10 January 2010</i></p> <p><i>Members are asked to: Note the report and to agree to amendments of the policy, especially in the area of network coverage, footpath treatment, provision of self help salt bins, of road cycle way treatment, communication and emergency response.</i></p>	Richard White	Executive Member for Neighbourhood Services
<p>Housing Anti Social Behaviour Strategy</p> <p><i>Purpose of report: To agree the strategy document and the supporting action plan.</i></p> <p><i>Members are asked to: Approve the strategy.</i></p>	Tom Brittain	Executive Member for Neighbourhood Services
<p>Operation of the City of York CCTV System</p> <p><i>Purpose of report: Report to update members on the development of the City of York CCTV system. The report will seek approval to adopt a revised Code of Practice for the operation of the system, seek approval for a formal protocol for funding the provision and maintenance of new cameras, and establish the principal of Network management as the Systems Technical Authority.</i></p> <p><i>Members are asked to: Note the update information provided in the report. Consider approval of the items outlined above.</i></p>	Darren Capes	Executive Member for City Strategy
<p>York Community Stadium Update</p> <p><i>Purpose of report: To report back on the implications for funding pending decision from Full Council on 15 July.</i></p>	Tim Atkins	Executive Member for City Strategy

<i>Members are asked to: Consider the options whether or not to proceed with the outline business case detailed in the report.</i>		
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<i>Table 3: Items slipped on the Forward Plan with the agreement of the Group Leaders</i>
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<i>None</i>



Executive

22 June 2010

Report of the Director of Customer & Business Support Services

Year-end Financial and Performance Report for 2009-10

Summary

1. This report provides details of council performance for the period 1 April 2009 to 31 March 2010. Three areas in particular are covered in this report:
 - **Finance** - covering the council's financial outturn for 2009-10, including requests for carry forwards and a position statement on the council's reserves.
 - **Performance** - examining how well the council is performing against the National Performance Indicator set and 2009-10 Local Area Agreement (LAA) targets.
 - **Key projects** – projects delivered throughout 2009-10, which support the council's key priorities.

Background

2. This report presents the financial and performance information for the year ending 31 March 2010. As such, the report is structured to reflect the directorates prior to the organisational restructure that came into effect from 1 April 2010. In terms of performance issues the focus of this report is on the National Performance Indicators (NPIs) together with those indicators that make up the Local Area Agreement (LAA). Changes to national policy in the near future is likely to have an impact locally, therefore future reports will focus on those areas that are priorities for the council and the citizens of York, this will also be reflected in the council's corporate strategy.

Below is a summary of the key financial and performance headlines.

FINANCIAL HEADLINES

Summary of Budgets and Variations

3. The General Fund budget for 2009-10 is £117,805k, with utilisation of balances and reserves reducing the call on Council Tax to £113,536k. The out-turn position is a provisional underspend of £322k, with requests for carry forwards of unspent budgets totalling £334k reducing this position to a potential final overspend of £12k. It should be noted that this position has been reached by utilising income from the insurance reserve (£500k) and a VAT refund (£924k) both of which are non-recurring income.
4. The final position represents an improvement of £2,655k (£2,123k at directorate level) since Monitor 3. The improvement is primarily a result of stringent cost control methods implemented in the final six months of the year, and internal management reporting has tracked the impact of this positive action since the figures for the Monitor 3 report were finalised in early January. As the need for improvement was recognised at an early stage, and due to clear commitment in narrowing the potential overspend, Directorates have worked incredibly hard to contain expenditure and the year-end position is testament to these efforts, without which it is clear there would have been a major overspend.

5. An overview of the final position is summarised on a directorate by directorate basis in the table below. It shows that all directorates have experienced improvements since Monitor 3, most notably Neighbourhood Services whose cost control methods have contributed significantly to the improved year-end position. However, HASS and LCCS are both reporting significant overspends, £1,656k and £969k respectively. Financial regulations stipulate overspends can be carried forward as a first call on the following years budget, however given the overall balanced position, it is recommended that this course of action is waived.

2009/10 Net Budget	Directorate	Monitor 3 Variance	Out-turn Variance	Movement
£'000		£'000	£'000	£'000
5,100	Chief Executive's	+123	+62	-61
9,996	City Strategy	+330	+121	-209
47,287	HASS	+1,763	+1,656	-107
72,929	LCCS	+1,416	+969	-447
30,488	Neighbourhood Services	+29	-918	-947
-	Winter Maintenance	+583	+501	-82
3,564	Property Services	+309	+146	-163
3,267	Resources	-505	-612	-107
172,631	PORTFOLIO BUDGETS	+4,048	+1,925	-2,123
-57,887	Asset Rental Adjustments	-	-	-
-6,564	Other Central Budgets	-1,385	-1,522	-137
8,866	Treasury Management	+429	+34	-395
400	Unallocated Credit Crunch Funding	-400	-400	-
359	Unallocated General Contingency	-359	-359	-
117,805	GROSS BUDGET	+2,333	-322	-2,655

6. The reasons for the projected overspends reported earlier in the year, namely higher than expected demand across the council's social care services and pressures on income generating services have remained to be an issue right until the year-end.
7. The key reasons for the movement from Monitor 3 are summarised below:
- I. General improvement of approximately £1,800k reflecting the expenditure controls put in place in the latter half of the year.
 - II. A £395k improvement in Treasury Management due to more favourable market rates on borrowing and investments.
 - III. A £302k improvement in LCCS due to funding being identified Corporately to cover the cost of allowances arising from the Pay & Grading exercise.
 - IV. An additional £174k was received from HMRC for VAT refunds.
8. Whilst the year-end position is positive and many of the pressures outlined in this report have been addressed in the 2010-11 budget, there remain significant concerns looking ahead. The 2010-11 budget contains approximately £11m of savings that have to be achieved and pressures are emerging in a number of areas. This coupled with the recent news of immediate Local Government funding cuts, as well as the more fundamental changes in funding from 2011-12 onwards, means the challenges faced in 2009-10 will not be a one-off occurrence. The council therefore needs to be prepared to accept the cost controls implemented in the latter half of the year as standard practice, alongside the transformational work being carried out by the More for York Programme.

Reserves

9. The level of revenue reserves at 31 March 2010 is projected to be £6,718k before any adjustment is made for year-end variations, with the position summarised in the table below. The 2009-10 Budget report recommended a minimum threshold level of £5,893k.

	Monitor 3 £'000	Out-turn £'000
General Fund Reserve		
Balance at 1 April 2009	(10,012)	(10,012)
Less: Committed As Part of 2009/10 Budget	3,697	3,697
Carry Forward Underspend from 2008/09	472	472
Supplementary Releases	100	100
	(5,743)	(5,743)
Add: Committed Transfers into the Reserve		
- from trading reserve	(300)	(300)
- from insurance reserve	(400)	(400)
- from nndr backdated refunds	(50)	(275)
Revised General Fund Reserve as at 31 March 2010	(6,493)	(6,718)

10. It is important that the council seeks to ensure its level of reserves over the lifetime of the medium term financial strategy provide sufficient capacity to deal with any unforeseen one off circumstances. The 2011-12 budget process will reassess the appropriate level of reserves and there may need to be an increase in the recommended level to recognise the increased funding and economic risks.

PERFORMANCE INDICATORS

11. Overall York has improved in 62% of the 138 national indicators, which can be measured at this stage against a 2008-09 baseline, with 53% achieving target. 58% of the 38 LAA indicators reported have improved, with half achieving their 2009-10 target.

	Total reported this month	On target	Improving
National Indicators	158 of 217 (73%)	69 of 130 (53%)	85 of 138 (62%)
LAA Indicators	40 of 50 (80%)	20 of 38 (53%)	22 of 38 (58%)

12. Comparative performance for the national indicators (where available) is summarised below. The council has used comparative data from the Price Waterhouse Cooper (PwC) benchmarking site to check how well York has done compared to other local authorities in the consortium.

Performance Indicator headlines for 2009-10

- (a) *Community Safety* - Overall recorded crime in York reduced by 24% in 2009-10 and resident perceptions on York as a safe place to live improved for the fifth year running. Serious acquisitive and violent crime both reduced significantly, however cycle theft increased by 10%.
- (b) *Educational attainment*. York continues to make improvements in many key attainment areas, including the % of pupils achieving 5 or more A*-C (incl English & Maths), which improved to 59%. This moves York from 2nd to top quartile. The proportion of pupils living in the most deprived areas of York also increased GCSE attainment by 7%.
- (c) *Healthy children* - The number of children and young people in York participating in high quality PE in school increased to 87%, which is one of the highest rates in the region.
- (d) *Independent living* – The number of citizens supported to live independently through the council's social services has risen by 22% since 2007-08. In addition,

the number of social care clients receiving self directed support payments doubled in 2009-10.

- (e) *Homelessness* - The number of York households living in temporary accommodation continues to reduce, despite a national increase in home repossessions across England.
- (f) *Road safety* - People killed or seriously injured on York's roads reduced by 38% in 2009-10.
- (g) *Economy* – York's unemployment rate and the number of people in the city who are claiming out-of-work benefits or job seekers allowance is much lower than the regional and national average. York residents now have the second highest weekly income (on average) in the Yorkshire & Humber region.

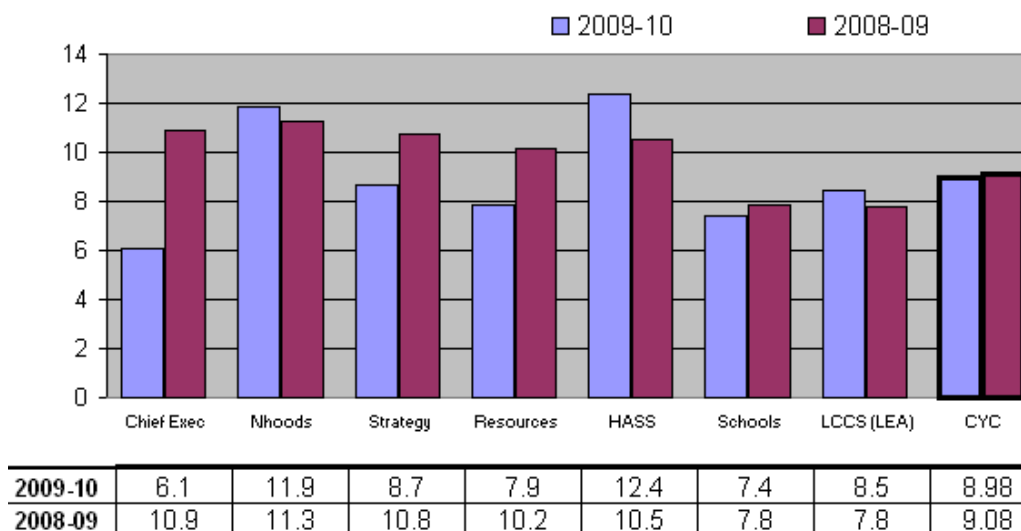
Corporate Health Performance

13. Overall performance for Corporate Health has improved in most areas, continuing a positive trend from 2008-09. In particular, there have been continued reductions in staff sickness absence levels and health & safety incidents.

Corporate Health Performance	Apr 09 – Mar 10	Change from 2008-09
Number of days lost per FTE	8.98 days per FTE	1.1% reduction
Long term lost per FTE	4.46 days per FTE	
Short term lost per FTE	4.53 days per FTE	
Staff Turnover	8.34%	Increase (6.49% last year)
H&S: Major injuries to employees	7	Decrease (8 last year)
H&S: Minor injuries to employees	39	Decrease (48 last year)
H&S: Injuries to non-employees	17	Decrease (33 last year)

- *Staff sickness & turnover*: Compared to 2008-09 staff sickness reduced by 1.1% in 2009-10, however it should be noted that since 2007 there has been a 30% reduction. This now places York in the 2nd quartile, based on the most up-to-date PwC comparator data. There are however, still areas that need to be addressed, with 60% of all sick days taken in schools recorded as long-term sickness. Staff turnover across the council increased to 8.34% (700 employees) compared to 5.23% (423 employees) in 2008-09.

Comparing staff sickness levels with last year



- *Health & Safety:* ‘Minor’ & ‘Public’ Health and Safety accidents declined significantly compared to last year (-18% and -48% respectively). Major incidents were down 1 on last year (7 in all, with 5 occurring in LCCS and 2 in Neighbourhood Services).
- *Staff equalities:* The number of disabled people employed by the council reduced in 2009-10 to 1.66%, from 2.1% in 2008-09. Similarly, the number of BME staff dropped to 1.54% from 1.35%, which is well below the BME population in York.

The rest of this report covers financial and service performance for each directorate in more detail

Collection Fund

14. The Collection Fund is a statutory account and receives all Council Tax and national Non-Domestic Rate (NNDR) income, together with any residual income from pursuing remaining arrears from the community charge. There is a legal requirement that an estimate of the year-end position is made during January to enable the council taxes of the billing authority (CYC) and the major precepting authorities (North Yorkshire Police and Fire Authorities) to be set including either a reduction (if there is calculated to be a surplus available) or an increase (if there is a deficit to recover) from the projection. The projection made in January 2010 was that there would be a surplus of £357k at 31 March 2010, of which £288k was the council’s share. This sum was used when setting the 2010-11 council tax level.
15. The out-turn gives a surplus of £1,211k (an increase of £854k), which reflects both the increased recovery action taken during the year and the single-person’s discount review undertaken, both of which were activities undertaken as part of the More for York programme. The additional £854k may not all be available to reduce 2011-12 council tax bills as a proportion of it represents income collected earlier than normal collection patterns would indicate.

Executive - Finance

Centrally Held Budgets

16. These are budgets where the reporting responsibility has been reserved to the full Executive. They are reporting an out-turn position of £1,522k underspend, an improvement of £137k from Monitor 3.

	Net Budget £000's	Out-turn £000's	Variance £000's
Pensions & Redundancy Payments	1,514	1,473	-41
ABG Grant	-8,623	-8,643	-20
Miscellaneous, including park & ride, contribution to week 53 reserve and miscellaneous income	144	107	-37
VAT Fleming Refund	0	-924	-924
Insurance Fund Transfer	0	-500	-500
More for York Programme	401	401	-
Total	-6,564	-8,086	-1,522

17. The costs of pensions and redundancies are a consequence of the 2009-10 budget savings and retirements under the Council’s early retirement policy, but show a net underspend in the year of £41k.
18. Area Based Grant (ABG) is now a corporate grant, and at the end of the year a small additional amount was received from the government. The forecast at Monitor 3 included a sum for costs across all services for debt write-off. In the out-turn this cost is included within departmental service expenditure, and is not shown as a corporate charge. The

third monitor also included a projected overspend against park and ride of £28k, but the final figure was a reduced overspend of £23k.

19. During the year, the council was successful in achieving a further net rebate from HMRC following the House of Lords' decision in the Conde Nast and Fleming cases that VAT claims could be backdated to 1973 rather than be excluded under a 'three-year capping' rule. The council submitted claims for parking and bulky household waste collection and received £924k, including back-dated interest. This was £174k more than was included in the third monitor.
20. As part of the strategy to bring the council's expenditure back to budget it was agreed that the sum of £500k would be released from the insurance reserve following a review of future calls on this fund. This was included in Monitor 3.
21. Savings achieved during 2009-10 from the More for York programme totalled £401k, and this sum has been transferred to the efficiency reserve.

Treasury Management

22. The out-turn for Treasury Management activity is an overspend of £34k, which is an improvement of £395k from the position reported at Monitor 3. The main reasons for the improvement is that interest paid on loans has been lower than anticipated and interest received on both internal and external investments has been higher than expected.

Learning, Culture and Children's Services Directorate

Finance

23. Learning, Culture and Children's Services is reporting a year end overspend of £969k, which is a £447k improvement from the £1,416k overspend reported at Monitor 3, although £302k of this has been allocated from corporate contingencies.

	Net Budget £000's	Out-turn £000's	Variance £000's
Children & Families	15,641	17,262	+1,621
Lifelong Learning and Culture	12,110	12,425	+315
Partnerships and Early Intervention	6,789	6,490	-299
Resource Management	8,913	9,242	+329
School Improvement & Staff Development	5,116	5,114	-2
School Funding and Contracts	24,358	24,364	+6
Cross Directorate Savings		-1,001	-1,001
Total	72,927	73,896	+969

24. York's Looked After Children (LAC) population continues to grow and currently stands at 225 which represents an increase of 35% since March 2008 and is the main contributory factor to the numerous overspends across the statutory children's social care budgets totalling £1,621k. This position has been mitigated in part by the continuing expansion of the local fostering programme, which is reducing the proportion of LAC placed in more expensive out of city placements. Home to School Transport budgets have also overspent by £341k primarily due to increased SEN taxi costs and the increased LAC population.
25. It was reported at Monitor 3 that there were net additional costs, estimated at £322k, across all LCCS services following the implementation of the Pay and Grading review. This is almost entirely due to a significant number of staff now being entitled to additional allowance payments for contracted shift, evening and weekend working which were all contained within basic pay under the previous pay system. Following the completion of

the Pay and Grading budget realignment, LCCS have been provided with a non recurring allocation from corporate budgets of £302k that reduces the net overspend to £20k.

26. Elsewhere in the directorate, services have been affected by the economic downturn and suffered shortfalls in income, most notably Adult Education (£178k), Libraries (£116k) and the Music Service (£105k).
27. The overspend position is mitigated in part by an underspend of £311k due to the staffing structures supporting the new Integrated Children's Centres not yet being fully recruited to. Furthermore, the directorate has taken action throughout the year to control its costs identifying £1,001k of savings including reprioritisation of grant funding (£347k), cuts in general expenditure budgets (£306k) and staffing savings (£169k).

Dedicated Schools Grant

28. In the Dedicated School Grant (DSG) area there is an overspend of £447k against a budget of £88,191k. The major reasons for this are overspends on Out of City SEN Placements (£317k), and the Behaviour Support Service (£232k), however these are offset by increased Inter Authority SEN Recoupment Income (-£80k).
29. Due to the nature of the DSG, any underspend must be carried forward and added to the following year's funding with overspends either being funded from the general fund or reducing the following year's funding allocation. Following the convention used in previous years, the £447k overspend would reduce the level of DSG funding available in 2010-11.

Carry Forward Request

30. One request has been approved by Executive (on 11 May 2010) to carry forward unspent budget from 09-10 into 10-11:
 - I. York Mystery Plays unspent budget (£20k) – to be re-allocated to the York Mystery Plays 2012 Partnership, subject to the drawing up of a satisfactory service agreement.

