

# York Monitor



Annual Report 2013 - 2014

## Welcome

Welcome to the York Monitor, the annual report for the City of York Council.

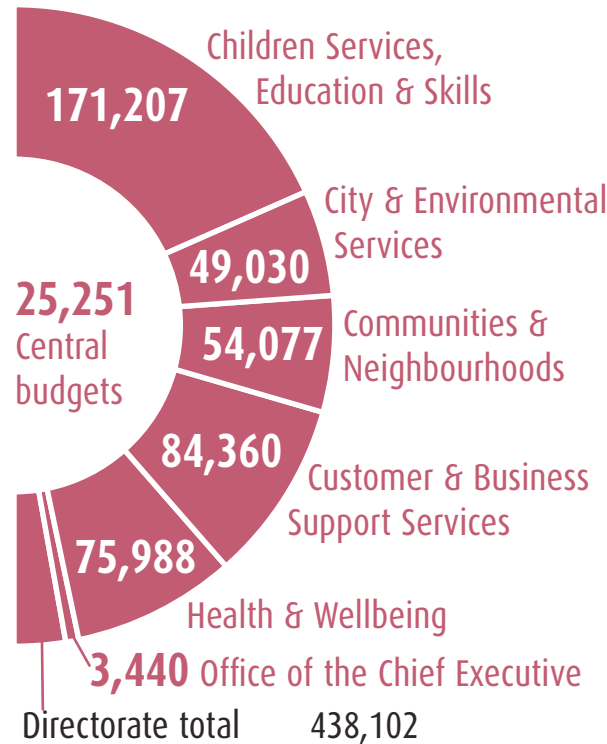
This report presents a range of information illustrating the 'state of the nation' in the City, activities and achievements undertaken by the Council over the last financial year and a short tour of just some of the priorities the council has committed to for the coming year. There are some case studies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

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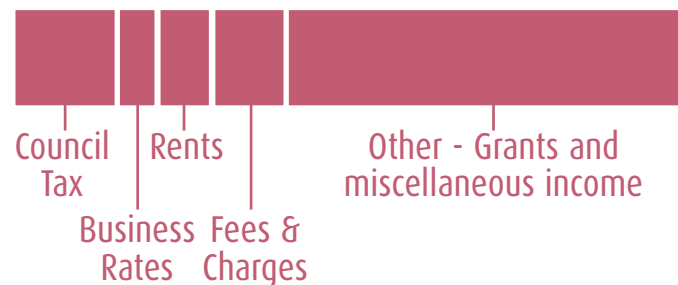
The Council delivers a wide range of services to approximately 200,000 people across a City that covers 105 square miles. It is a City that is rich in heritage and has a great deal to offer. It has remained resilient and continues to thrive against a backdrop of an economic downturn across the Country.

# Managing the Money

## Gross Expenditure Budget (£000s)



## Income



The current financial climate for local councils continues to be extremely challenging and this is set to continue over the next few years. The council has put good plans in place to control spend where it is feasible to do so, whilst also working to save money in order to meet strict financial targets. This year the council saved £9m and had an overall net General Fund budget of £127.7m. Looking ahead, the Council will need to save a further £23m over the next two years to continue to operate within the funds available. This presents a significant uphill challenge, particularly given the efficiencies already made. The council's 'Rewiring' Programme launched in February 2014 has been set up to help meet these challenges head on.

The financial strategy reports presented during last year have highlighted the challenges facing the council and have also set out the need to ensure the council continues to invest in growing the economy given the financial benefits that economic prosperity brings. Ensuring the council grows its income sources and avoids the costs of deprivation remain factors in the council's financial strategy.



York's people are passionate and its cultural identity strong. The Council is committed to using its position to support the City and its residents in being the best it and they can be.


Whilst the economy is strong and growing stronger, the Council's own financial climate remains extremely challenging and this shows no signs of an early reprieve. The council is pleased to report it has saved £9m this year alone, but the going will become tougher and it is anticipated the council will need to save a further £23m over the next two years.