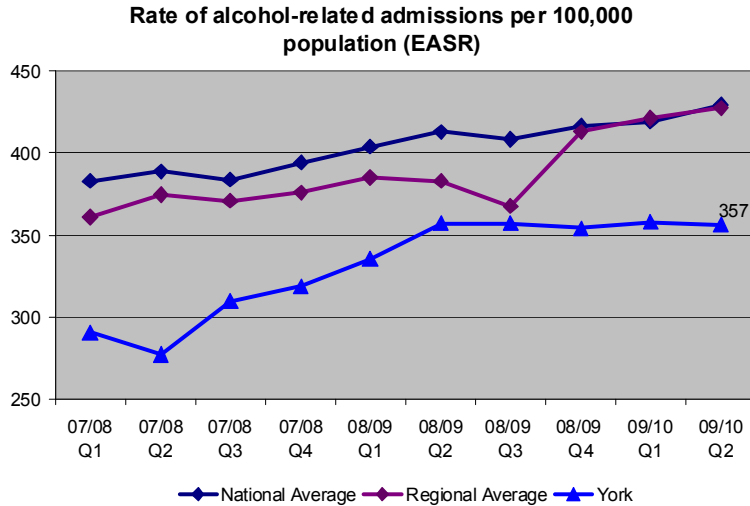
Performance

31. Overall, 67 out of 74 indicators have year-end outturns for 2009-10 and 55% of these have improved on 2008-09 performance, and 40% met or exceeded target, in addition 43% of the LAA indicators are showing an improvement. Key performance headlines are:

Health & well-being

32. *NPI 8: % of adult participation in sport (16+) 30 mins 3 times a week or more* (Local LAA indicator). The 2009-10 survey results show an improvement with 22.9% regularly participating in 30 mins of sport, compared to the 19.2% achieved in 2008-09. Whilst it is difficult to show conclusive trends from this data and the figure remains low, it is encouraging that long-term work to encourage physical activity for adults in York has shown a gradual rise in this year's data. Rates are expected to increase further as a result of the recent launch of the Just 30 Physical activity campaign in January and the recent launch of www.justafewminutesmore.com. £20K additional funding has been made available for active sport and leisure through the Community Investment Fund.
33. *NPI 39: Alcohol related hospital admissions* - the latest data available for the first 6 months of 2009-10 shows a slight decline in admissions in York at 715 per 100,000 population. This is well below the regional and national averages, which are currently around 850 per 100,000 population for the same period. This together with the previous trend data indicates that York may achieve around 1400 per 100,000 for the full 12 month

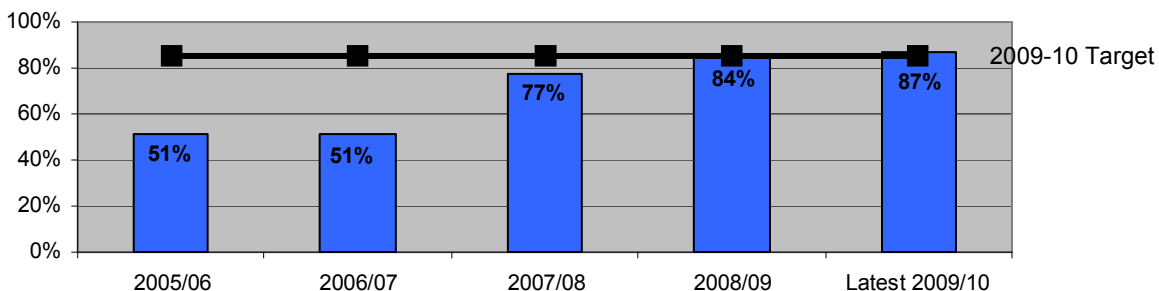
period of 2009-10, which would be very similar to the 2008-09 level, and would exceed the LAA target of 1620 per 100,000 for 2009-10 and 1675 per 100,000 for 2010-11.



34. **NPI 55 & 56: Obesity in reception year and year 6 children (LAA indicator).** The number of York’s reception year children who are obese shows good improvement from last year, with 6.67% reported in 2009-10 compared to 8.16% in 2008-09 which exceeds the 2009-10 target of 8.5%. The rise in the number of obese year 6 children (NPI 56) halted in 2009-10, with a 0.1% rise (now 16.7%) compared to the 1% rise, which took place between 2007-08 and 2008-09. This is however, still above the 2009-10 LAA target of 15.4%. The Healthy Weight Active Lives Group are taking a life-cycle approach to the topic of obesity and this has recently become a topic for the council’s Health Overview and Scrutiny Committee. The LAA delivery fund has helped continue the success of MEND (helping families improve their diet) with 84 children so far taking part. The York City Knights Foundation 'Get Active' programme has also been running an educational assembly for year 6 children in all local primary schools to highlight the importance of a healthy lifestyle. Food awareness workshops are also being run in schools.

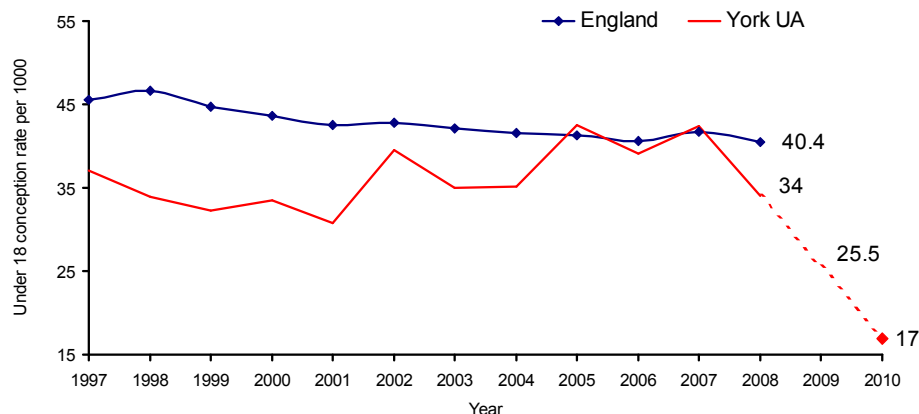
35. **NPI 57: % of children and young people participating in at least 2 hours of high quality PE in school (Local LAA indicator).** The annual school sports survey carried out in November 2009 reported an increase in participation at 87% (up from 84% in 2008-09 and 77% in 2007-08), this exceeds the 2009-10 LAA target of 85%.

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



36. **NPI 112: Under 18 conception rate - difference from 1998 baseline (LAA indicator) -** York’s rate reduced to 34 per 1000 population in 2008. There were 28 fewer conceptions than 2007 (rate 42.4), which represents a 25% reduction. There is confidence within the service that the current strategy will maintain future improvements in rate reductions and the latest projected data for 2009 shows that the conception rate will reduce further in 2009, to 25.5 per 1000 population (see graph on next page).

U18 Conception rates in York (per 1000 population)



Youth Offending

37. *NPI 19: Rate of proven re-offending by young offenders aged 10 to 17* (LAA indicator). York’s rate is based on the number of young people in the youth offending cohort, who re-offend. This currently stands at 0.9, compared to 1.63 reported in 2008-09, which is a significant improvement and indicates that York’s final 2009-10 result may exceed both the 2009-10 and 2010-11 LAA targets (lower is better).

Indicator definition	2008-09	2009-10	Target 2009-10	Comparative Data
NPI 19: Rate of re-offending by young offenders	1.63	0.9 (Q3)	1.74	Worst 10% (One Place) 3 rd Quartile (PwC)

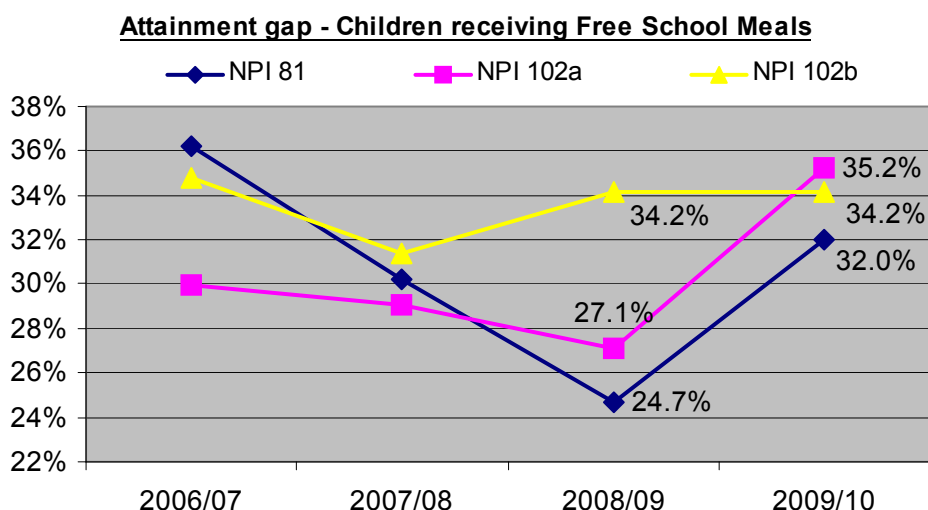
38. Other similar youth offending indicators show reductions in the seriousness and frequency of re-offending by around 35-40% of the cohort that is dealt with by York’s Youth Offending Team (YOT). For example, the % of young people within the Youth Justice System receiving a conviction in court who are sentenced to custody has almost halved (2.6% compared to 4.9% in 2008-09). Historically York is usually very high compared with the statistical family and regional authorities, particularly for the majority of young people that are not YOT supervised. Although the 2008 cohort trend appears good, the 2009 cohort has a higher risk profile (e.g. there is more risk of re-offending). However, evidence suggests that re-offending by the few most prolific offenders has halved recently in York.
39. *NPI 111: First time entrants to YJS* (LAA indicator). The number of first time entrants into the Youth Justice System decreased by 14% in 2009-10 (1559 compared to 1810 in 2008-09). This exceeds both the ‘2040’ LAA target for 2009-10 and ‘1900’ target set for 2010-11. These improvements were mainly due to the introduction of Youth Restorative Disposal and it is anticipated that the council’s ‘Capable Guardian Scheme’ will improve performance further in future years.

Education

40. *NPIs 73-94: Educational attainment*. York has been a high performing council in terms of education for a number of years and performance in many of the key attainment areas continues to improve, including the % of pupils achieving 5 or more A*-C (including English & Maths), which improved to 59% and moves York from 2nd to top quartile. Similarly, pupils progressing by 2 levels in English & Maths between Key stage 1 and Key stage 2 improved by 3.3 and 1.5 % points, from already high performance in 2008-09. This moves York into the top 10% of all councils.

Indicator definition	2007-08	2008-09	2009-10	2009-10 Target	Improved
NPI 73: % of pupils achieving Level 4 or above in both English & Maths at KS2	77.0%	75.0%	74.0%	79.0%	No
NPI 75: % of pupils achieving 5+ A*-C at GCSE (or equivalent) incl English & Maths	54.5%	53.8%	59.2%	61.5%	Yes
NPI 76: Schools not achieving floor target of 55% for Level 4+ in both English & Maths at KS2	2	4	6.0	4	No
NPI 78: Schools not achieving the floor target of 30% 5+ A*-C at GCSE (incl English & Maths)	0	1	0.0	0	Yes
NPI 86: % of secondary schools judged as having good or outstanding standards of behaviour	77.8%	77.8%	70.0%	78.0%	No
NPI 93: % of pupils progressing by 2 levels in English between KS1 and KS2	84.7%	84.5%	86.0%	88.0%	Yes
NPI 94: % of pupils progressing by 2 levels in Maths between KS1 and KS2	78.4%	80.7%	84.0%	84.0%	Yes
Number of fixed term exclusions in primary schools	195	122	105	170	Yes
Number of fixed term exclusions in secondary schools	1049	702	690	500	No

41. *Narrowing the attainment gap* (LAA indicators) – There are 4 LAA indicators, which measure the attainment gap.
- NPI 81: Difference in % points between pupils eligible for free school meals (FSM) and those who are not - achieving a level 3 qualification at age 15.
 - NPI 102a: Difference in % points between pupils eligible for free school meals (FSM) and those who are not - achieving level 4 in English & Maths at KS2.
 - NPI 102b: Difference in % points between pupils eligible for free school meals (FSM) and those who are not - achieving 5+ A*-C (including English & Maths) at KS4.
 - CYP 8.10: The proportion of pupils living in the 30% most deprived areas of the city gaining 5+A*-C (inc E and M) at GCSE.
42. In terms of the attainment gap for children on free school meals (FSM) KS2 shows an increase in the gap, whilst the gap at KS4 has remained the same (see graph below).

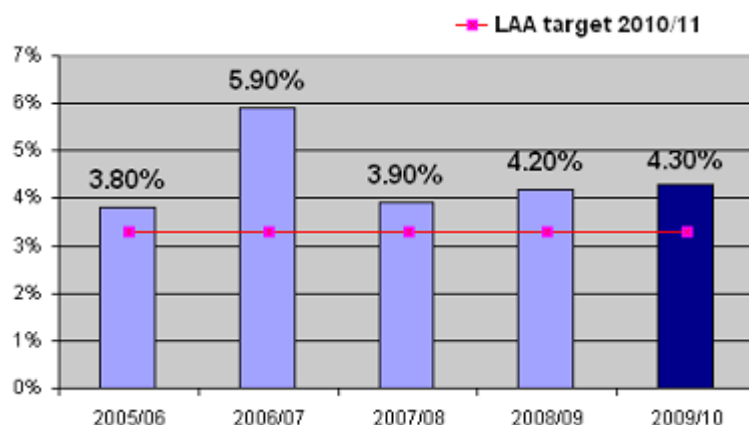


43. The widening of the gap for KS2 has been affected by low English results in a number of schools in disadvantaged areas of the city. Many of these had already previously performed below level 2 at KS1. In terms of actions being taken, targeted support continues to be provided to schools with low English results through the School Improvement Partners (SIP) and English consultants. Primary SIPS are now tracking the progress of FSM pupils and challenging schools if they are not on track. There has also been a recent 1-1 tuition programme, which focused on FSM pupils and those who are

not on track to achieve level 4 in English and Maths at KS2. The gap between pupils eligible for FSM attaining level 3 at age 19 has also increased significantly, rising from 25% to 32%. In order to bring this down to national levels, only 9 more learners eligible to FSM would need to achieve level 3.

44. The proportion of pupils living in the most deprived areas of the city who gained 5+A*-C GCSE (inc English and Maths), increased by 7 percentage points, rising to 35% this year, with particularly exceptional performance in Burnholme school and York High.
45. The 'Me too' initiative will help vulnerable young people to take part in out of school activities at a subsidised rate. The initiative provides economically disadvantaged children and young people with the chance to take part in around two hours of out-of-school activities per week during term time and 30 hours over the school holidays, free of charge or at a greatly reduced rate. The initiative specifically targets those children eligible for free school meals, together with young carers and looked after children. Research indicates that those taking part in out of school activities can help improve well-being and raise standards of achievement, as well as narrowing the gap in attainment.
46. *NPI 117: NEETs* - % of 16-18 year olds not in education, employment or training (LAA indicator). Performance for 2009-10 is 4.3%, which does not meet the LAA target of 3.5% set for 2009-10. However, it should be noted that York still has the lowest number of NEET in the North of England and nationally only 14 local authority areas have lower levels. Around 90% of young people leaving school in yr11 are continuing in post 16 education due to a lack of employment and apprenticeship training options. In particular, there is still a high demand for pre-level 2 training. Specialist accredited courses continue to run in partnership with York College, which has increased the numbers entering pre level 2 programmes.

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



Child Social Care

47. *NPI 54: Services for disabled children* (Local LAA indicator). This indicator assesses parents' satisfaction with their general experience of York's disabled children's service. The result for 2009-10 was 63% and it is anticipated that an increase in short breaks next year and the recent successful bid for government funding to create a transition centre at Applefields School should show an improved result for 2010-11. The new school will be built for young people with learning difficulties and/or disabilities, providing health, social care, education and employment facilities. The idea is to provide a seamless service and help ease the transition from children's services to adult facilities.
48. *NPI 116*: The proportion of York's children who are living in poverty (LAA indicator). This indicator measures the difference between York's results and those recorded for the England average. York has set revised improvement targets to widen the gap to 8.1% by

2011. The table below shows an improving picture, with York widening the gap for 4 years running and achieving a 7.2% gap in 2008. A new local strategy in line with now statutory expectations is under development.

Children living in families in receipt of out of work benefits or in Child Tax Credit families whose reported income is less than 60 per cent of median

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

49. *NPI 147 & 148: Care leavers.* The % of York's care leavers in suitable accommodation dropped to 92.3% in 2009-10, from 100% in 2008-09. The % of care leavers in employment, education or training improved to 54%, a 4% point improvement on 2008-09 and a good achievement in the current economic climate.

Cultural Services

50. *NPIs 9-11: visits to libraries and museums.* The number of residents visiting libraries, galleries and museums fell slightly in 2009-10. In 2009-10, 51% of residents made regular visits to York libraries. However this is measured through the annual 'Active People' survey, which is based on continual telephone surveys from Oct 2008 – Oct 2009. The Central library closed for refurbishment on the 31st October, so half of the survey responses for the 2010-11 survey will have been collected whilst the library was closed and half will be collected whilst the new Explore York Learning Centre is open. The actual footfall for York libraries between April 2009 and March 2010 decreased by 15%, but based on the changes experienced after the Acomb library refurbishment, visitor numbers should increase for 2011-12. The small reduction in museum and gallery visits (64.4% compared to 65.5% in 2008-09) was achieved despite the refurbishment of the Yorkshire museum. There was also an increase in the number of York adults who engaged in the arts at least 3 times over 2009-10. York is top quartile for all three indicators and is one of the highest performing councils in the UK for local resident engagement in the arts.

Housing and Adult Social Services Directorate

Finance

51. The outturn for Housing and Adult Social Services is an overspend of £1,654k, which is an improvement of £109k from the £1,763k overspend reported at Monitor 3.

	Net Budget £000's	Out-turn £000's	Variance £000's
Assessment and Personalisation	20,626	22,027	+1,401
Commissioning and Partnerships	7,765	7,883	+118
Service Delivery and Transformation	16,649	17,611	+962
Housing General Fund	2,247	2,185	-62
Cross Directorate Savings		-765	-765
Total	47,287	48,941	+1,654

52. The dramatic rise in demand for adult social care across the city is the prime driver for the directorate's overspend. Within the Assessment & Personalisation service area, the number of customers taking up the Direct Payments scheme has increased by 27%

creating a £578k overspend. Elsewhere in the service, further overspends have been caused by an increase in customers in Residential and Nursing placements (£298k), an increase in the needs of Community Support customers (£247k) and staffing issues within social care teams (£156k).

53. Service Delivery & Transformation has also contributed significantly to the overspend position with efficiencies not being delivered in Homecare as predicted (£430k), external staffing costs and repairs and maintenance costs in Elderly Persons Homes (£311k) and increased staffing costs in the Warden Call service (£131k).
54. Housing General Fund has underspent by £62k which is primarily due to increased income from higher occupancy at Howe Hill hostel and a number of staffing vacancies in the latter part of the year.
55. Despite the pressures, the directorate has delivered £765k in savings to mitigate the overspend including vacancy management measures and use of grants.

Housing Revenue Account (HRA)

56. The budgeted working balance on the HRA for 2009-10 was estimated to be £8,052k, however the reported out-turn is a balance of £8,914k, an increase of £862k.
57. The main reasons for the increase in the balance are due to reduced expenditure on Projects, Decorating and Estate Improvements (£159k), a reduction in recharges (£130k), overachievement of income on council stock rent (£128k) and reduced general management running costs in Housing Operations (£108k).

Performance

58. Overall, 20 out of 22 indicators have year-end outturns for 2009-10. 14 of these can be measured for improvements and 52% of these have improved on 2008-09 performance. 4 of the 6 LAA indicators have improved and 5 achieved their 2009-10 target. Key performance headlines are:

Adult Social Care

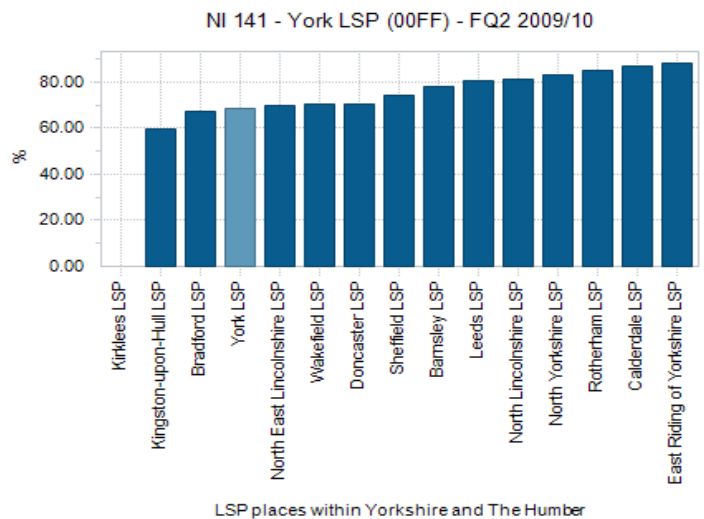
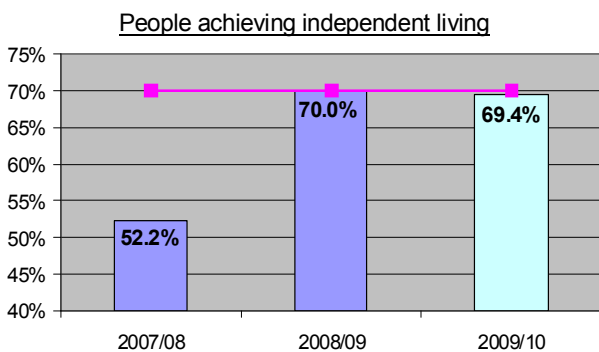
59. Adult Social Care – Performance across the 7 adult social care indicators is good, with 5 improving and achieving 2009-10 targets.