All council officers are working hard to come up with innovative ways to deliver services, but the landscape that is local government is a difficult one. The council is very pleased to present the achievements we have made this year in spite of this.

The council wants to continue to work with partners to improve the quality of life in York and continue the journey towards being a truly great modern European city.

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

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

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

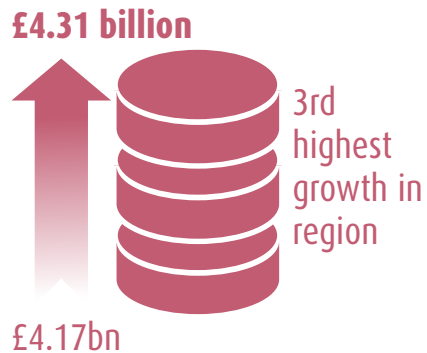


## Looking Ahead...

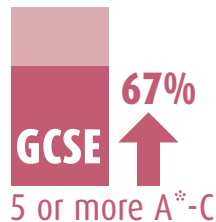
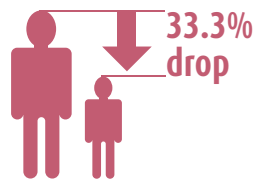
The council's Customer Service and Business Support Directorate is home to the council's Financial team. Their priorities in the year ahead will include:

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

# Create Jobs & Grow the Economy



Number of people on Job Seeker's Allowance



**6%** increase in good and outstanding primary schools



The value of York's economy grew to £4.31 billion in 2012, up from £4.17 billion in 2011. Percentage growth between 2008 and 2012 and 2011 and 2012 outstripped that of national and regional growth. York's economic growth was the third highest growth in the region in the last recorded year.

In 2012, York's economy supported 117,000 jobs, the same as 2011. York is the second least affected city for job loss in the region with Leeds losing 2.2% of total jobs between 2011 and 2012.

## Jobs & the Economy

The number of people out of work has fallen over the last year to better than pre-recession levels for Job Seekers Allowance Claimants, and the proportion of the population on Out-of-Work benefits is at the lowest point since 2001. This represents just 1.3% of the working age population. The region stands at 3.4% and GB at 2.6%.

However, the proportion of York's population in 2013 in full-time employment, 65.8%, was near historic lows while the region has 74.0%.

York has the 10th highest proportion of its working age population in part-time employment out of 378 Local Authorities which has an impact on productivity in the city.

Youth Unemployment (Job Seekers Allowance Claimants aged 18-24) has decreased by 50% in the last year, one of the lowest proportions on record and has returned to pre-recession levels.

## Growth & the Economy

Developers of Terry's, Henry Boot and David Wilson Homes are now working with the council to deliver approved schemes agreed in December 2013. The first homes are expected to go on sale later this year. Planning for the Hiscox offices has been approved bringing 500 jobs to the city. The Nestle site is being actively marketed and the council is working with partners to bring forward development. The Hungate plans approved in January 2014 are progressing and work will commence this summer on the development of 195 new apartments, including 31 affordable homes. The British Sugar site is progressing and following a public exhibition in November 2013 a planning submission is expected later this year.



## Focus on Apprenticeships

Jared Longhorne started an Advanced Apprenticeship in ITQ with Browns in 2011. Since then, he has been promoted to Office Supervisor. Jared said, "I decided to do an Apprenticeship as I wanted to improve my IT skills. It's really important to keep up to date with different systems. I really enjoy working here as no day is the same. I hope to stay and work my way up."

Jared's line manager said "He's very good to work with, eager to learn and has brilliant attention to detail. He'll do the little things that others may overlook. We're very happy to have him on board." Browns are so pleased they are now looking for a visual merchandising apprentice, saying. "We have been in York for over 100 years and we have always encouraged and supported training and developing young people. We are happy to be able to offer an apprenticeship as part of the York Apprenticeship Challenge".