Indicator definition	2007-08	2008-09	2009-10	2009-10 Target	Improved
NPI 125: Achieving independence for older people through rehabilitation/intermediate care	N/A	85.7%	88.9%	88%	Yes
NPI 130: Social Care clients receiving Self Directed Support (Direct Payments and Individual Budgets)	165	301.56 (7.4%)	14.4%	12.50%	Yes
NPI 132: Timeliness of social care assessment	61.78%	67.1%	80.5%	77%	Yes
NPI 133: Timeliness of social care packages	92.3%	90.3%	86.9%	90%	No
NPI 135: Carers receiving needs assessment, review or advice and information	7.7%	17.1%	24.6%	22.5%	Yes
NPI 136: People supported to live independently through social services (all ages)	3281.24	3834.2	3980	3937	Yes
NPI 141: Number of vulnerable people achieving independent living	52.19	69.97%	69.4%	70.0%	No

Note: definition for NPI 130 changed to % in 2008-09

60. There are 3 LAA indicators, which represent the need to improve independent living in York. Two of these (NPI 130 & 135) have improved significantly and exceeded their 2009-10 targets, however the third indicator (NPI 141) has declined slightly:

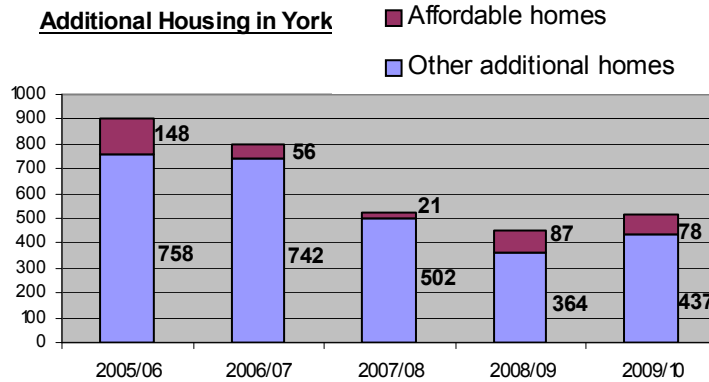
- NPI 130: Social Care clients receiving Self Directed Support** – all York’s social care customers now have the option of self-directed support through their assessment process and can opt for the delivery of individual budgets through a number of routes. As a result, performance for 2009-10 increased to 14.4% (945 customers out of 6566) from 7.4% in 2008-09. (calculated for comparison as definition changed between 08/09 and 09/10). This exceeds the 2009-10 LAA target of 12.5%.
- NPI 135: Carers receiving needs assessment or review** – The council has continued to improve the numbers of carers it assesses and reviews, with 20% more carers receiving assessments last year. As a result, performance for 2009-10 improved to 24.6% (from 17.1% in 2008-09), exceeding both the 2009-10 and 2010-11 LAA target of 20.2% and 21.5% respectively. Adult Social Care Services have also streamlined the management processes and consolidated how their team works to place more emphasis on carers support by having dedicated carers support workers within the locality teams who can advise and support others as well as work with the carers directly. A new Self Assessment / Supported Questionnaire starting in July 2010 will actively support their involvement in the assessment process and may lead to further improvement on this indicator.
- NPI 141: Vulnerable people achieving independent living** – Performance has fallen slightly from 70% to 69.4%, however this is still below the LAA target of 70% for 2009-10. This year the council will continue working with University of York St John to help provide clients with a stepping stone to independence, giving people who have recently left hospital or residential care the support they need to regain skills that have been lost through illness or injury, learn new skills and adapt to independent living. The re-ablement team will help customers improve their mobility, build stamina and practise their personal care, helping them to make the transition to living in their own homes.



Housing

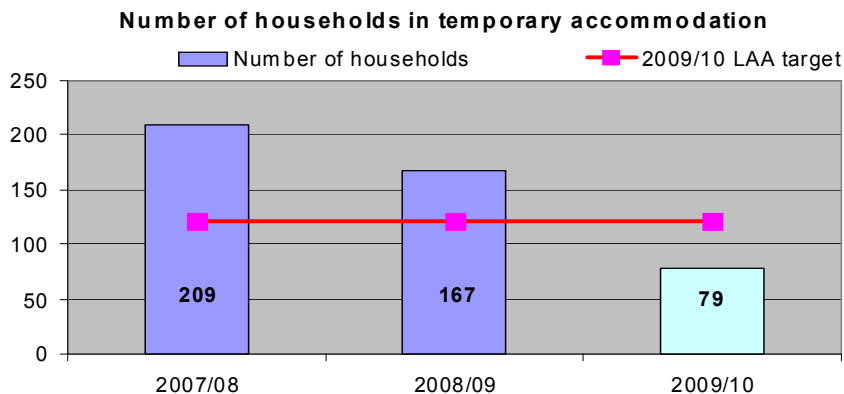
- NPI 155: Affordable homes (LAA indicator).** The original LAA target for the year of 280 completions has been revised to 146 after negotiations with the Government Office in the LAA refresh in March this year. The revision was largely due to the downturn in the housing market and needs to be considered in the context that the original LAA targets were set in 2007 at the peak of the market. Since then, some developments have stalled and others slowed down. The number of affordable homes delivered in 09-10 was 130. The shortfall was mainly due to unusually bad weather in January and February, which impacted on the timescales for delivery of Discus bungalows completions on around 16 homes were delayed by approximately 4 weeks. However, if we illustrate all additional housing provided through the council’s planning system, together with housing funded through external schemes (e.g. Golden Triangle private sector leasing, Social Homebuy

and purchase & repair), there was actually a 13% rise in ‘additional housing’ in York throughout 2009-10 (see graph below).



Note: Difference between 130 affordable homes figure used for NPI 155 and 78 homes mentioned in graph is due to the way NPI 155 is calculated to include affordable beds, not just homes.

62. **NPI 156: Homelessness** (LAA indicator). The number of York households living in temporary accommodation continues to reduce, despite the national increase in home repossessions across England. Performance for 2009-10 was just 79, which represents a 67% decrease since 2007-08 and exceeds the 2010-11 LAA target of 110. York is a regional champion for homelessness and new facilities at Arclight and transitional facilities at the custom built Peasholme building has helped improve performance by supporting former homeless residents back into employment and private accommodation.



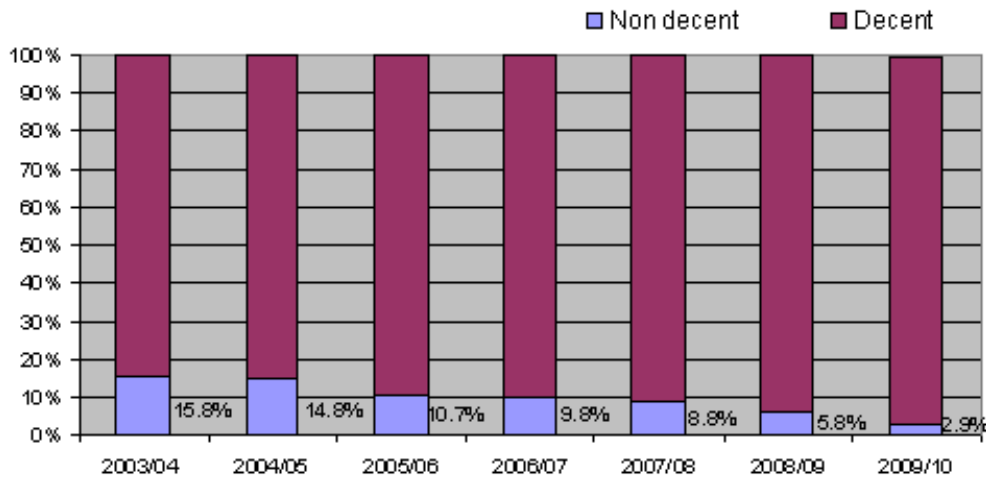
63. **NPI 187: Fuel poverty** (LAA indicator). This indicator measures the proportion of people living in York who receive income-based benefits and live in homes with a low or high-energy efficiency rating. The table below shows that people in York receiving income based benefits who live in homes with a low energy efficiency rating improved by 0.8% and York is now performing at the level of 2010-11 LAA target. The number of people living in homes with a high-energy rating appears to have declined to 41.4% in 2009-10, missing the target. However, the 2008-09 outturn for this indicator was incorrectly calculated at 60.4% by an external body and as a result, the 2009-11 targets set from this baseline were also incorrect. New 3-year targets will be set this year.

Indicator definition	2008-09	2009-10	Target 2009-10	Target 2010-11	Polarity
People receiving income based benefits living in homes with a low energy efficiency rating	6.9%	6.1%	6.45%	6.09%	Lower is better
people receiving income based benefits living in homes with a high energy efficiency rating	40.25%	41.4%	60.8%*	61.2%*	Higher is better

Note: LAA targets were set from incorrectly calculated baseline and are therefore not viable.

64. A range of other actions have also been implemented to support improvement, including the hotspot scheme, an area based insulation scheme targeted at the wards and areas with highest fuel poverty, changes to the grants and assistance policy to focus on energy efficiency, and improved advice available to households on accessing appropriate schemes. However, there are other 'economic factors' some of which are outside of the council's control that could also affect this indicator.
65. NPI 158: Non-decent homes. Improvement on NPI 187 above has also been helped by the council's housing modernisation programme, which has reduced the number of non-decent council homes in the city from nearly 16% in 2004 to 2.9% in 2009-10 (see graph below).

Improving the condition of York's council homes



Neighbourhood Services Directorate

Finance

66. The outturn for Neighbourhood Services is a £918k underspend, not including the overspend on Winter Maintenance costs which is detailed elsewhere in this report. This is an improvement of £947k from the £29k overspend reported at Monitor 3.

	Net Budget £000's	Out-turn £000's	Variance £000's
Environmental Health & Trading Standards	2,097	2,036	-61
Bereavement Services	-654	-612	+42
Registrars Service	51	1	-50
Licensing & Regulation	36	-14	-50
Neighbourhood Management	1,332	1,164	-168
Ward Committees	1,124	1,019	-105
Building Maintenance	212	185	-27
Highways Maintenance	10,439	9,829	-610
Waste Services	8,458	8,899	+441
Cleaning	250	235	-15
Neighbourhood Pride Service	2,670	2,876	+206
Parking Services	3,212	3,146	-66
Enforcement and Environment	646	573	-73
Contribution to Safer York Partnership	615	615	-
Transport & Overheads	0	-382	-382
Total	30,488	29,570	-918

67. The main reasons for the significant movement since Monitor 3 are the stringent cost control measures that have been instigated in-year coupled with a number of specific

areas that have underspent, some of which are requesting budget carry forwards below. One such area is Parking Services which has experienced a £171k improvement due to a better than forecasted reduction in income from Penalty Charge Notices (PCN's) and lower staffing and other running costs.

68. Beyond the areas that have improved towards year-end, the main reasons for the underspend are related to the adverse weather conditions in January and February and Highways Maintenance schemes which it was not possible to fully complete (£256k) and higher income has been received in Civils and Drainage due to higher volumes of work following the same period (£353k). Furthermore, a £275k saving related to extending the terms of the council's Transport Leases, this action was identified to mitigate overspends elsewhere in the council, and underpins the final position.
69. Winter Maintenance costs, namely gritting and basic highways maintenance, also overspent by £501k, a reduction of £82k from Monitor 3, as a result of the adverse weather and this has been reported separately in the main table in paragraph 5 as these were seen to be beyond Neighbourhood Services control.

Carry Forward Requests

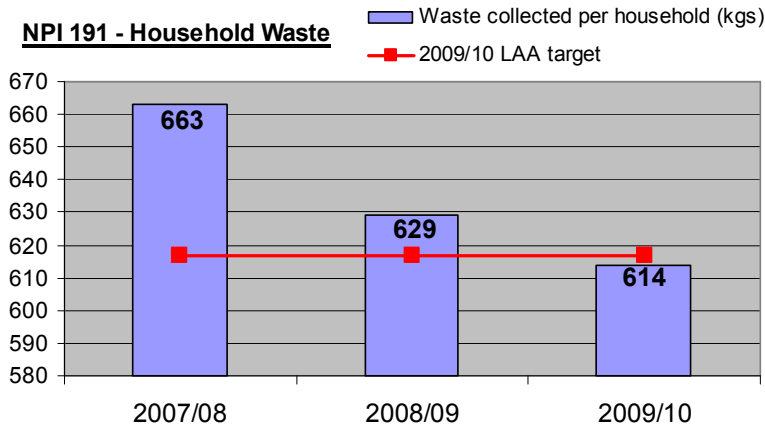
70. Eight requests have been made to carry forward unspent budgets, totalling £284k, from 2009-10 into 2010-11:
- I. Neighbourhood Management Unit underspend (£50k) – to support activities relating to N.I. 4, the Duty to Involve.
 - II. Target Hardening underspend (£13k) – to allow schemes that have slipped in 2009-10 to be completed.
 - III. Your City, Your Ward underspend (£5k) – to pay for an edition of 'Your Voice' to continue engagement of young people in ward committees.
 - IV. Community Centres underspend (£12k) – to fund essential enhancements for H&S compliance.
 - V. Ward Committees underspend (£100k) – to complete schemes identified or not sufficiently progressed in 2009-10.
 - VI. Parking Service underspend (£40k) – to purchase new machines for issuing PCN's as existing ones are due for replacement.
 - VII. York Pride underspend (£42k) – to assist in funding schemes not started in 2009-10 and further ones identified in 2010-11.
 - VIII. Efficiency Staffing underspend (£22k) – as this was not fully utilised in 2009-10, this will assist the directorate in delivering its efficiency programme in 2010-11.

Performance

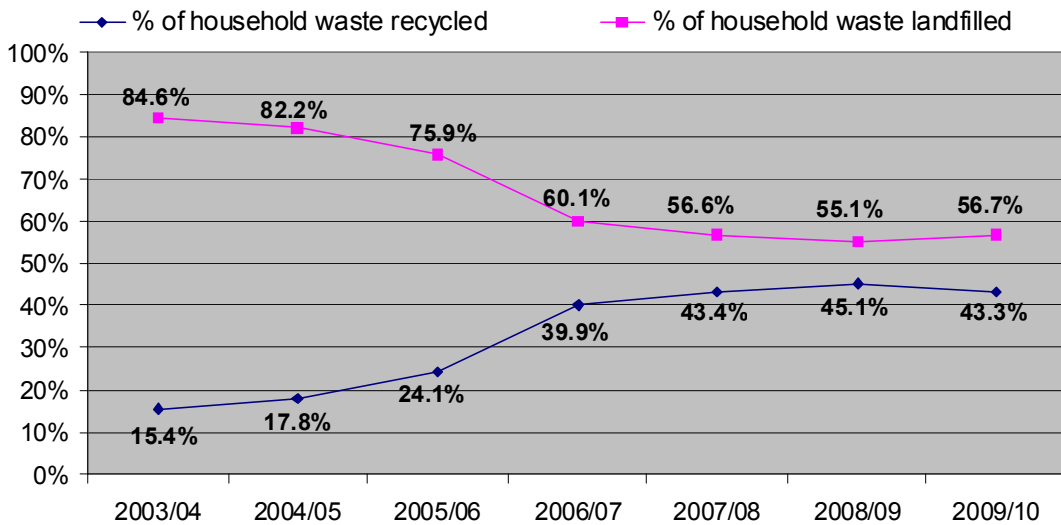
71. Overall 69% of the 35 Neighbourhood Services indicators improved, with 67% achieving their 2009-10 target. Four of the 6 LAA indicators are showing an improvement, and 5 are already achieving their 2010-11 LAA target. Key performance headlines are:

Street cleanliness & waste management

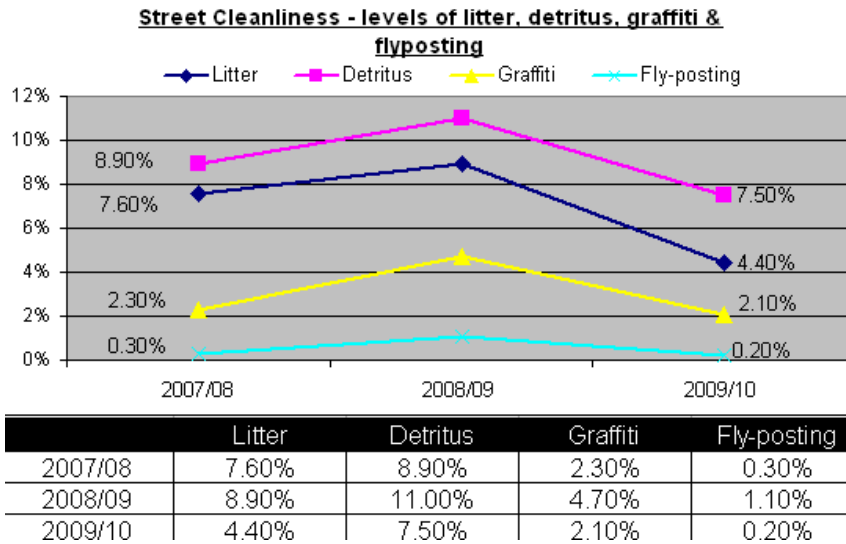
72. *NPI 191-193: Waste collection and management* (NPI 191 is LAA indicator). The amount of residual waste collected per household dropped by 2.5% in 2009-10, from 629kg to 614kg. This is now the 3rd lowest (best) within the Yorkshire & Humber region.



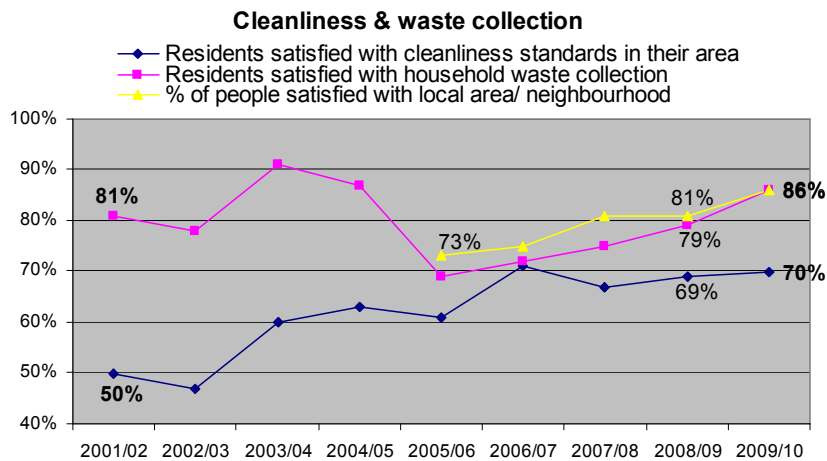
73. The % of household waste recycled/composted in 2009-10 is forecast to reduce slightly for the first time in over a decade (43.3% compared to 45.1% in 2008-09), this has also affected the % of waste landfilled, which increased by 1.6% in 2009-10. Despite this % increase, the council actually landfilled approximately 2400 tonnes less than in 2008-09, and collected 5000 tonnes less from households. It is likely that the reduction is due to a range of factors including the council’s continuation of waste minimisation, national efforts to reduce levels of packaging, and the recession bringing a shift in buying habits away from newspapers and glass bottles.



74. *NPI 195(a-d): Street cleanliness.* Four NPIs measure the proportion of areas around York that have unacceptable levels of litter, detritus, graffiti and fly-posting. They are assessed through a street cleanliness survey, carried out three times a year. The graph below shows that, after the increases experienced in 2008-09, street cleanliness improved significantly in 2009-10, with levels across all 4 areas now better than the previous best results recorded in 2007/08. This performance was particularly good given the interruption of cleansing operations during December and January due to snow and the level of gritting that took place across York.