The council is currently working closely with Network Rail to develop York Central. Funding has been identified to facilitate access to the site and development of new housing is anticipated in 2015. An application for housing and retail on the White Swan Hotel site was approved in December 2012 and work has begun, including improvements to the public realm as part of the Reinvalidate York initiative.

### The Digital Economy

Sky and Talk Talk have joined forces with CityFibre to create a new company to deliver ultra-fast broadband in the city. It will build a city wide pure fibre network with broadband speed of 1 gigabit direct to homes and businesses. This will transform the city's digital connectivity making York the most digitally connected city on the country.

### Living Wage

As part of the largest living wage alliance York is the first council in the region to pay a 'Living Wage', working to encourage public and private employers in the city to pay the same so we can become a Living Wage city.

### The Skills Economy

York achieved its best ever GCSE results in 2013 with 67% of pupils achieving 5+A\*- C including English and Maths. This places York as one of the

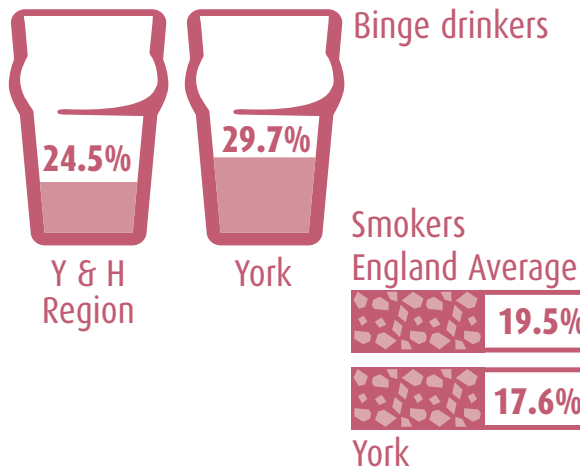
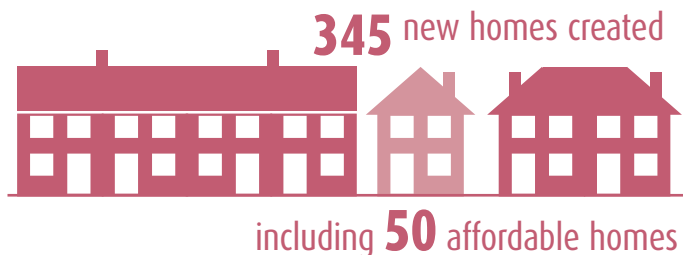
top (16th out of 152) Local Authorities in England and demonstrates high quality teaching in York's secondary schools. In primary schools, the assessment process changed in 2013 and, based on a new set of performance indicators, York results for the most part are in line with or above national figures.

## Looking Ahead...

To create jobs and grow the economy the council will;

- Deliver a safe and secure Tour de France event.
- Continue work to ensure through good growth, York is one of the most competitive cities in the UK, Europe and the world including major site developments.
- Work to improve access to better quality, full-time, well paid jobs.
- Continue work to address skills gaps in the city, delivering better jobs with training and further emphasis on apprenticeships. This will include graduate retention and stronger links with the higher education establishments and businesses in the city.
- Open a refurbished Newgate city centre market.

# Build Strong Communities



## Housing

Housing costs remain a challenge. York is one of the most expensive places to buy or rent in the region. High costs are rooted in York's popularity as a place to live and a long standing mismatch between housing supply and demand. York requires over 1,000 new homes each year to meet housing need.

The ambitious Get York Building programme to re-invigorate York's house-building industry is creating jobs and much needed new private and social housing. Six major sites are now in progress, supporting the Local Plan ambition to build 22,000 homes by 2030. As well as building new housing it is critical we make best use of existing homes. In 2013/14, over 100 empty properties were returned to use. In York, one in five households rent from the private sector, where some of the worst conditions can be found. In 2013, the council introduced a Landlord Accreditation Scheme to improve standards.

## Health

Smoking prevalence in York is lower than the national average. Alcohol consumption continues to present a challenge with 29.7% of adults

## Focus on Student Volunteers

As part of the York Student Community Strategy, the council's Smarter York officers, in partnership with the University of York and York St John University, carry out volunteer days throughout the year. In December 25 volunteers from York St John University each gave 2 hours of their time to litter pick in the Haxby Road and Groves area. In February they carried out a Ground Force day clearing front gardens and footpaths with York University, linking in with the York Loves Students Campaign.

We continue to build links with student unions at both universities and foster our relationship with Higher York via the York Community Strategy. The aim is to engage with York College and Askham Bryan College in future.



Plans are already in place to increase our student volunteer days in 2014/15.

(over 18) drinking at “Increasing and at risk” levels. York differs from England’s worst authority by only 1%. The best LA is 15.7%, regionally the level is 24.5% (nationally it is 22.3%).

The council continues to work with the two universities and student unions to promote better awareness of excessive alcohol consumption, to address issues around behaviour, alcohol misuse and river safety.

### **Crime**

Crime has fallen across the City for the eighth consecutive year falling by 5% on the previous year. However, it is not without challenges in some key areas including alcohol consumption. York has the 7th worst estimated levels of binge drinking in the country, but the new Alcohol Restriction Zone (ARZ) within the city walls and train station went live on the 31st March 2014. This zone is designed to help control the consumption of alcohol outside of licensed premises.

York received White Ribbon status for its policies and procedures in regard to domestic violence in May 2014. A new multi-agency Anti Social Behaviour (ASB) Hub launched in May 2014, helping police and staff across council departments to deliver a connected ASB service.

### **Our Libraries**

While other local authorities are closing libraries because of financial constraints, York has transferred its 14 libraries and archive services into Explore York Libraries and Archives Mutual. This is a ground breaking, staff-led Industrial Land Provident Society for the benefit of the community.

### **Working with our communities**

Community engagement continues to be a key priority for the council. During 2013-14 the council held over 40 resident forums with 1800 people attending these over the same period. Community Conversations continue to take place across the city providing an opportunity for residents to tell us what they think.

### **Working Towards a Fairer York – our approach to equalities**

Over the last year much has been achieved in delivering the council’s Equalities Improvement Action Plan to reach its ambition to become an ‘Excellent’ authority.

The council formed a new Fairness and Equalities Board this year as well as strengthening its approach to monitoring the diversity of the workforce which will contribute towards the goal of becoming an ‘Excellent’ authority following an anticipated inspection in January 2015.

## **Looking Ahead...**

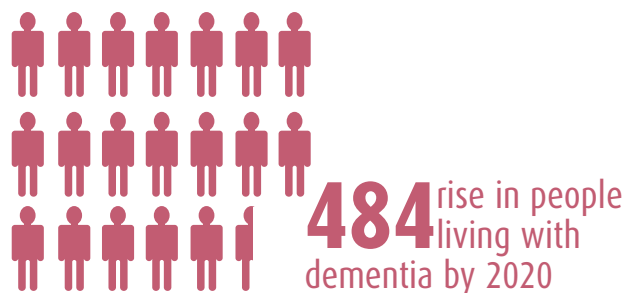
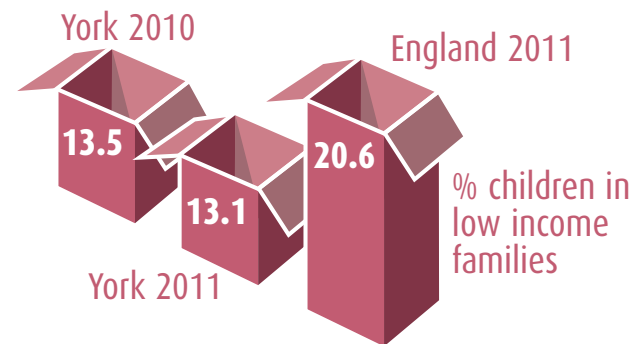
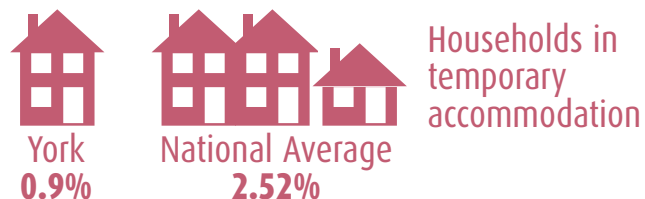
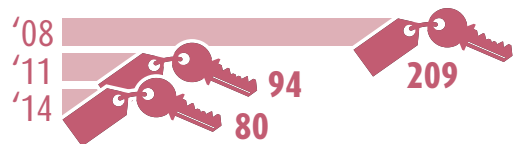
To build strong communities the council will;