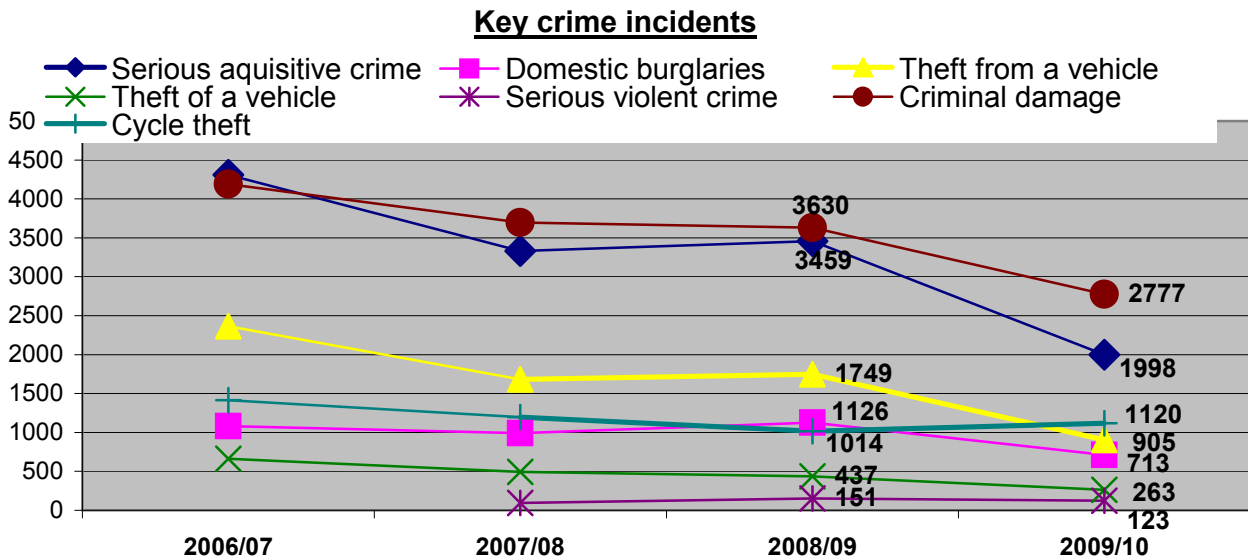
75. A number of education and enforcement initiatives and close working with police has had a positive impact on reducing the level of graffiti in the city. Fly-tipping incidents in York also reduced by nearly 41%, with fewer large fly-tips (e.g. those left by lorries) having to be removed. Six prosecutions were made throughout 2009-10 and a significant amount of publicity work was carried out which is also having a positive impact. York has now been assessed as level 2 (Effective) for this national indicator, compared to level 3 (Not effective) achieved in 2008-09. The council is now amongst the highest performers in the Yorkshire & Humber region for tackling fly-tipping.
76. The council's last Talkabout survey results show that recent improvements have had a positive impact on local resident perception of cleanliness and waste services, with satisfaction on household waste collection increasing 7% and satisfaction with their local area increase by 5%.



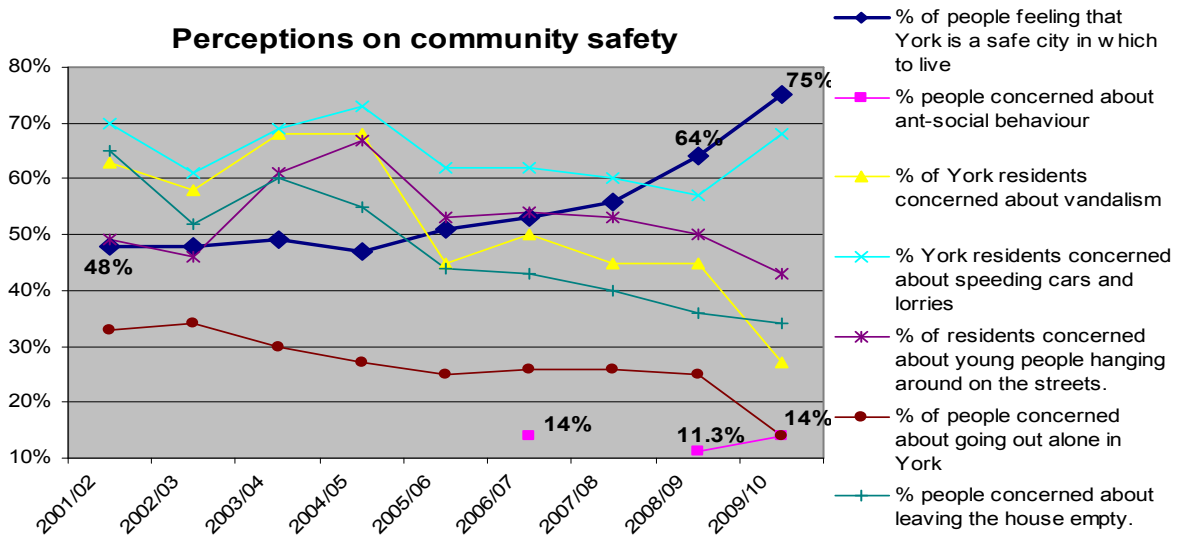
Note: Residents satisfied with cleanliness standards in their area' figures relate to 'cleanliness of the street where you live' from 2008-09 onwards. Pre 2008-09 figures related to satisfaction with 'keeping land clear of litter and refuse'.

Community Safety Performance Indicators

77. Overall recorded crime in York reduced by 24% in 2009-10. (7547 crimes compared to 9906 in 2008-09). The graph below shows the extent of the individual crime reductions, with only cycle theft recording a rise of 10%. York is also ranked out of the 15 authorities in an Iqanta benchmarking group and York improved its ranking for 8 of 13 categories in 2009-10, with some moving up 8 or 9 places (e.g. domestic burglary and serious acquisitive crime). This is particularly encouraging as York moved into this high performing benchmarking group 2 years ago and is already moving up the rankings.



78. *Crime and the fear of crime.* In the 2008 Place Survey, 5 of the 7 indicators measuring perceptions of community safety in York placed us in the top quartile. The first Talkabout results for 2009-10 suggest that this trend is improving even further, with significant improvements in residents who feel York is a safe place to live, increasing to 75% from 64% in 2008-09, and residents who are concerned about vandalism, down to 27% from 45% in 2008-09 (lower is better). However, resident concern has risen in relation to speeding cars and lorries. The % of residents concerned about anti-social behaviour did increase slightly to 14% in 2009-10 however, both results came out of 2 different surveys (11.3% from Place Survey, 14% from Talkabout). This variation is also within the normal statistical variation limits and 14% still places York in the top 10% of unitary authorities for comparative performance.

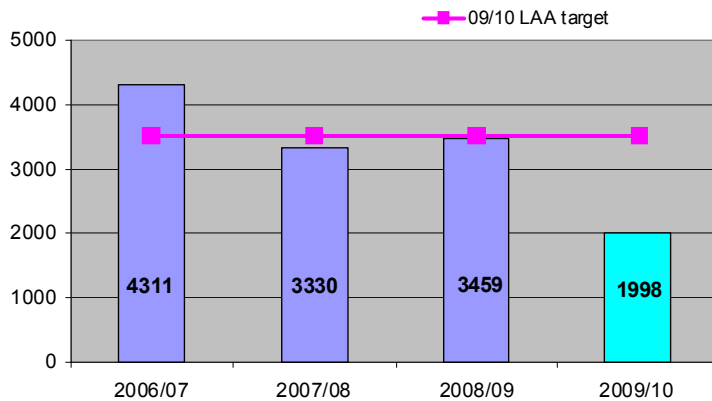


79. There has been an increase in the categories of incidences classified as 'hate crime', which makes it inaccurate to compare current figures with data recorded prior to April 2008. Whilst there has been an increase in hate crimes in the last two years, hate crime only increased by 3% when comparing 2009/10 to 2008/09. Based on April/May data, hate crime is predicted to decrease by 8% in 2010-11.

80. *NPIs 16: Serious Acquisitive Crime* (LAA indicator). Serious acquisitive crime represents a number of different crime incidents, including burglary and theft from a vehicle. Trend data from April 2009 to March 2010 show Serious Acquisitive Crime is down by 42% and

currently places York high in the 2nd quartile (moving up from the bottom quartile in 2008-09).

Serious Acquisitive Crime incidents in York



81. *NPI 30: Prolific & priority re-offending rate* (LAA indicator). The latest available data is for the first half of 2009-10. This shows 19 offences against a target of 34 - a reduction of 55% offending from the 2008-09 cohort of PPOs. This is much better than the 21% reduction target set for 2009-10.
82. *NPI 32: Domestic violence*. There was a 6.6% increase in the number of repeat domestic violence incidents committed in York in 2009-10, 17.6% compared to 11% in 2008-09 and 8.3% in 2007-08. York is still below the national average of 25.5% and in-year figures for 2010-11 already indicate a reduction in repeat incidents.

City Strategy Directorate

Finance

83. City Strategy is reporting a year-end overspend of £121k, an improvement of £209k from the £330k overspend reported at Monitor 3.

	Net Budget £000's	Out-turn £000's	Variance £000's
City Development & Transport	4,541	4,466	-75
Planning	1,510	1,966	+456
Resources & Business Management	389	464	+75
Economic Development	3,556	3,471	-85
LTP Saving		-250	-250
Total	9,996	10,117	+121

84. The directorate's income generating services have faced significant difficulty throughout the year due to the economic downturn. Planning applications have been down 8% from last year, and coupled with fewer large applications than expected, this has resulted in a £511k income shortfall. Parking has also suffered as a result of the downturn with income received from charges £267k lower than budgeted for. Furthermore, both Building Control and the Yorwaste dividend have been affected suffering shortfalls of £180k and £122k respectively.
85. Elsewhere in the directorate, Concessionary Fares has contributed to the overspend with £412k of additional costs due to the higher than expected issue of tokens and pass usage though this is offset by an in year saving of £230k linked to a reduction in the reimbursement rate offered to bus operators. To counter these overspends, the

directorates took action to contain costs including underspending approximately £589k on staffing costs and overheads as well as achieving a £250k saving related to altering the funding of a number of Highways Maintenance projects.

Carry Forward Request

- 86. One request has been made to carry forward unspent budget from 09-10 into 10-11:
 - I. South Bank 20 mph Speed Limit Scheme (£30k) – This scheme has had a delayed implementation and it is requested this unspent budget be carried forward into 2010-11 to allow its completion.

Property Services

- 87. The out-turn for Property Services is an overspend of £146k, which represents an overall improvement of £163k from the £309k overspend reported at Monitor 3.

	Net Budget £000's	Out-turn £000's	Variance £000's
Property Services	3,564	3,710	+246
Total	3,564	3,710	+246

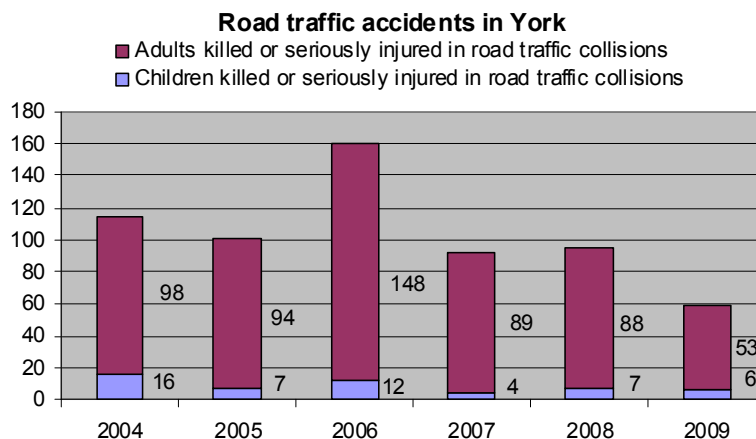
- 88. The main reason for this position is a £249k overspend on the Commercial Portfolio which was primarily caused by not receiving wayleave income at Harewood Whin and a shortfall in rental income from Coppergate due to the economic downturn. A further reason is the cost of maintaining the council's surplus assets, such as Manor School and Edmund Wilson Pool, which has contributed a further £152k to the overspend. Offsetting this are underspends on energy budgets (£83k), external consultancy costs (£73k) and staffing costs (£61k).

Performance

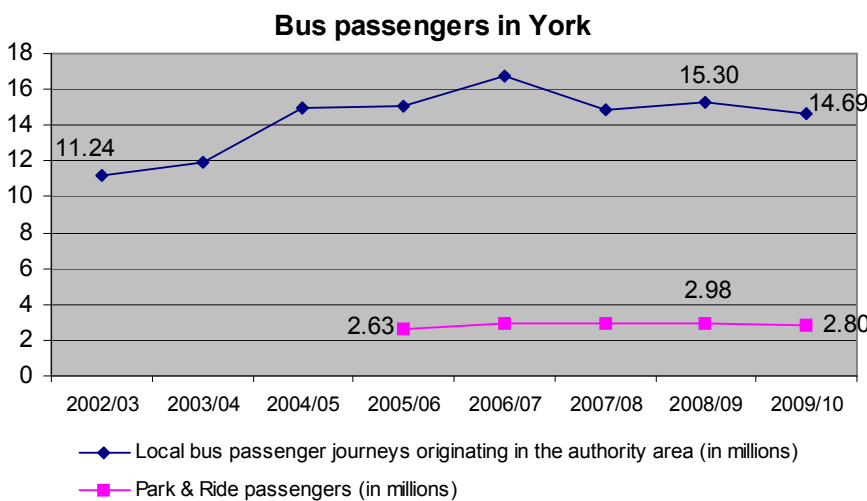
- 89. Overall 64% of the 22 City Strategy indicators improved, with 59% achieving their 2009-10 target. 78% of the 9 LAA indicators are showing an improvement and 56% achieved target. Key performance headlines are:

Roads & Transport

- 90. *NPI 47: Road traffic accidents* (LAA indicator). The number of people killed or seriously injured on York's roads reduced significantly in 2009-10 with just 59 incidents (a 38% decrease on the 95 reported in 2008-09). This was helped by a range of successful initiatives introduced in the last year, such as the 'Made you Look' campaign which was launched in 2008 and re-launched again in February 2010. A 'Safer Business Driving Conference' was also run in June 09 for fleet managers in the York area, together with an event for older drivers in October 2009. Currently, York's KSI figures already exceed the 2009-10 and 2010-11 LAA targets of 87 and 81 respectively.

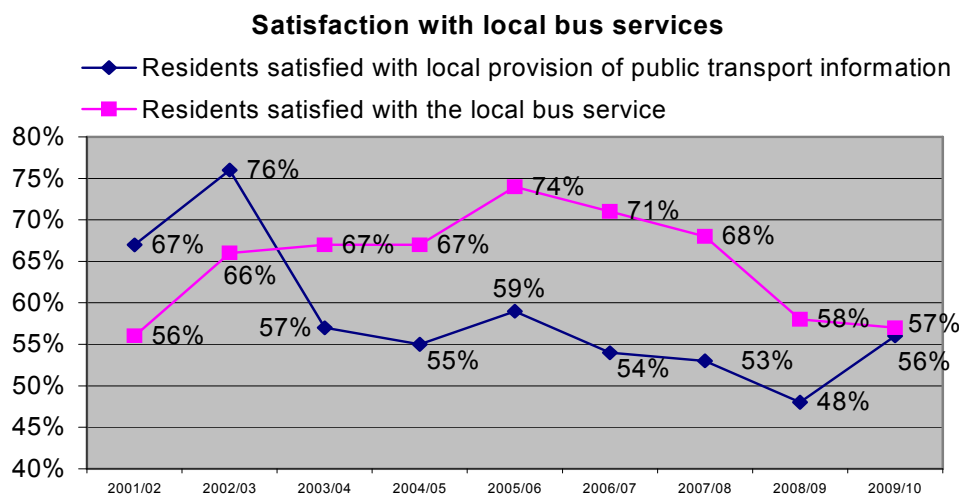


91. *NPI 177 & 178: Bus services.* The number of local bus passenger numbers in York reduced by 4% in 2009-10 (see graph below), although levels are still much higher than those experienced between 2002 and 2005. The decrease in passengers could be a result of the economic downturn, with less journeys being made into York. For example, the cost of subsidised bus services in York increased to £1.08 per passenger, which is a 6% increase on 2008-09. However, the overall costs (based on total passenger numbers) went up by just 2.3%, which indicates an increase in subsidised passengers mixed with a larger reduction in full-fare passenger journeys. Other factors affecting performance are:
- Bus fares have increase steadily since 2006, whilst car parking charges have not risen at the same rate, with some city centre car parks even reducing their charges. As a result, car travel may have become a more attractive option for travelling in and around the city.
 - There has been a number of reductions to some bus services over the past few years.
 - The bad weather experienced over the winter also affected bus patronage numbers, with park & ride passengers reducing by over a quarter in January alone (see graph below).



Park & Ride	Jan 09	Jan 10	Change
Askham Bar	55,544	45,363	-18%
Grimston Bar	33,622	26,198	-22%
Rawcliffe Bar	58,875	38,993	-34%
Designer Outlet	45,367	40,973	-9.7%
Monks Cross	36,096	35,845	-0.7%
Total	229,550	187,371	-28.4%

92. The % of bus services running on time increased to 70.1% in 2009-10, from 63.3% in 2008-09. In addition, the % of residents who were satisfied with the provision of local transport information increased by 8% points in 2009-10 (see graph below).

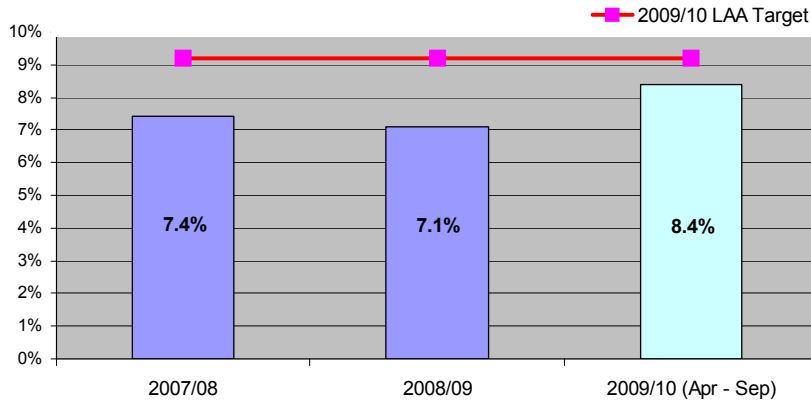


Economic Development

93. *NPI 152: Number of people on out-of-work benefits (LAA indicator).* The number of working age people in York on out of work benefits has increased to 8.4% based on latest

data from April to September 2009. This is an increase of 1.3 percentage points since 2008-09 and is in line with national trend. The 2009-10 LAA target was amended in the recent refresh and is now to “maintain a 4.3 percentage point gap below the national rate”. Currently York exceeds this gap, although the final full 12 month figures for 2009-10 are not yet available.

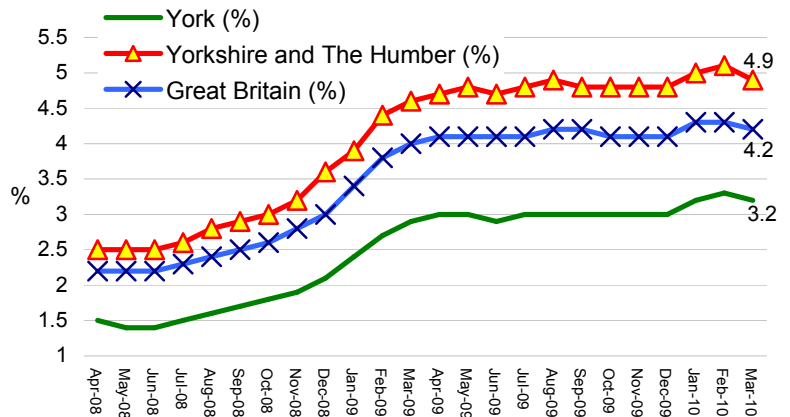
% of people in York on out of work benefits



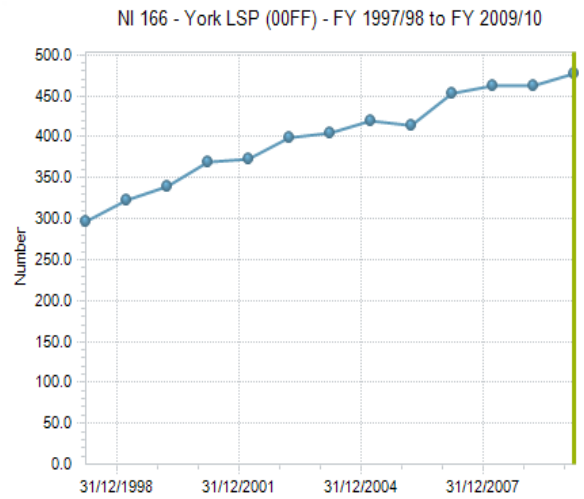
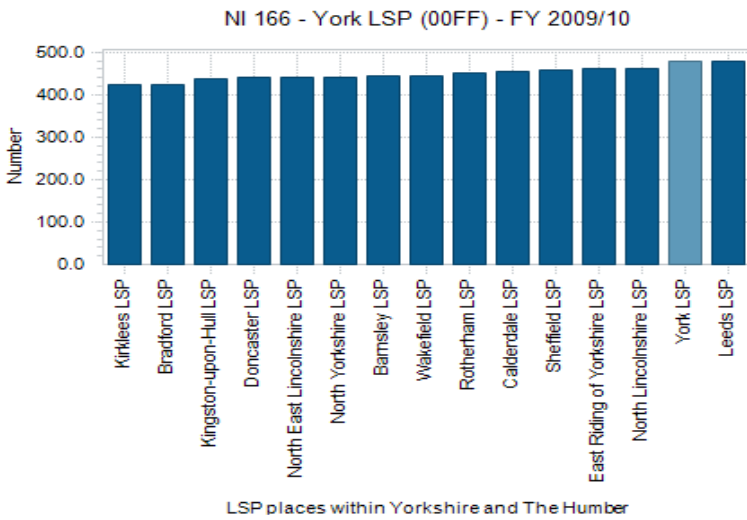
94. A linked indicator for future performance on NPI 152 is York’s unemployment rate, which is currently 4% below the national rate and 5% below the regional rate. Another is the number of people in York claiming job-seekers allowance, which started to reduce in March 2009 (see chart below) and shows similar gaps between York and the regional/national average.

People claiming job seekers allowance in York

Month	York (Number)	York (%)	Y&H (%)	GB (%)
Apr09	3,735	3.0	4.7	4.1
May09	3,742	3.0	4.8	4.1
Jun09	3,654	2.9	4.7	4.1
Jul09	3,730	3.0	4.8	4.1
Aug09	3,819	3.0	4.9	4.2
Sep09	3,808	3.0	4.8	4.2
Oct09	3,820	3.0	4.8	4.1
Nov09	3,856	3.0	4.8	4.1
Dec09	3,858	3.0	4.8	4.1
Jan10	4,094	3.2	5.0	4.3
Feb10	4,134	3.3	5.1	4.3
Mar10	4,006	3.2	4.9	4.2



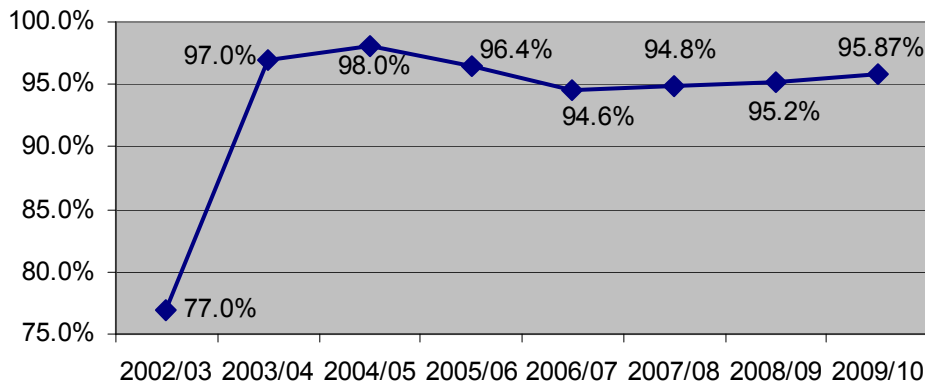
95. Many factors have influenced these encouraging rates, one of which is the maintenance of employment levels within the city. ‘One City’ is one example initiative, which involves the council helping residents and businesses through the recession, with the main aim to support business growth, minimise job losses and help individuals limit debt.
96. *NPI 166: Average earning of York employees* (LAA indicator). Performance for this indicator is reported in 2 formats, both of which show good improvement:
- The median average weekly pay, which was £477.5 for 2009-10, and represents a 5.2 % rise on the £453.4 reported for 2008-09 (see graphs on the next page).
 - The ratio between York and the England average, which stood at 0.97:1 for 2009-10 compared to 0.94:1 in 2008-09. This was below the ‘0.99:1’ LAA target set for 2009-10, but represents a much higher ratio rise than other areas in the Yorkshire & Humber region. Only Leeds is higher.



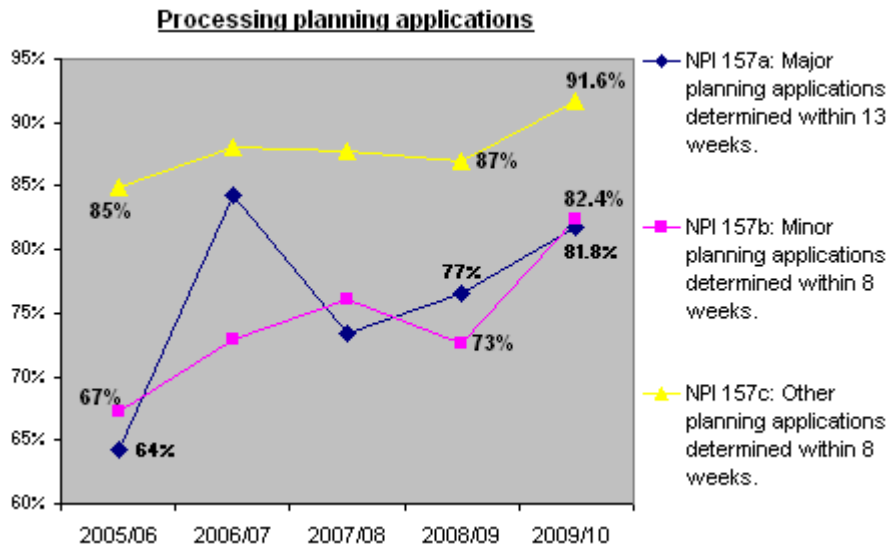
Environment

97. **BVPI 106 & NPI 170: Brownfield site development.** The % of new homes in York which were built on previously developed land increased to 95.9% in 2009-10, the highest achieved since 2005-06 (see graph below). However, the % of brownfield land in York that has been vacant or derelict for more than 5 years increased slightly in 2009-10 to 1.06% from 0.96% in 2008-09. Despite the small increase, York is still 2nd quartile based on the latest benchmarking data.

Brownfield - % of new homes built on previously developed land



98. **NPI 157: Planning applications** – Significant improvement was achieved in terms of the processing times of planning applications in 2009-10. In particular, a 9.6% increase in the number of minor applications determined within 8 weeks. This moves York up from 2nd to top quartile, based on the latest benchmarking data. However, these improvements have been supported by a drop in the number of planning applications received due to the recession. In 2009-10 the council received significantly less ‘minor’ and ‘major’ applications than in 2008-09. These come on top of previous reductions, which equate to a 32% drop in minor and 65% drop in major applications since 2006-07.



99. *NPI 186: CO2 emissions in the York area - per capita* (LAA indicator). The 2009-10 figure is not yet finalised, but 2008 results suggest that there will be a 10% decrease in CO2 emissions in the York area. If achieved, this will exceed the 8% reduction target set for 2009-10.
100. *NPI 188: Adapting to climate change*. This indicator assesses local authority preparedness and plans to adapt to the changing climate, with grading ranging from level 0 – 4. York has achieved level 1 for 2009-10, which meets the LAA target. Arrangements are now in place to achieve the target of level 2 by March 2011, including the development of a new climate change strategy with partners, agreement for new Park & Ride sites through the Access York initiative, the Cycling city initiative, and new sustainable builds such as the council's new headquarters.

Chief Executive's Directorate

Finance

101. The out-turn for Chief Executive's is an overspend of £62k, which is an improvement of £61k from the position reported at Monitor 3.

	Net Budget £000's	Out-turn £000's	Variance £000's
Chief Executive's Office	2,162	2,132	-30
Civic, Democratic & Legal Services	2,327	2,467	+140
Director of People & Improvement	290	283	-7
Human Resources	314	256	-58
Marketing & Communications	7	24	+17
Total	5,100	5,162	+62

102. The main cause of the overspend is in Civic, Democratic & Legal Services and is primarily linked to the increased cost of legal work related to social care (£101k). This has been offset by staffing and general expenses savings across the directorate and a £53k underspend in Member Services attributable to in year savings on Member allowances following the replacement of EMAP's with scrutiny committees and the abolition of the Shadow Executive.

Resources Directorate**Finance**

103. Resources is reporting an underspend of £612k at year end, which represents an improvement of £107k from the £505k underspend reported at Monitor 3.

	Net Budget £000's	Out-turn £000's	Variance £000's
Director of Resources	366	268	-98
Finance	245	194	-51
Customer Services & Governance	2,210	2,096	-114
Transformation & Efficiency	446	97	-349
Total	3,267	2,655	-612

104. The main driver for the reported position is a £337k underspend in Operational IT (within Transformation & Efficiency) due to rescheduling the delivery of some major development projects, including the replacement HR/Payroll system. A further underspend of £155k related to Benefits Subsidy, primarily the improved recovery of overpayments, and cost control methods such as vacancy management across the directorate have also contributed to the final position.

Performance

105. *NPIs 180 & 181: Processing benefit claims.* The 'average' time the council takes to process housing and council tax benefit claims reduced to 13.7 days in 2009-10, which represents an 8% reduction from 2008-09. Changes in Housing Benefit/ Council Tax Benefit entitlements within the year were well above target at 2081 per 1000 and represents a 52% improvement on 2008-09 performance.

Update on key projects and actions delivered in 2009-10

106. The council has completed 80% of its corporate strategy milestones for the 2009-10 year, and the majority of the remainder are due for completion in the next quarter. Some of the key achievements of the last year include:
- New schools – Joseph Rowntree school opened in March 2010. This school has delivered a much improved learning environment for the children and has been recognised as such through receiving a national award for its flexible learning environment.
 - Park and Ride – planning permission for Askham Bar and Wigginton Road received. It is expected that the delivery of new park and ride sites will reduce congestion in the city.
 - Recycling Roll-out – the Groves area now has recycling facilities, and further roll-out continues this summer. This will increase levels of recycling within the city, and there is a roll-out programme to include other areas that do not yet have full recycling collections.
 - Cycling City – a number of additional routes are under way. York has received national funding to become a Cycling City, and further improvements to the cycling network is intended to reduce journeys by car within the city, and therefore reduce congestion and vehicle pollution.
 - Community Stadium – options are being considered, and the outline business case is being prepared. A report will go to Executive in July 2010 with updates and options for recommendation. The aim of this project is to provide additional high quality sporting and community facilities within the city.

- New Council Headquarters – site and developers have been selected. The target date for commencement of works is October 2010, with scheduled completion in 2012.
- Leisure facilities - Energise swimming pool opened in December 2009, to provide improved swimming facilities and thus contribute towards healthier lifestyles for the people of York.
- The Explore Central Library - opened in April 2010, and it is expected that the refurbished building will lead to an increase in the number of library users and library satisfaction. The council was shortlisted for an LGC award on the basis of its partnership with Aviva to carry out the work.
- New Visitor Information Centre - opened in May 2010, with the aim of increasing visitor numbers to York and providing easily-accessible modern premises for the estimated four million visitors who contribute towards the economy of the city.
- Development of the former Terry's site - on 3rd February 2010, planning approval was given for proposals to develop a 'mixed use scheme' on the site. The development proposals include housing, apartments, offices, two hotels, a small shop, a nursery, a medical centre and small retail spaces that will include food and drink outlets. Further detailed applications will be submitted in due course.
- York Sports Village Swimming Pool – The original proposals for the university pool have been redesigned, together with a revised viable business plan. This has also reduced the project costs to £9m (previously £10.3m). Bids for additional funding have been submitted to Sport England, the Football Foundation and the ASA (Amateur Swimming Association) and the Executive is considering a report on this project on 6th July.

Analysis

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

Consultation

108. A number of performance management meetings and forums have taken place at DMTs and CMT to review 2009-10 performance and delivery. These have helped to inform this report.

Corporate priorities

109. The proposals included in this report are designed to demonstrate progress on achieving the council's corporate strategy (2008-12) and the priorities set out in it. In working together the Executive and CMT have proactively driven forward prioritised improvement and addressed performance, delivery or financial issues of corporate concern.

Implications

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

- Information Technology - there are no information technology implications to this report
- Property - there are no property implications to this report
- Other - there are no other implications to this report

Risk Management

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

Recommendations

112. Members are asked to:

a. Note the performance issues identified in this report.

Reason: So that corrective action on these performance issues can be taken by CMT and directorates and key areas for improvement can be fed into future corporate planning.

b. Note the underspend of £322k and the endorse the cost control measures outlined in paragraph 8 continuing into 2010-11.

Reason: So that consideration can be given to areas of under and over spending and key areas can be fed into the financial planning process.

c. Review the requests for carry forward funds into 2010-11, totalling £314k for General Fund services, detailed in paragraphs 69 and 85 and determine which ones should be approved. Furthermore, note the request for £20k outlined in paragraph 30 that has already been approved.

Reason: So that resources can be directed into those areas that meet corporate priorities.

Contact Details

Authors:

Peter Lowe, Corporate Performance Manager
Janet Lornie, Corporate Finance Manager
Andrew Crookham, Corporate Accountant

Chief Officers responsible for the report:

Marilyn Summers – Head of Performance & Improvement
Keith Best, Assistant Director for Customer & Business Support
Services - Finance

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Executive**22 June 2010**

Report of the Head of Performance and Improvement

Corporate Strategy – Year two milestones (2010-11)**Purpose of the report**

1. For Executive to approve the milestones for the 2nd year (2010-11) of the corporate strategy as set out in Annex 2 of this report, which represent the short term element of the corporate strategy 2009-2012.

Background

2. The corporate strategy is the council's key corporate document and establishes the top level of our strategic planning framework and sets out specific commitments to things that the council will do to help achieve the city's ambitions. The corporate strategy demonstrates to the city as a whole the work the council is doing for our communities and making a difference by improving the quality of life for the people of York. The three-year corporate strategy was agreed at Executive on 31st March 2009.
3. The corporate strategy is structured around eight themes, seven of which are aligned to the Sustainable Community Strategy and the eighth theme of Effective Organisation that looks at our internal processes and how they enable us to deliver on the seven citizen-focused themes; each theme consists of two elements – commitments and milestones. The commitments describe what the council aims to achieve by 2012, and the milestones describe what the council is going to do in the year ahead to make progress towards the achievement of the commitments. The corporate strategy milestones are refreshed on an annual basis.
4. A year-end progress report of the first year (1 April 2009 – 31 March 2010) has been completed and is attached at Annex 1. This provides the basis of the required activities towards achieving the corporate strategy commitments and therefore informs the milestones for year two. Corporate Management Team has agreed with the Executive portfolio holders revised milestones for inclusion into the strategy for 2010-11.

Consultation

5. CMT directors have worked with the relevant chief officers, Executive portfolio holders and where appropriate, key partners, to agree revised milestones for 2010-11 for approval by the Executive.

Options

6. No other options are presented, as this report is an update report.

Analysis

7. No analysis of options is required.

Corporate Priorities

8. The corporate strategy represents the eight priority themes of the council, which are aligned to the Sustainable Community Strategy.

Implications

9.
 - (a) **Financial** Strong links were developed during the refresh process between the corporate strategy and the financial strategy, in particular, the proposed actions are supported by resources and affordability featured in the development of the original commitments.
 - (b) **Human Resources (HR)** There are no specific HR implications.
 - (c) **Equalities** Equalities implications were considered as part of the development of all 8 themes, and an Equality Impact Assessment was carried out as part of the development of the Corporate Strategy.
 - (d) **Legal** The council's constitution Part 3A page 6 para 3.1a) xii states that Executive is responsible for preparing and submitting the draft Corporate Strategy before sending to Full Council for approval
 - (e) **Crime and Disorder** There are no specific crime and disorder implications arising from this report.
 - (f) **Information Technology (IT)** There is no IT implications.
 - (g) **Property** There are no property implications.
 - (h) **Other** No other known implications.

Risk Management

10. The corporate strategy sets out the council's key priorities for the city, failure to deliver the milestones and long-term commitments could impact adversely on the quality of life for the people of York.

Recommendations

11. Executive are asked to:

Agree the refreshed corporate strategy milestones as set out in Annex 2 of this report.

Reason

To gain Executive's approval that the revised milestones for year two (2010-11) are appropriate to deliver the council's commitments as set out in the three-year corporate strategy 2009-12.