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



# Protect Vulnerable People

## People in temporary accommodation in York



### Homelessness and Housing Vulnerable people

The council has managed to reduce homelessness this year against a backdrop of high housing costs and the impact of welfare reforms. Households in temporary accommodation are almost as low as they've ever been.

The council is committed to planning for the needs of marginalised and vulnerable groups. 2013 saw the start on site of six new gypsy and traveller pitches and the city's first Supported Housing Strategy agreed.

### People with learning disabilities

Housing arrangements have a strong impact on people's overall quality of life. 82.6% of adults with learning disabilities known to social care services were supported to live independently. This is a 19.4% increase over last year outperforming the regional, national and comparator authorities.

### Older People

In York it is thought there are 2,725 people currently living with dementia and this is expected to rise to 3,209 by 2020. York is an early adopter of a national pilot recognition

scheme for dementia friendly communities, led by the Alzheimer's Society.

Our ambition is that all older people are enabled to live in their own homes and communities, controlling their support and have access to high quality residential care. Currently, too many older people are spending more time in hospital than they should. The Council is working closely with partners to address this.

### Poverty and helping those on low incomes

York has lower proportions of workless households and children in poverty than the region and nationally. However, it remains a significant issue in the city, with 9000 workless households and 4500 children living in poverty, with some areas of the city above regional and national averages.

The council is working to address these problems. The York Financial Assistance Scheme (YFAS) provides a solution for residents in financial difficulty. This replaced former Department of Work and Pensions funding. The £239,549 budget helped 1,557 people 60% of whom live in the city's most deprived wards.

## Focus on Special Educational Needs and Disability

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

In York all our developments were based on co-production.

We asked parents how they wanted to share information about their child with professionals, how we could improve assessment, how to increase their understanding of what is on offer.

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

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

**Helping children and young people succeed**  
Specialist services are helping to safely reduce the number of children who are looked after, which at the end of March 2014 had fallen to 222, the lowest since 2009. Between 2011 and 2013 York achieved adoption for 19% of children in care compared with a national average of 13%, which ranks York 16th out of 152 local authorities in England.

68% of adopted children were placed within 20 months of becoming looked after, compared with a national average of 55%. This ranks York 14th out of 152 local authorities in England.

Outcomes for some of the city's most vulnerable children have improved. 22% of Looked After Children eligible for GCSEs in 2012/13 achieved five or more A\* to C grades including English and Maths, up from 13% in the previous year.

Pupils eligible for Free School Meals have also seen improved results with 40% achieving five or more A\* to C grades including English & Maths (up from 36%).