Contact Details

Author:	Chief Officer Responsible for the report:		
Marilyn Summers Head of Performance and Improvement Tel: 01904 551723	Kersten England Chief Executive		
	Report Approved	√	Date 9 June 2010
Specialist Implications Officer(s)			
None			
Wards Affected:			All
			✓
For further information please contact the author of the report			

Annexes

- Annex 1 Corporate Strategy Year 1 progress report as at 31 March 2010
Annex 2 Revised Corporate Strategy milestones for year 2

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Annex 1 - Corporate Strategy Year End Update - 31st March 2010

Annex 1 - Corporate Strategy Year End Update - 31st March 2010

A - CYC commitments	B - Key 2009/10 milestones	C - Status 31st March	D - Comments as at 31st March	Theme	Directorate
Community Engagement - we will continue to communicate with the local community to let them know about the services we provide and get their views on how we can serve them better	Implement an Engagement Strategy to help communicate, consult and involve York residents about changes and improvements the council makes.	Completed	Launched July 2009 and is currently being embedded across the organisation. Audit Commission referred to positively to consultation and engagement activity in CAA 2009. The major resident consultations carried out in 2009/10 include the Budget Consultation (Nov/Dec 09), Local Transport Plan 3 (Nov/Dec 09), Annual Housing Service Monitor (Oct/Nov 09), Personal Social Services (Feb-Mar 10), Blossom Street Improvements Survey (Jan-Mar 10) and the Scrutiny Committee Traffic Congestion Survey (Feb-Mar 10).	Effective Org	Office of the Chief Executive
Service Transformation - we will change the way we work to ensure we are a modern, efficient and effective council	Commit to the introduction of quality city wide magazine.	Completed	Your City, a 4 page tabloid now in 4th issue. Produced 6 times a year. June issue will contain 4 pages from partners - new approach with the LSP. In future greater emphasis will be on promoting forthcoming events in the city. Feedback will be received through the next Talkabout Panel and to the Marketing and Communications Team in April 2010.	Effective Org	Office of the Chief Executive
We will run fitness and health campaigns to improve residents' physical and mental health	Agree programme of efficiency reviews by Jun 2009 and deliver at least 80% of agreed quality and cost improvement milestones by March 2010	Completed	In 2009/10 there were 10 Blueprints in development: Neighbourhood Services, Customer Services, Income Collection, HR, ICT, Housing, Property Services, Procurement, Adult Social Care, and the Organisational review. Target savings were £512k (including the HRA) and £476k was achieved. Target savings for 2010/11 is £6.952m, with additional Blueprints being developed e.g. Children's Social Care, Finance and City Strategy.	Effective Org	Office of the Chief Executive
	Launch a campaign by Sept 2009 to encourage an additional 1,600 adults to participate in regular weekly physical activities (5x30mins) (Jo Gilliland and Charlie Croft)	Completed	Campaign launched with ambient phase late January. 4 press partnerships confirmed with coverage begun. Website www.justafewminutesmore.com activated in February.	Healthy	CANS
	Open the new public Swimming Pool in Autumn 2009 and fitness facilities at Cornlands Rd/York High School site and have progressed clear plans for the development of a new pool for the South East of the city by October 2009	Completed	Energise open to the public December 2009. Re University pool - a steering group meeting will take place in May. A report will go to Executive on 22 June setting out clear plans for moving forward	Healthy	CANS

Annex 1 - Corporate Strategy Year End Update - 31st March 2010

A - CYC commitments	B - Key 2009/10 milestones	C - Status 31st March	D - Comments as at 31st March	Theme	Directorate
We will promote healthy lifestyles and eating through our children's centres and other facilities	Deliver at least one health related activity in each of the city's nine children's centres by Mar 2010	Completed	Each of the eight children's centres ran Health related activities either in partnership or as a Children's Centre team. These health activity have been included in the children's centres SEF, including smoking cessation, fun with family cooking, physical activity sessions, breast feeding peer support, parent education, forest schools.	Healthy	ACE
We will ensure that council services respond to the changing population	Complete a corporate review of the response needed to meet the needs and aspirations of the increasing population of older people by Mar 2010	Completed	Approach agreed, questionnaire issued and draft report to be collated by end of March. CLG session booked for 26th April to raise awareness and share questionnaire outcomes and agree next steps.	Healthy	ACE
We will develop high quality services that improve well-being, and support independence.	Improve access to support for carers, with a target of at least 20% of carers receiving needs assessments by Mar 2010	On track - awaiting year end result	Performance on NI 135 is on target, increasing the number of carers receiving assessments. Development of carers' discount card also on track. Agreed for CYC leisure facilities at Energise and Yearlsey pool.	Healthy	ACE
We will refurbish and relaunch York Central Library, creating an Explore Centre which will attract 1 million visitors a year	Complete the first phase of refurbishment of York Library Explore Centre, reopening by January 2010.	Completed	The library handed to contractors for work to begin on 30th Nov - it is on time and within budget - on track to reopen May 2010	Culture	CANS
We will develop proposals for a Community Stadium, which will provide high quality sport, recreation and other community focused opportunities for the city	Develop an outline business case for a Community Stadium by early summer 2009	Completed	Outline business case developed. Develop a preferred option and preferred site(s) by July 2010.	Culture	CANS
We will increase residents' and visitors' participation in high quality cultural activities	Use new technology for the marketing of local cultural opportunities, resulting in increased attendance/visits and 50% increase in hits on Yortime by Mar 2010.	On Track - Awaiting final Year End Results	Programme underway to develop Yortime to provide a web2 enabled interactive customer system including on-line booking for cultural services.	Culture	CANS
	Develop and hold a Young Peoples Festival by Dec 2009, involving 90% of cultural agencies.	Not Completed	The Youth Council has adopted the Festival as one of this main priorities for its first year of office and have been working closely with Carole Pugh (ACE) to deliver the event. There has been a steering and organising committee formed entirely of young people with Carole acting as liaison and facilitator and Liz Topi (CAN) acting as events advisor. The Youth Festival will take place on the 26th and 27th June at Rowntree Park.	Culture	CANS
We will secure a developer for the Barbican Auditorium	Market analysis of potential use May 2009 - decision making on interim use and long term planning by June 2009.	Completed	Procurement process underway. Next update to the Executive July 2010.	Culture	CANS

Annex 1 - Corporate Strategy Year End Update - 31st March 2010

A - CYC commitments	B - Key 2009/10 milestones	C - Status 31st March	D - Comments as at 31st March	Theme	Directorate
We will provide more affordable homes.	Assist 10 priority households through the Golden Triangle 'HomeSave Plus' Mortgage Rescue Scheme by Mar 2010.	Not completed (see text)	8 households have been assisted with an equity loan through the Golden Triangle Partnership HomeSave Plus scheme. There has been a lower expected take up of more rescues both through this scheme and the national governance scheme. This has been due to continuing forbearance from lenders and other interventions (advice, restructuring of mortgage payments etc) that have meant mortgage rescue is the last resort. Although we have not met the target this is actually a good news story.	Inclusive	CANS
We will reduce fuel poverty for poorer households by improving energy efficiency and reducing costs for those households most in need.	Complete phase 1 of the affordable homes building projects at the 'Discuss' bungalow sites by handing over 27 bungalows (12 at St. Anne's Court, 15 at Faber/Richmond) by Mar 2010	Completed	The 12 bungalows on St Ann's were completed and occupied in February 2010, with the 15 bungalows at Richmond Faber Street following in May 2010. These 15 are slightly later than programmed due to delays in E-on's (the service provider) programme. These delays resulted from the bad weather over the Christmas period. Residents have been consulted throughout the project from inception to completion. Feedback from the residents throughout the project have been positive with any comments raised with regard to improving services being fed forward into the project for implementation in future phases.	Inclusive	CANS
We will reduce fuel poverty for poorer households by improving energy efficiency and reducing costs for those households most in need.	Carry out first annual survey of fuel poverty by Apr 09, develop a fuel poverty action plan and, through the Affordable Warmth Partnership, target the groups which have been identified by Mar 2010	Completed	First annual survey of fuel poverty carried out and a fuel poverty action plan developed. These are just some of the actions have been implemented to reduce fuel poverty in York in 2009-10: - Launched the city wide Hotspots campaign working with partners to identify the most vulnerable households and offering through a recognised card referral system, an opportunity to access energy efficiency advice, grants, benefits advice and fire safety measures. A LAA bid was successfully submitted and provides funds to support the scheme until December 2010. - An area based home insulation scheme to provide free loft and cavity wall insulation in the two most deprived ward in York has been introduced as identified by the private sector stock condition survey. 75 households on benefits moved from a SAP rating of below 35 to above 35 - exceeding target 161 households on benefits moved from a SAP rating of below 65 to above 65 - exceeding target	Inclusive	CANS

Annex 1 - Corporate Strategy Year End Update - 31st March 2010

A - CYC commitments	B - Key 2009/10 milestones	C - Status 31st March	D - Comments as at 31st March	Theme	Directorate
We will tackle homelessness by reducing the number of people in temporary accommodation, Bed & Breakfast and the number of rough sleepers.	Establish the "YorHome" social lettings agency to reduce the number of people in temporary accommodation to 120 (from 209 in 2006/7), by Mar 2010. Complete the hostel in Fishergate by Oct 2009 to provide improved facilities to support homeless people.	Completed	Establish the "YorHome" social lettings agency to reduce the number of people in temporary accommodation to 120 (from 209 in 2006/7), by Mar 2010. The YorHome social lettings agency has been established. This service is provided by the Housing Options team offering to find suitable tenants for private sector landlords and for a fee managing the tenancy on their behalf. The Peasholme Centre opened in November 2009. It is a supported accommodation centre for 22 people, staffed 24 hours a day offering wide ranging facilities including group and education rooms, meeting and counselling rooms and an I.T suite. It offers a comprehensive programme of activities and workshops. Residents have a key-worker and co-worker who work very closely with them to ensure that they can be re-housed in suitable accommodation. The aim of the centre is to provide residents with the right skills to move from supported living to independent living. The target to reduce the number of households living in temporary accommodation has been exceeded, as at March 2010 the figure was 79. The Rough Sleeper count for 2009/2010 was 4	Inclusive	CANS
We will make it easier for the voluntary sector to get involved in shaping, influencing and delivering services.	Produce and take action on, a funding and commissioning strategy for voluntary sector organisations by Jul 2009. Transfer ownership of St Clements Hall to be an asset run by the local community by Mar 2010.	Not Completed	A draft commissioning strategy has been produced based on extensive voluntary sector and stakeholder consultation early 2009, however this work has been 'paused' till 2010/11.	Inclusive	City Strategy
We will improve the lives of residents in the most disadvantaged areas of the city through the Kingsway West project	Complete, evaluate and agree action plan of the pilot project in Kingsway West by Jan 2010	Not Completed	A 6 week delay due to poor weather conditions prevented the completion of external works which has had a knock on effect on the internal works being completed by March 2010. Revised completion date now mid-May 2010 Independent evaluation report to me submitted on 6th April 2010. An action plan is to be developed from this.	Inclusive	CANS
		Completed		Inclusive	City Strategy

Annex 1 - Corporate Strategy Year End Update - 31st March 2010

A - CYC commitments	B - Key 2009/10 milestones	C - Status 31st March	D - Comments as at 31st March	Theme	Directorate
We will reduce child poverty in the city	Run 3 benefits campaigns through children's centres by Mar 2010.	Completed	The multi agency steering group have run campaigns throughout March 2010. Examples of campaigns are: St Lawrences/The Avenues - Jitterbugs; Based on the Jabadeo programme promoting strong physical development. Started in the Avenues area due to positive feedback and high interest a second group at St Lawrences. Westfield Wiggle promoting strong physical development and child development (weekly); New Earswick - Under 1's group, advice on breast feeding, weaning and play, Boogie promoting strong physical development/ exercise for parents and children and child development (weekly).	Inclusive	ACE
	Work intensively with 30 teenage parents, plus a further key group of highly vulnerable young people at risk of becoming teenage parents by Mar 2010	Completed	A dedicated project worker is now in post at Howe Hill Hostel helping vulnerable young people into work and teenage parents. Project 92 has worked with 31 teenage parents in its first year. FIP project set up from March 2010 to work with 24 families in poverty (another 20 families for other causes). Project now fully staffed. Performance re the reduction in child poverty - in 2007 a baseline created with York 6.9% better than national average. From 2010/11 new target is stretched to 8.1% better than national average further stretching of gap between York and rest of country. LAA amended target	Inclusive	ACE
We will improve and rebuild schools, transforming them into 21st century learning environments	Progression with new Joseph Rowntree school. Planned opening - Easter 2010	Completed	On budget, completed and opened on time. This school has delivered a much improved learning environment for the children and has been recognised as such through receiving a national award for its flexible learning environment.	Learning	ACE
	Agree scheme design and detailed proposals for Rawcliffe and Clifton Primary school by Mar 2010	Completed	Planning permission has been approved and the construction partners have been confirmed. Similar progress has also been made in relation to the merger of Our Lady's and English Martyrs schools in Acomb. Planning permission is in place for the £3.5million national creative and media facility at Manor School.	Learning	ACE
We will provide high quality support and care to York children aged 0-5 and their parents and carers and ensure that every parent of a child under 5 in the city receives contact from their local children's centre.	Build a new children's centre at Knavesmire Primary School by Jan 2010	Completed	Designation of centre achieved on 1 December 2009 as early services being delivered and staff in post. An opening event will take place in June 2010. This will deliver much needed services to this area of the city. 118 families with children under 5 are registered with the centre and this includes 139 children under 5. 344 families are registered on our database for this reach area - this also includes families with older children using FIS service.	Learning	ACE

Annex 1 - Corporate Strategy Year End Update - 31st March 2010

A - CYC commitments	B - Key 2009/10 milestones	C - Status 31st March	D - Comments as at 31st March	Theme	Directorate
We will increase opportunities outside the conventional education system, especially to those who are Not in Employment, Education or Training (NEET).	Completion of a pilot in 14 schools involving YorOK brokers which targets early intervention to those children identified as vulnerable by Mar 2010.	Completed	<p>Pilot completed and evaluated. 14 schools participated in Pilot which aimed to help schools embed and improve integrated working practices and processes. Involved testing new YorOK Broker role, provision of info about vulnerable children for each school, better info about support and services available, bespoke training & development. Evidence that pilot resulted in these schools completing more CAFs, higher levels of use of local Child Index and more staff attending training. Positive feedback from Headteachers involved: "The main benefit for me has been spending dedicated time with a knowledgeable colleague to help me be sure I am supporting vulnerable children in my school as effectively as possible" (quote from Head teacher)</p>	Learning	ACE
	Respond positively to the economic downturn by reducing the number of NEETS by targeted interventions with 16-18 year olds and the provision of wider range of qualifications for all by Mar 2010.	Completed	<p>NEETS reduced to 4.3% (270 young people) Nov 2009 - Jan 2010 (the lowest in Yorkshire & Humber). Pre level 2 entry provision has been extended. Lowest NEET in the whole of the North of England. Nationally only 14 local authority areas have lower levels of NEET including Harrow and Surrey. National average 6.4%. Y& H average 7.8%. Lowest NEET amongst our statistical neighbours who average 5.8%. There is a CYC commitment to give apprenticeships a higher priority. January Guarantee funding has improved the quality of pre level 2 provision .</p>	Learning	ACE

Annex 1 - Corporate Strategy Year End Update - 31st March 2010

A - CYC commitments	B - Key 2009/10 milestones	C - Status 31st March	D - Comments as at 31st March	Theme	Directorate
We will reduce the number of burglary and thefts within the city, utilising all available funds, such as target hardening	Create 40 new Cold Calling Control Zones by March 2010	Completed	46 zones completed this year. Now 117 zones overall. A satisfaction survey has been sent out to 500 residents within zones to gauge the effectiveness of the zones and consumer satisfaction. Of 166 respondents, 66% felt less concerned about doorstep crime, and just 2% felt more concerned. 82% felt that they could call with cold callers, and 8% did not feel able to. The 8% have provided a range of further comments which will inform the future development of the initiative.	Safer	CANS
	A number of alleygates to be completed in South Bank and Leeman Road. If the LAA bid is successful, the total will be 60 gates in place by March 2010 (Jane Mowat)	Completed	All 38 gates in this year's programme in place. The LAA funding was not forthcoming. However, alternative funding was secured from SYP and Highways budgets to fund an annual programme of 38 gates in the South Bank and Leeman Road areas. In addition, through work completed by members of the cycle theft task group, improvements to 11 bike sheds on the Olympian court development have taken place so that these would meet the criteria for secure cycle storage. It is expected this scheme will provide long-term benefits in terms of reduced crime and encouraging cycling. Members of the cycle theft task group are currently working on supplementary planning guidance for the planning department in so that new developments have bike stores and sheds which meet the latest regulations in terms of design and security.	Safer	CANS
	Create a target hardening pot for CYC tenants who are burglary victims – to replicate and complement the existing Home Security Grant.	Completed	Housing Services have extended the type of equipment they offer to include PIR lights, door and window locks, shed locks, door viewers and have also agreed to fund on basis of need rather than restricting the scheme to tenants in painting and repairs programme areas only. SYP have allocated £10k to this project. A handyperson scheme, managed by the Yorkshire Housing foundation started in September 2009 – funding was realised from a bid to the Home Office Safer Homes Fund by SYP, CYC, Yorkshire Housing, the Home Improvement Agency and Community Watch. The scheme will fund the fitting of security equipment for the elderly and vulnerable groups. This is an extension to the existing successful scheme run by Yorkshire Housing and the Home Improvement Agency, which presently undertakes small repairs for the same client group. Work has also been developed with the Energy Trust to distribute timer switches and low energy lightbulbs through Community Watch events and Ward Committees.	Safer	CANS

Annex 1 - Corporate Strategy Year End Update - 31st March 2010

A - CYC commitments	B - Key 2009/10 milestones	C - Status 31st March	D - Comments as at 31st March	Theme	Directorate
We will reduce the number of first time entrants into the criminal justice system and tackle public perception of anti-social behaviour.	Develop 3 additional capable guardian schemes in wards with high crime rates, to reduce anti social behaviour by Oct 2009.	Ongoing	<p>Schemes for Clifton, Guildhall, Heworth and Hull Road wards have been developed and agreed with all local stakeholders. The Clifton and Hull Road schemes are now operating as existing ASB groups have been renamed and refocused. The detailed logistics of how Guildhall and Heworth schemes still need to be finalised, but have been agreed in principle. Roll out of each scheme will continue as appropriate during the first part of 2010/11. In addition the Westfield scheme will be maintained.</p> <p>An evaluation of the capable guardian schemem highlights that an overall reduction in the ASB categories of vehicle related nuisance and behaviour has been achieved in the localities targeted through the project. In addition, the project has also demonstrated effective delivery in terms of targeting the demographic most likely to commit ASB.</p>	Safer	CANS
	Commission at least 50 restorative justice schemes and youth service provision by Mar 2010 to reduce the number of children becoming first time offenders.	Ongoing	<p>Key staff now in place. Initial scoping suggests YPS already contributing to target in York West but monitoring arrangements not established. Around 15-20 schemes set up this year and work will continue throughout 2010.</p> <p>April 2009 - March 2010 - 255 out of 16352 York 10-17 yrs olds) - Historical 06/07 data is unreliable due to longstanding under-reporting by police. 08/09 figures suggest the rate of FTEs had decreased rapidly but then levelled out. 09/10 Q1 figures showed an initial very sharp upturn in numbers given Reprimands by Police but settled back down to target trajectory. Data quality problems with new police system persist. New police system of Youth Restorative Disposals had clear initial impact but needs re-launch; Capable Guardian scheme yet to make impact. York now making better progress than similar areas.</p>	Safer	ACE

Annex 1 - Corporate Strategy Year End Update - 31st March 2010

A - CYC commitments	B - Key 2009/10 milestones	C - Status 31st March	D - Comments as at 31st March	Theme	Directorate
We will reduce alcohol related crime in York	Continue a targeted under-age alcohol sales test purchasing programme to February 2010.	Completed	35 visits and just 1 sale this year (2.9%). Industry generally taking this more seriously now. The children who do the work now are linked into hidden cameras so that it is less obvious to the retailer. The Westfield under age drinking initiative was linked to the Community Guardian scheme in the ward, and was funded by the ward committee. A Police led initiative whereby bottles and cans at off licences and local shops were tagged with a sticker that could be traced back to the shop where sold. When shopkeepers sell alcohol they placed it in a red carrier bag along with some publicity material warning of the dangers of supplying alcohol to under age drinkers.	Safer	CANS
We will reduce road casualties through education, training and publicity initiatives	Implement the AL TN8 targeted initiative to reduce alcohol related night time violence by February 2010.	Completed	AL TN8 was launched on 5th June and ran every Friday and Saturday until the 29th August. Fire Service, Youth Service, MOD Police, Licensing and BTP were all involved. The initiative has been evaluated and has shown a 55% reduction in violent crime since the baseline year 2007.	Safer	CANS
	Reduce the number of road accidents caused by 'failure to look properly' to below 18% by extending the 'Made you look' campaign throughout the city.	Ongoing	Improvement by 2012: The provisional 2009 accident killed and seriously injured stats, yet to be verified by North Yorkshire Police, show 59 casualties, against a baseline of 137 casualties for the period 1994-98. Consequently, this target is 'on track'. 2009/10 action/milestones: 21% of the 130 reported road accidents in York resulted primarily from a 'failure to look properly' and therefore misses the target set for the year. The 'Made you look' campaign has been revised in 2010, with a series of new initiatives including bus and fire appliance mounted publicity to further raise awareness of the danger of not paying attention when using the road.	Safer	City Strategy

Annex 1 - Corporate Strategy Year End Update - 31st March 2010

A - CYC commitments	B - Key 2009/10 milestones	C - Status 31st March	D - Comments as at 31st March	Theme	Directorate
We will reduce the environmental impacts of council activities by making it as easy as possible for residents to recycle, investing in new ways to avoid landfill and through the Carbon Management Programme (CMP)	<p>Complete the Groves recycling pilot by Sept 2009.</p> <p>Implement a wider rollout of kerbside recycling to 92% of properties by Mar 2010.</p> <p>To have completed ongoing and existing projects as outlined in the CMP Strategic Implementation Plan which will save in total approximately 1374 tonnes of carbon emissions and to have commenced the implementation of 7 projects funded through Salix finance by March 2010.</p>	Completed	<p>The Groves recycling project is now complete. The results of the trial have been published and have been helpful to us in deciding the methods to be used for the wider city roll out.</p> <p>Target exceeded - 92.31% achieved as at 31 March 2010. Roll out is ongoing - flats and communal properties completed. Now started with terraced properties (Leeman Road area) which will be an ongoing process until October 2010.</p> <p>Total CO2 savings at the start of January 2010, achieved through the Carbon Management Programme, were 1,855 tonnes. Several projects commenced throughout the year and the Salix projects have now commenced.</p>	Sustainable	CANS
We will improve the quality of the local environment and the condition of York's streets and public spaces	<p>Complete an More4York review of waste, neighbourhood pride and street environment services by Summer 09.</p> <p>Introduce new technological devices to improve the identification and removal of street litter by Sept 09.</p> <p>Improve the working arrangements across neighbourhood services by Sept 09 to reduce the occurrence of litter left in the street as a result of refuse collections.</p>	Completed	<p>Projects include the modernising of street lighting, realising both financial savings and energy reductions, and also work on council buildings in relation to building insulation and energy reduction.</p> <p>More for York reviews have been completed. Implementation has started and will now be ongoing throughout 2010/11. Mobile devices shown at staff showcase event in mid March - positive response from staff. Route optimisation software in place. Procurement of new recycling kit underway.</p> <p>Mobile device software is in testing. Mobile devices shown at staff showcase event in mid March - positive response from staff. Rollout will be ongoing throughout 2010/11.</p> <p>Annual result of NP195 (cleanliness surveys on York's Streets) shows that new approaches have been successful in high obstruction areas and in industrial areas. Areas with unacceptable levels of litter down from 8.9% to 4.4% Areas with unacceptable levels of detritus down from 11% to 7.5% Areas with unacceptable levels of graffiti down from 4.7% to 2.1% Areas with unacceptable levels of fly-posting - down from 1.1% to 0.2%. More work continues under More for York project to bring collection and cleansing schedules together. Procurement of new kerbside recycling kit will reduce the amount of wind-blown litter.</p>	Sustainable	CANS

Annex 1 - Corporate Strategy Year End Update - 31st March 2010

A - CYC commitments	B - Key 2009/10 milestones	C - Status 31st March	D - Comments as at 31st March	Theme	Directorate
We will transform York into a 'Cycle City' by investing our £3.7m Cycling City funding on cycling infrastructure, increasing cycle training opportunities and improving cycle availability for all	<p>Improve at least 2 significant cycle routes by Mar 2010, including Crichton Avenue and Fulford Road.</p> <p>Increase the numbers of children cycling to school by 35% (base 7.4%) by Mar 2010.</p>	<p>Part completed & ongoing</p> <p>On track - awaiting year end result</p>	<p>Crichton Avenue, Moor Lane Bridge and Beckfield Lane completed. Fulford Road will be completed by the end of May 2010.</p> <p>No data yet available for the number of children cycling to school in 2009/10</p> <p>However, measures taken in 2009-10 include:</p> <ul style="list-style-type: none"> - 15 new trainers to be fully trained by April - Beauty and the Bike scheme started with Sustrans to encourage girls to cycle has been great success. - Recent 2 week bike promotion with Sustrans / Bike it scheme in schools increased bike usage too - We now train in 100% of York primary schools. 	Sustainable	City Strategy
We will develop a single site, fully accessible new headquarters for the council, which will cut the authority's carbon footprint by 75%	Select preferred bidder for Council HQ by the end of 2009 and complete relevant planning applications by summer 2010.	Completed	Contract signed and planning application submitted in April 2010.	Sustainable	City Strategy
We will reduce the CO2 emissions associated with the goods and services we buy from other suppliers	Undertake an analysis of the carbon emissions associated with goods and services we buy from suppliers, and devise a plan to reduce this by Oct 2009.	Not Completed	We are still at the early stages of identifying and validating our spend and linking this back to specific suppliers and categories. Once this is complete we will be in a position to commence work to understand the carbon emissions from our supply chain.	Sustainable	Office of the Chief Executive
We will implement a programme of support for local businesses and communities, to ensure that York employment remains as high as it can be during the economic downturn	Use the Eco Business Centre to support 20 enterprises through the newly established Enterprise Fund by Mar 2010.	Ongoing	10 applications for the enterprise fund have been determined due to businesses' reluctance to borrow money last year when the effects of recession were in full force.	Thriving	City Strategy
We will improve our sustainable transport infrastructure by developing three new park and ride sites	Submit planning applications for 3 new park and ride sites and develop a clear approach to procurement by Mar 2010.	Completed	New sites - Poppleton, Clifton Moor, Askham Bar	Thriving	City Strategy

Annex 1 - Corporate Strategy Year End Update - 31st March 2010

A - CYC commitments	B - Key 2009/10 milestones	C - Status 31st March	D - Comments as at 31st March	Theme	Directorate
We will enhance skill levels within the York workforce to meet the changing needs of the local economy, by assisting employers to take advantage of training opportunities	Target 50 employers to take up the Train to Gain Skills Enhancement Funding and Services by Mar 2010	Completed	Since enhancement funding was introduced (Oct 2008) to end Jan 2010, 61 York businesses accessed funding through the Single Business Application Route. The number of people in York qualified to level 4 (HND, Degree or higher degree) is now at 37.6% (based on 2008 results) up from 33% in 2006. This places York in the top 20% of the country and the 2009 result (available at the end of July) should show further improvement.	Thriving	City Strategy
We will raise the city's profile to attract new inward investment and job opportunities	Work with developers at Nestle South, Terry's and York North West sites to bring forward development opportunities by Mar 2010	Completed	Terry's scheme has been approved and now awaiting on reserved matters. Nestle application expected in July 2010. The number of people in York who received out-of-work benefits increased in 2009 to 10,690 compared to 8,950 in 2008	Thriving	City Strategy
We will improve the support and communication services between local employers and the council	Work with 70 key employers to develop an effective framework for increasing the understanding by the Council of business needs by Mar 2010.	Completed	We now have over 175 businesses on our York Business Forum/York Economic Partnership consultation /mailing lists. In addition we are revamping our business Key Account Management system and will be dealing directly with over 30 accounts.	Thriving	City Strategy
We recognise the importance of tourism to the economy of the city and commit to further developing York as a major destination for visitors from all over the UK, Europe and beyond.	Create a state of the art modern visitor information service for the city by summer 2009	Will be opening 27th May 2010	VIC will be opening on 27th of May 2010. Project was delayed due to procurement difficulties in obtaining a contractor to carry out the planning application work. Tourist visits to York increased by 1.4% in 2008 to 7.1million.	Thriving	City Strategy

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**Annex 2 - Corporate Strategy 2009-2012
(Year 2 Refresh 2010-11)**

Annex 2 - Corporate Strategy 2009-2012 (Year 2 Refresh 2010-11)

Effective Organisation		
We will be a modern council, with high standards, living up to our values, and be a great place to work		
CYC commitments	By the end of 2012	Key 2010/11 milestones
Customer Insight - we will learn more about who our customers are and what they want and need from the council	<p>City of York Council will:</p> <ul style="list-style-type: none"> *Mainstream the use of customer insight so that it is embedded in all our processes and practices *Work together with our partners to share information and data, utilise each others knowledge and skills *Apply the understanding of our customers in the design and delivery of services that better meet customer needs and increasing customer satisfaction *Increase the % of residents who feel the council keeps them informed *Increase the % of residents who are happy with the amount of information they receive from the council 	<p>Lead Director</p> <p>Chief Executive</p> <ul style="list-style-type: none"> *Develop the skills and capacity to distil customer data and information into knowledge *Develop a culture which values insight and is willing to act on it *Develop data sets across CYC that enable greater visibility and understanding of customer data including spatial data
Community Engagement - we will continue to communicate with the local community to let them know about the services we provide and get their their views on how we can serve them better	<ul style="list-style-type: none"> *Increase the % of residents who feel the council keeps them informed *Increase the % of residents who are happy with the amount of information they receive from the council 	<p>Chief Executive & Director of Customer & Business Support Services</p> <ul style="list-style-type: none"> *Develop and embed the Inclusion, Cohesion and Engagement Strategy *Implement the council's Customer Strategy *Pilot area working in one neighbourhood
Service Transformation - we will change the way we work to ensure we are a modern, efficient and effective council	<ul style="list-style-type: none"> * CAA organisational assessment to score CYC as performing well with good value for money *Improve staff satisfaction as measured in the staff survey by 5% above the 2009 baseline of 71% *Be ready to occupy the new HQ building and deliver consolidated customer contact * Develop further More for York workstreams to deliver further savings 	<p>Chief Executive</p> <ul style="list-style-type: none"> *Deliver the More for York programme workstreams to modernise service delivery and make savings of £4.5m *Develop new business models for the streamlined delivery of support services such as Finance, ICT, HR and Procurement *Develop organisational skills in Project management, performance management and systems thinking
Total City - we will work together with other organisations across the city to improve the lives of those who live and work in York	<ul style="list-style-type: none"> *Provide strong, collective and focused leadership which supports joined up working and shared solutions to problems with the citizens of York at the heart of service design 	<p>Chief Executive</p> <ul style="list-style-type: none"> *Develop proposals for working with partners in the city to deliver improved adult social care and community health services *Explore opportunities for area based service delivery with partners
Organisational Leadership - what we do will help ensure that the city meets its ambitions for the future	<p>*We will embed our values in our strategic planning and appraisal systems:</p> <ul style="list-style-type: none"> -Delivering what our customers want -Providing strong leadership -Supporting and developing people -Encouraging improvement in everything we do 	<p>Corporate Management Team</p> <ul style="list-style-type: none"> *Develop a clear vision of what we want to achieve *Have a fit for purpose organisational structure
Financial Challenges - our financial planning will be robust in addressing the challenges in reductions in public spending	<p>CYC will have further refined its Medium Term Financial Strategy in order to demonstrate how funding pressures are to be managed whilst ensuring adequate resources are in place to both support and deliver corporate priorities</p>	<p>Director of Customer & Business Support Services</p> <ul style="list-style-type: none"> *Assimilate the impact of CSR 2010 on the council's funding position over the next three years *Develop plans to address forecast future budget gaps
Support for the Democratic Process - we will improve our democratic services to better serve councillors and the public	<p>CYC will be recognised for its effective decision making supported by high quality overview and scrutiny arrangements</p>	<p>Director of Customer & Business Support Services</p> <ul style="list-style-type: none"> *Implementation of officer agenda planning process *Improve officer support to scrutiny by developing senior officer liaison with scrutiny chairs *Ensure successful management of local elections in 2011.

Annex 2 - Corporate Strategy 2009-2012 (Year 2 Refresh 2010-11)

Healthy City		Lead Director
We want to be a city where residents enjoy long, healthy and independent lives. For this to happen we will make sure that people are supported to make healthier lifestyle choices and that health and social care services are quick to respond to those that need them		
CYC commitments	By the end of 2012	Key 2010/11 milestones
We will run fitness and health campaigns to improve residents' physical and mental health	* We will ensure that 29% of adults in the city are taking part in at least 30 minutes' of moderate intensity sport and active recreation on three or more days a week (LAA)	Target the fitness awareness programme
		Deliver activity programmes to support the campaign targeting older people and those with a limiting disability.
We will promote healthy lifestyles and eating through our children's centres and other facilities	* We will work to ensure that less than 15.5% of children in York aged 10/11 years are obese or overweight (LAA)	Childrens Centre programmes to include: <ul style="list-style-type: none"> o Breast-feeding support o Weekly under-1 drop-ins o Movement Play o Healthy eating sessions
		Deliver 7 'MEND' (community based weight management) programmes, involving children and parents.
		Complete the pilot of the new Activities Subsidy (providing increased opportunities for sports, arts and out of school provision) for key groups, and initiate city-wide roll out.
		Deliver York City Knights Foundation 'Get Active' programme – an interactive educational assembly to Year 6 children at all primary schools in York.
We will ensure that council services respond to the changing population	* We will increase the number of people who say that those aged 65 and over receive the information, assistance and support needed to choose how they want to live (LAA Place Survey)	Complete a consultation and develop a relevant action plan based on the results by June 2010.
We will develop high quality services that improve well-being, and support independence.	* We will enable at least 72% of vulnerable people to live independently (from a baseline of 66.8%) (LAA) * We will improve the way we work with carers, increasing the number of carers who receive needs assessments and offer a carers' discount card	Improve access to support for carers, with a target of at least 25% of carers receiving needs assessments by March 2011

Annex 2 - Corporate Strategy 2009-2012 (Year 2 Refresh 2010-11)

City of Culture			
We want to inspire residents and visitors to free their creative talents and make York the most active city in the country. We will achieve this by providing high quality sporting and cultural activities for all.			
CYC commitments	By the end of 2012	Key 2010/11 milestones	Lead Director
We will refurbish and relaunch York Central Library, creating an Explore Centre which will attract 1 million visitors a year	* 1 million visitors per annum to the York Library Explore Centre	Assemble funding for Phase 2 of new York Explore Centre to include the relocation of the City Archive.	Director of Communities and Neighbourhoods
We will develop proposals for a Community Stadium, which will provide high quality sport, recreation and other community focused opportunities for the city	* Secure planning permission for a community stadium and submit and application to the Football Foundation for a Stadia improvement grant	Develop a full business case for a preferred option / site(s) by July 2010.	Director of City Strategy
We will increase residents' and visitors' participation in high quality cultural activities	* All young people will have cultural opportunities available to them, both in and out of school.	A young people's festival to take place 26 - 27 June 2010. Young people will develop an exciting brand for the cultural offer by July 2010. The cultural offer will be pulled together with clear information, through the YorOK website and Schools Out, on pathways for young people to develop their cultural interests. Yorime website developed to provide a web2 enabled interactive customer system including on-line booking for cultural services.	Director of Communities and Neighbourhoods
We will secure a developer for the Barbican Auditorium	* The building will be in public use.	A contract will be signed with a new user and a scheme to bring the building back into use will be in progress.	Director of Communities and Neighbourhoods

Annex 2 - Corporate Strategy 2009-2012 (Year 2 Refresh 2010-11)

We will work to make sure that all citizens, regardless of race, age, disability, sexual orientation, faith or gender, feel included in the life of York. We will help improve prospects for all, tackle poverty and exclusion and make services and facilities easy to access.		Inclusive City		Lead Director
CYC commitments	By the end of 2012	Key 2010/11 milestones		
We will provide more affordable homes.	* At least 275 affordable homes delivered (gross) (LAA)	Complete new build projects delivering 58 new homes for rent, and 74 bungalows/apartments for older people and those requiring extra care by March 2011. Supporting 4 local young people into a youth build scheme by March 2011.	Director of Communities & Neighbourhoods	
We will reduce fuel poverty for poorer households by improving energy efficiency and reducing costs for those households most in need.	* Each year take a minimum of 50 households on benefits from a Standard Assessment Procedure (SAP) rating of below 35, to above 35. (LAA) * Each year take a minimum of 50 households on benefits from a SAP rating of below 65, to above 65. (LAA)	To achieve at least 2000 referrals to the "hotspot" scheme during 2010/2011. To expand the 'Free Insulation' scheme to the remaining 1800 homes in the Hull Road area by March 2011. To extend 'Free Insulation' scheme to the Guildhall ward by March 2011.	Director of Communities & Neighbourhoods	
We will tackle homelessness by reducing the number of people in temporary accommodation, Bed & Breakfast and the number of rough sleepers.	* Reduce the number of households living in temporary accommodation to 110 (LAA) * Keeping the number of rough sleepers always below 4.	To ensure that the YorHome scheme becomes self financing by March 2011. To be on site to commence building of new foyer and sustainable emergency accommodation on the Ordance Lane site by March 2011.	Director of Communities & Neighbourhoods	
We will make it easier for the voluntary sector to get involved in shaping, influencing and delivering services.	* Over 22% of third sector organisations giving a positive rating of local statutory bodies' influence on the success of organisations in the local third sector. (LAA)	Ensure that the standards of good practice and shared principles recommended in the Common Commissioning Framework are embedded into York Compact good practice guidance by mid 2010. Support the LAA Delivery Fund project 'Working Together, Better Together' through the provision of practical workshops for the CVS, holding at least 2 training programmes for each of the following accessing Corporate Procurement, Supporting People funding and Core Grant funding.	Director of Communities & Neighbourhoods	
We will improve the lives of residents in the most disadvantaged areas of the city through the Kingsway West project	* Increase the numbers taking up learning and work opportunities. * Increase benefits take-up.	Roll out the Kingsway West initiative into adjoining area and extend to a further 2 areas of disadvantage	Director of City Strategy	
We will reduce child poverty in the city	* We will reduce numbers of children living in poverty in the city to 11% from 14% - a reduction of over 1,000 children (LAA) * Halve the numbers of teenage pregnancies compared to the number in 1998 (LAA)	The new Jobcentre Plus Adviser working through Children's Centres will deliver 12 job entries and 32 training starts by July 2010 Project 92 will work intensively with 30 teenage parents plus a further 70 vulnerable young people at risk of becoming a teenage parent in the hostels. Launch Family intervention project - working with families where there is persistent and acute poverty or young people involved in youth crime. An assertive and intense provision (using rewards and sanctions) initially with 12 families rising in 2010-11 to a total of 36 families.	Director of Adults, Children & Education	

Annex 2 - Corporate Strategy 2009-2012 (Year 2 Refresh 2010-11)

Learning City				Lead Director
We want to make sure that local people have access to world-class education and training facilities and provision. This will help them to develop the skills and aspirations they need to play an active part in society and contribute to the life of the city				Lead Director
CYC commitments	By the end of 2012	Key 2010/11 milestones	Lead Director	Lead Director
We will improve and rebuild schools, transforming them into 21st century learning environments	<ul style="list-style-type: none"> * Reduce the achievement gap between pupils eligible for free school meals and their peers at Key Stages 2 and 4 by 6% (LAA) * Build and open 2 new primary schools 	<p>Complete consultation to bring forward the merger of Clifton and Rawcliffe schools and the merger of Our Lady's with English Martyr's.</p> <p>Scheme design and planning permission for new buildings complete with works to commence in 2010.</p>	Director of Adults, Children & Education	Director of Adults, Children & Education
We will provide high quality support and care to York children aged 0-5 and their parents and carers and ensure that every parent of a child under 5 in the city receives contact from their local children's centre.	<ul style="list-style-type: none"> * Increase the proportion of Early Years settings attaining 'Good' or 'Outstanding' in Ofsted inspections * All 9 children's centres will be providing the full cover of child care and family support services 	<p>Establish inspection baselines and target improvement work accordingly.</p> <p>All 3 Children's Centre Localities teams to deliver the Full Core Offer of services across the 9 children's centres.</p>	Director of Adults, Children & Education	Director of Adults, Children & Education
We will increase opportunities outside the conventional education system, especially to those who are Not in Employment, Education or Training (NEET).	<ul style="list-style-type: none"> * Reduce the numbers of 16 to 18 year olds who are not in education, training or employment to 3.3%, from a baseline of 3.9% (LAA) 	<p>Run 2 "Step Up to Progress" programmes in partnership with York College.</p> <p>Intensive PAs will support pre-16 teenage mothers in education.</p> <p>Maintain 24 ALPs (Alternative Learning Programme) places and deliver 3 Outdoor Learning Zone and 3 Petc courses per term (non-school based courses)</p>	Director of Adults, Children & Education	Director of Adults, Children & Education

Safer City				Lead Director
We want York to be a safer city with low crime rates and high opinions of the city's safety record				Key 2010/11 milestones
CYC commitments	By the end of 2012			Respond to 100% of resident requests to have Cold Calling Control Zones.
We will reduce the number of burglary and thefts within the city, utilising all available funds, such as target hardening	* Reduce the serious acquisitive crimes by at least 18% (LAA)			Maintain 4 "capable guardian" schemes in wards with high crime rates throughout 2010-11 and then ensure that the schemes are taken on and run by the community in those wards. These schemes aim to intervene at an early stage to prevent youth crime.
We will reduce the number of first time entrants into the criminal justice system and tackle public perception of anti-social behaviour.	* Reduce public concern about anti-social behaviour (LAA Place Survey)			Continue a targeted under age sales testing programme throughout 2010-11 to target the sale of alcohol, tobacco, fireworks, knives and spray paints.
We will reduce alcohol related crime in York	* Limit hospital admissions caused by alcohol related illnesses to 1,675 per 100,000 population (LAA)			Individual targeted campaigns will be run where intelligence leads us to believe that these will be effective.
We will reduce road casualties through education, training and publicity initiatives	* Reduce the number of people killed or seriously injured on York's roads by at least 40% compared to the average for 1994/98 (LAA)			* Reduce the percentage of pedestrian and cyclist KSI (killed and seriously injured) casualties through a campaign to educate and raise awareness about the most common causes of accidents. Reduce from 39% of all KSIs in 2008 to 20%