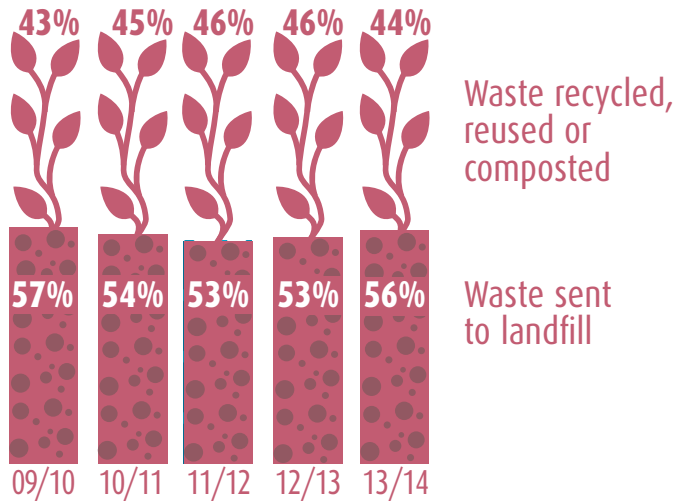
In March 2014, 4.8% of 16-18 year olds in York were not in Education, Employment or Training (NEET). York were 3rd in the region and in line with the average of similar local authorities.

## Looking Ahead...

To protect vulnerable people the council will;

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

# Protect the Environment



## Waste

A number of measures have been put in place to reduce collection and disposal costs, focusing on waste prevention, reducing the cost of disposal and recovering some costs from customers. Changes have also been made to rounds and charges introduced for certain services, such as the garden waste subscription service. A reduced garden waste disposal rate has also been achieved.

## Climate Change

A detailed renewable energy study for the city has been completed and funding secured to create a Heat Map of York. This will ensure the draft Local Plan encourages renewable energy and continues to deliver the draft Sustainable Energy Road Map.

Funding has been secured through the Leeds City Region's £225k strategic heat programme to carry out initial feasibility studies on seven opportunities for low carbon district heat networks in York. As part of delivering the council's climate change action plan, two assisted collective energy switches have been delivered.

## Focus on Electric Transport

York is the first UK city to install a city-wide network of pay as you go charging points for electric vehicles. We installed fast charging points in city centre car parks and Park&Ride sites. York received £250k of government funding towards installing the charging points. The council's Environmental Protection Unit is using the authority's first electric car. It has a 109 mile range and costs just 2p per mile to run, much cheaper than diesel vans or petrol cars.



Six electric buses will operate from the new Poppleton Park&Ride

from June. Another 10 electric buses will operate in York in 2014 with plans for 80% of bus movements to be zero emission by 2018.

The UK's first 'low-emission taxi' incentive scheme has seen the sales of 12 hybrid taxis and 1 full electric taxi to local drivers.



Funded as part of a £280k Department of Energy and Climate Change (DECC) the first helped 328 residents in York consider switching.

Those who switched saved on average £150 a year. The second helped over 700 people consider switching and the 250 who did are set to save an average of £170 a year.

£10k has been secured to deliver a new Home Energy Programme that includes helping residents take practical steps to save energy and carbon in their homes and consider saving money by switching energy suppliers.

### **Flood defence**

A £3.2m scheme to protect 300 residents' homes and businesses from the risk of flooding is nearing completion in the Water End area.

The scheme is a partnership between the council and the Environment Agency and follows extensive public consultation. The council has contributed £1m towards the work which will greatly reduce the risk of a recurrence of the 2012 flooding in the area.



### **Reinvigorate York**

Reinvigorate York is the council's programme of works to enhance public spaces and King's Square is the first of these schemes. One of York's most popular city centre spaces, has been transformed with improved pedestrian access, additional seating and space for performers.

The £490k improvement scheme began in Autumn 2013. Unnecessary street furniture was removed and the area repaved using natural materials. New lighting enhances the square's evening appearance.

A user group of residents, retailers and businesses was established to allow details of the scheme to be discussed.

Reinvigorate York will provide a lasting legacy and enhance the public realm.