Annex 2 - Corporate Strategy 2009-2012 (Year 2 Refresh 2010-11)

Sustainable City		
We aim to be clean and green, reducing our impact on the environment while maintaining York's special qualities and enabling the city and its communities to grow and thrive	Key 2010/11 milestones	Lead Director
<p>CYC commitments</p> <p>We will reduce the environmental impacts of council activities by making it as easy as possible for residents to recycle, investing in new ways to avoid landfill and through the Carbon Management Programme (CMP)</p>	<p>By the end of 2012</p> <ul style="list-style-type: none"> * Recycle, reuse or compost 50% of household waste * Reduced CO2 emissions in the LA area per head by at least 0.8 tonnes (12% reduction) (LAA) * Reduce council's energy consumption in offices by 5% each year * Save approximately an additional 1680 tonnes of carbon through the installation of 7 projects funded through Salix finance (approx. 740 t), and 940 tonnes through additional CMP Strategic Implementation Plan identified projects 	<p>Implement a wider rollout of kerbside recycling to 98% of properties by March 2011.</p> <p>Use route optimisation software to make bin rounds and other vehicle routes more efficient</p> <p>Raise recycling participation to 70% of York households through communications and investment in new recycling kit. Roll out improved kerbside recycling containers to approximately 60,000 households by March 2011.</p> <p>Continue to modernise our street lighting with the aim of reducing energy consumption by 25% over 5 years.</p> <p>To have completed ongoing and existing projects as outlined in the Carbon Management Programme Strategic Implementation Plan and to have implemented 6/7 projects which are match-funded by Salix by March 2011.</p>
<p>We will improve the quality of the local environment and the condition of York's streets and public spaces</p>	<ul style="list-style-type: none"> * Reduce by 40% the level of service requests reported about litter in the street 	<p>Director of City Strategy</p>
<p>We will transform York into a 'Cycle City' by investing our £3.7m Cycling City funding on cycling infrastructure, increasing cycle training opportunities and improving cycle availability for all</p>	<ul style="list-style-type: none"> * 20% increase in cycling, from an approx 10% base * 100% increase in children cycling to school. 	<p>Director of Communities & Neighbourhoods</p> <p>Director of City Strategy</p>
<p>We will develop a single site, fully accessible new headquarters for the council, which will cut the authority's carbon footprint by 75%</p>	<ul style="list-style-type: none"> * Deliver the new Headquarters building and reduce the council's CO2 emissions by approximately 1100 tonnes per annum. 	<p>Director of Communities & Neighbourhoods</p> <p>Director of City Strategy</p> <p>Director of Adults, Children & Education</p> <p>Director of City Strategy</p>
<p>We will reduce the CO2 emissions associated with the goods and services we buy from other suppliers</p>	<ul style="list-style-type: none"> * To reduce spend on goods and services that generate large CO2 emissions, reducing the carbon footprint that would have been created by 25%. 	<p>Director of City Strategy</p> <p>Director of Customer & Business Support Services</p>

Annex 2 - Corporate Strategy 2009-2012 (Year 2 Refresh 2010-11)

Thriving City			
We will continue to support York's successful economy to make sure that employment rates remain high and that local people benefit from new job opportunities			
CYC commitments	By the end of 2012	Key 2010/11 milestones	Lead Director
We will implement a programme of support for local businesses and communities, to ensure that York employment remains as high as it can be during the economic downturn	* At least 500 VAT registrations per year by the year 2011-12 (LAA)	Develop and implement a co-ordinated strategy for enterprise, working with the York Economic Partnership by December 2010 (NB: Eco Business Centre almost fully occupied)	Director of City Strategy
We will improve our sustainable transport infrastructure by developing three new park and ride sites	* Limit the impact of congestion on the morning peak hour journey time (LAA)	Obtain decisions on the planning applications for Poppleton Bar and Clifton Moor P&R schemes - June 2010 Obtain 'final approval' for the Department for Transport funding - January 2011 Award the works contract to construct the Park & Ride sites and associated works - January 2011 Commencement of construction works - Jan / Feb 2011	Director of City Strategy
We will enhance skill levels within the York workforce to meet the changing needs of the local economy, by assisting employers to take advantage of training opportunities	* At least 36% of working age population to have a degree level qualification, from a baseline of 33.8% (LAA)	Target 50 employers to take up publicly available training funding by March 2011	Director of City Strategy
We will raise the city's profile to attract new inward investment and job opportunities	* Reduce the proportion of working age people on out of work benefits to 6.4% from a baseline of 7.4% (LAA)	Complete an economic masterplan funded by Yorkshire Forward by July 2010. Use the masterplan to guide the work of the York Renaissance Team - formed by 5 staff funded by Yorkshire Forward, the team will promote new developments in the city.	Director of City Strategy
We will improve the support and communication services between local employers and the council	* At least 100 businesses actively engaged through York Business Forum from its creation in Oct 2008.	Establish an action plan by July 2010 to help develop a low carbon economy. This will build upon the recommendations from the Green Jobs Taskforce.	Director of City Strategy
We recognise the importance of tourism to the economy of the city and commit to further developing York as a major destination for visitors from all over the UK, Europe and beyond.	* Deliver a minimum of 5% per annum average growth in visitor expenditure through the council's support for Visit York	Work with the private sector to bring forward a 5 star hotel in the city, planning permission for which has been granted.	Director of City Strategy

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Executive

22nd June 2010

Report of the Head of Housing Services

Council Housing: A Real Future

CLG Consultation Paper & Opportunities / Implications for CYC

Summary

1. This report outlines for the Executive the broad principals of the previous Government proposals to dismantle the current Housing Revenue Account (HRA) subsidy system and introduce a system of self financing from April 2011 and our proposed response to the specific questions asked. It also considers the opportunities available for the council to ensure, where possible, the continued delivery of affordable housing within the city.

What is the HRA Subsidy System?

2. The current HRA is a national housing finance account and HRA subsidy is the system for redistributing resources between councils based on a desk top assessment of each council's notional deficit or surplus. York is in negative subsidy in that its notional income exceeds its notional expenditure. As a result we pay the difference to the Government (expected to be £6.1m in 2010/11), which then redistributes this to those authorities who are in positive subsidy. York's level of negative subsidy is forecast to increase year on year.

Summary of the Prospectus

3. In summary the consultation paper proposes a number of changes to the current financing system for council housing which, if implemented, would have a significant impact on the Council's HRA business plan and it's stock retention strategy.
4. The key proposals which members need to be aware of are:
 - A notional reallocation of £25.1bn of debt between 177 authorities. This £25.1bn is made up of £21.5bn debt that other local authorities currently have and £3.6bn of anticipated debt to support local authorities who have not yet met the decent homes standard. It is to be allocated on the basis of an assumed business plan set out for each council by the CLG using an assumption of future rents and uplifted management and maintenance allowances. There is an option to use a discount rate which is 0.5% higher than is used for stock transfer valuations to allow for new build to take place. It is believed this headroom will allow councils nationally to deliver 10,000 new homes each year "from the end of the next Parliament" and the

prospectus asks councils to set out their “ability and willingness to use this headroom”.

- The HRA ring fence continues and further guidance is to be issued to give greater clarity and transparency.
- The key assumptions about rents, discount rates and timing of implementation are all subject to confirmation at the next Spending Review.
- Local Authority landlords will still be required to follow national social rent policy, with estimated real rent increases of 2.2% in 2011 and 2.1% for each of the following four years.
- An end to pooling of all capital receipts as part of the self financing settlement. 75% of HRA receipts will have to be used for affordable housing and regeneration projects with the remaining 25% available for any capital purpose.

Options

5. Option 1 – Agree the proposed response outlined at Annex 1 and accept the offer for self financing.
6. Option 2 – Not to agree the proposed response.

Analysis - What does this mean for York

7. The headline debt settlement from CLG for York (CYC’s existing housing debt plus reallocation of debt from other LA’s) amounts to **£113.384m**, based on a 7% discount factor. A reduced discount factor of 6.5% would give a settlement of **£118.571m**, a difference of £5.187m. This would result in an increase of debt of either **£89.443m** or **£94.630m** dependant upon which discount factor is used.
8. The council would be expected to take on new debt and pay the money to the government (who will pay off the other LA’s old debt), not debt transferred from other authorities. This is an important point as it would mean that York were in control of the terms of the debt, i.e. interest rates, period of repayment etc.
9. The proposals also suggest an increase in the Management & Maintenance allowances that the council received and suggest that the minimum increase a council would receive is 10%. This could result in an increased income to the council in the region £1.2m per annum.
10. There are two main approaches to dealing with the debt, (i) maintenance of the debt with continued refinancing (i.e. only paying the interest) and (ii) the repayment of the debt from future surpluses. Considering the impact of the increase debt against both approaches shows that both plans are financially viable and meet all (current) expenditure needs in each year of the 35 years covered by the plans.
11. A critical assumption relates to the stock investment and capital needs for our stock over the longer term. These have been factored into the modelling based on the councils own asset management system. The 20 year capital profile amounts to

approximately £24k per unit, which is lower than benchmarks for similar authorities where a figure is in the region of £30k per unit. Work is underway to undertake some external validation of these figures to provide certainty.

12. The current level of HRA debt that the CLG are taking into account is £23.940m which is £4.241m higher than our actual debt. This combined with the current balance on the HRA and the lower than average investment needs suggests that if the repayment model was used the debt could be paid off earlier than the CLG's assumption of 23 years. The exact detail of how much sooner would depend on the rates of interest and verification of the future capital expenditure requirements.
13. If the council choose not to accept the offer, it is not yet clear whether the government would impose the self financing proposals if the majority of the 177 LA's affected accepted the offer.
14. What is clear, especially in the current national economic climate, is that the government will not write off the £25.1bn of debt, enabling self financing without a redistribution of debt. The current proposal will result in York receiving approximately £1.2m per annum increase in management & maintenance allowance meaning that we will have more money to spend on our homes. It is also clear that when the current negative subsidy payment is considered, £6.1m this year and forecast to rise year on year, the cost of repaying the redistributed debt is less than the negative subsidy, leaving York with an increased year on year surplus.

Options for New Build

15. Contained within the announcement of this "offer" was a statement that by reducing the level of debt council's will be taking on (via the increased discount factor of 7%) they should be able to deliver 10,000 new homes a year. At this stage we are not certain as to whether council's debt settlements are dependent on the ability to deliver new homes within the HRA
16. There are a number of deferent ways the financing of new homes could be achieved under the proposals, however if the council was minded to respond positively and indicate that it would wish to take advantage of the higher discounted rate and build new council homes, the modelling suggests that a minimum of 100 new homes could be provided and dependant upon the management of the HRA more could be delivered.
17. The council has, over many years, sold most of its developable HRA land to RSL's to build new affordable housing. However, there is still some developable HRA land, but it is unlikely that this would be sufficient. There may be opportunities for the council to consider the use of other land assets to build on, subject to planning etc. At the current time land prices for building plots are falling and selling council owned land at this point in time might not be the best option. However, accepting that through utilising land assets for new build homes the council is losing the opportunity to realise a capital receipt, it is also the case that we would not actually be losing the asset but changing the nature of the asset and with the support of HCA grant accessing significant funding into the city to increase affordable housing, and the councils asset base.

18. Discussions are taking place with Property Services colleagues regarding the potential for GF land assets that could be used for new council house provision. The consultation document is not asking authorities to say exactly what or where they will build, but they are asking if we would like to and if so how many do we anticipate that we could build. We therefore need to be clear that if we say yes and no HRA land is available / suitable, we may need to use GF land. The costs assumptions that the CLG are using for new council house building is that the land will be already in the councils ownership and therefore no land acquisition costs.
19. However, in our response to government we will be outlining that we would expect any local authority new build to be considered against the same criteria for existing RSL's including the potential to consider land acquisition as part of the development costs.

Comparing self financing to subsidy

20. Self financing business plans on the basis of the current proposals are almost universally better funded than plans based on an unreformed subsidy system. This is the case for York and principally arises as a result of the following key factors:
 - The benefits of all net rent increases are available to the plan – i.e. surpluses are not captured nationally and redistributed; this is the critical difference between the two futures as rental surpluses are expected to be rise sharply in the future.
 - The allocation of uplifts for M&M and major repairs allowances gives additional spending power from day one.
 - The interest charge on debt is at a rate lower than the discount factor used in the settlement calculation.
 - The opening debt is lower than that identified in the settlement (due to the difference between the CFR measures).

Corporate Strategy

21. Accepting the proposals for self financing support a number of themes within the Council's Strategy. Retaining more money in York will enable us to invest in our stock, supporting the Thriving & Sustainable themes. Having local control over the long term finances for the HRA also supports the Effective Organisation theme.

Implications

22. There are no direct implications arising out of this report as it is only a response to the consultation document. Should the government decide to implement the proposals in full or in part, further reports setting out the detailed arrangements for the council will be brought back to member as appropriate.

Risk Management

23. The plan is viable and resilient to changes in key assumptions. The following scenarios have been tested

- Interest rates increased by 1%
 - Real inflation in capital costs of 1% pa for 10 years
 - Real inflation in management and maintenance costs of 1% pa for 10 years
 - Rent convergence unable to be achieved until 2022
24. In all cases the overall plan remains viable, but the debt repayment period would be extended by one year, so the viability of the plan remains virtually unaffected in the long term. The modelling assumes no income from right to buy receipts. If receipts from right to buy sales were included in the plan, then the viability of the plan would improve, but only on the basis that the level of receipt exceeded the debt per unit (£14k) attributable to the HRA.
25. Moving to a self financing system significantly alters the risk profile in HRA business plans and the council housing service. The risks of the current system focus on unpredictability and political intervention in the system (in the widest sense) and on the fact that significant revenue rental surpluses will leave York and go to other parts of the country.
26. New risks are around increased Treasury Management, interest rate fluctuations and the fact that the council will have local responsibility for all spending (revenue and capital).
27. Whilst the proposals are intended to be a once and for all settlement, council housing will continue to be “on balance sheet” for public expenditure purposes and therefore the government will retain the right to open up settlements in the future. The circumstances in which this might take place are not set out in the prospectus and this uncertainty increases the risk to the council.
28. A robust risk management strategy is therefore an essential strategic document to support the asset management decisions within the business plan.
29. However, given this is a response to a consultation document the risks arising from this report are minimal and score less than 16.

Key conclusions for the City of York

30. These are the key conclusions for York:
- The settlement of £113.384m results in a net debt take-on of £89.443m.
 - The uplifts to the allowances to arrive at this figure are generally higher than the region and national averages.
 - The resulting take-on of debt and withdrawal from the subsidy system result in revenue surpluses to finance the resulting interest charges and facilitate debt repayment.
 - York could repay the debt repayment early, though various factors could extend this period.
 - The HRA will remain viable throughout this period with balances accruing after debt repayment.
 - The Council’s assessment of its stock investment needs can be fully met throughout the duration of the 35 year plan.

- The key reasons for the viability and resilience to changes in assumptions is that plan starts with balances in reserves, interest rates that can outperform those allowed for in the settlement.
- The financial position under self-financing is significantly improved compared to remaining within subsidy.
- The settlement offers the potential for HRA new build.

Impact of New Coalition Government

31. The new coalition government included in the Queens Speech a commitment to continue, in some form, to review the HRA. More recently on the 8th June 2010, the Housing Minister, Grant Shapps announced that:

" The council house finance system is a mess. For far too many years this unfair system has tied the hands of councils, stopping them from best meeting the housing needs of the communities they serve. I want to see a new devolved system that puts councils firmly in control and gives them the financial freedom they need to make the best long terms decisions about their housing. But it is important I hear from councils and other experts themselves that the current proposal genuinely allows them to do this. And in these tough economic times I need to be convinced this approach offers the best possible value for money. Following thorough analysis of responses I will then announce whether the current proposal will be taken forward in part or in full, or whether an alternative model will be considered.

32. Whilst the consultation document asks specific questions, and in reality is asking us if we want to accept the offer to move to a self financing system as proposed, the above announcement give us the opportunity to provide additional comments back to government which we would want then to consider as apart of their thorough analysis of the responses.

33. In addition to the response set out at Annex 1, it is recommended that we make the following comments:

- That at a minimum only actual debt should be reallocated;
- That when considering the potential to build, councils should be on a level playing field with RSL's when bidding for HCA grant;
- That as much responsibility as possible is devolved to councils to enable them to better meet the housing needs of the communities they serve;
- That if the government implement the proposed changes they acknowledge that this is a once and for all settlement and remove the ability for them to reopen the settlement.

Recommendations

34. Executive are asked to agree:
- i. Option 1 – to approve the proposed response to the consultation paper as set out at Annex A.
 - ii. Comment on the addition points outlined at Para 33

Reason: To ensure that the council is able to continue to deliver an effective VFM Housing Service.

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Wards Affected:	All				
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Additional Papers:

Annex 1 – Response to consultation questions.

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COUNCIL HOUSING: A REAL FUTURE
CITY OF YORK COUNCIL **DRAFT** RESPONSE

Q1 – What are your views on the proposed methodology for assessing income and spending needs under self-financing and for valuing each council's business?

The council is concerned about assumptions made regarding the use of a 7% discount factor and the extra headroom this creates. Throughout the prospectus the discount factor is referred to as being able to cover a number of areas of expenditure, as well as being used to increase the supply of new homes. Clarification is needed around the ability to reopen the debt settlement and the circumstances under which this would be enacted. It is not clear from paragraph 2.20 of the prospectus why the Government has referred to the willingness of councils to build new homes as being relevant to a review of the 10% collar in the next spending review.

Q2 – What are your views on the proposals for the financial, regulatory and accounting framework for self-financing?

We welcome the revised guidance and clarification on operation of the HRA ring fence. The council would strongly wish to retain one loans pool in line with current Treasury Management principles and would not want to separate HRA & GF debt. It is important to have a full discussion with CIPFA regarding depreciation to ensure this does not jeopardise self financing and ensure we can maximise efficient use of resources whilst still meeting accounting standards. More detail is needed on the accounting framework and the impact this could have the viability of the HRA business plan.

Q3 – How much new supply could this settlement enable you to deliver, if combined with social housing grant?

The proposed settlement would certainly offer the potential to deliver HRA new build. Difficult to say with any certainty but using some broad assumptions, the council feels it may be able to deliver up to 95 additional homes in the first 5 years depending on land availability within the city. Clarification is needed as to whether local targets may be set for new build and to what extent the self financing offer is dependent on the willingness of the council to build new homes.

Q4 – Do you favour a self-financing system for council housing or the continuation of a nationally redistributive subsidy system?

The council favours a self financing system in principle, however as outlined above clarification is needed on key areas including under what circumstances this settlement could be reopened and resolving the technical issues with CIPFA regarding depreciation.

Q5 – Would you wish to proceed to early voluntary implementation of self-financing on the basis of the methodology and principles proposed in this document? Would you be ready to implement self-financing in

2011/12? If not, how much time do you think is required to prepare for implementation?

The council would need a number of issues clarified and an understanding of the risks so that these could be mitigated as far as possible before proceeding, particularly in light of recent budget announcements. Should these issues be clarified the council feels it would be able to proceed and may be in a position to implement self financing in 2011/12.

Q6 – If you favour self-financing but do not wish to proceed on the basis of the proposals in this document, what are the reasons?

The council does favour self-financing, but as outlined in earlier responses clarification is required from CLG before proceeding further. This is to ensure the risks are fully understood.