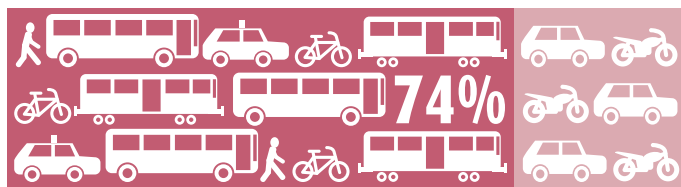
## **Looking Ahead...**

To protect the environment the council will;

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

# Get York Moving

Results from the i-Travel 2013 roll-out show



Arriving at the station using sustainable transport

## Bus travel

The YorkLIVE website and mobile apps were launched in June 2013, making it easier for commuters, residents and visitors to navigate their way around the city. YorkLIVE provides live traffic and travel information, including where roadworks and road closures are taking place, how many available spaces are free in council car parks and live rail arrival and departure times.

## Park&Ride

York has one the UK's top Park&Ride services, with over four million passenger journeys each year. Two new Park&Ride sites will be launched in June 2014 to improve the existing service and boost capacity. Askham Bar, a new 1,100 space site will replace the current site which is unable to meet demand and Poppleton Bar, a new 600 space site will cater for passengers travelling to York via the A59 and other areas west of the city. The Poppleton Bar Park and Ride service will become York's first all-electric Park and Ride route. Funding for the £22.7m project was approximately 70% DfT and 30% council.

The Park&Ride sites include the i-Travel York Park and Pedal initiative where commuters can hire

secure cycle lockers to leave their bikes safely overnight. Commuters can then park free in the Park&Ride car parks and cycle into York. There are over 70 Park&Ride cycle lockers and they are proving very popular. This is the first such scheme in country and has been shortlisted for a national car park awards scheme.

## Traffic

A Review of the winter maintenance policy, including criteria for gritting public highways, was implemented following public consultation and Cabinet approval, resulting in a £20k saving.

The Lendal Bridge traffic restriction trial was implemented to reduce congestion in the city centre, improve public transport journey times and improve the environment at the northern end of the city centre. Analysis of the data suggested that the trial achieved many of the original objectives. However there was considerable concern from residents and businesses and following a letter from the traffic penalty adjudicator the restriction was removed. An independent Traffic Congestion commission is being convened to consider options for tackling traffic levels.

## Focus on personalised travel plans

The i-Travel York initiative aims to increase levels of cycling by 20%, walking by 10% and bus usage by 18% reducing congestion and improving health. During summer 2013 i-Travel advisers signed up over 2,200 residents in Rawcliffe and Clifton to a personal challenge to try out a new form of sustainable transport. The aim is to encourage residents to use more sustainable and active modes of transport including walking, cycling, public transport, car sharing and smarter driving.

Nicola and James both cycle to work and signed up for the York Cycle Challenge. Their two daughters cycle to school and enjoy using the Rawcliffe BMX track and cycling into town along the riverside. Nicola said "If everyone makes a few small changes to the way they travel it would make a big difference to York's transport problems."



## Cycling

Started the Haxby Road to Clifton Moor Cycle Route providing a new route for cyclists from Haxby and New Earswick to the employment and retail site at Clifton Moor.

An innovative new mobile app has been launched ahead of the Tour de France. "Cycle Yorkshire Ride The Routes" has been designed around the Yorkshire stages of the Grand Depart, encompassing information on the routes, hints and tips on how to cycle specific sections and general rural cycling road safety advice.

Bike Belles, an iTravel York initiative in partnership with Sustrans are delivering a programme to encourage more women into cycling. Current statistics show that only 1 in 4 cyclists are women and 75% of women never cycle at all. Bike Belles encourages women to cycle through a variety of social rides and events such as cycle maintenance classes. The programme is proving very popular and is already exceeding targets in terms of the numbers of Bike Belles champions recruited and participants engaging in the scheme.

## Pedestrians

Completed the Fishergate Pedestrian Route improvements to make it safer for pedestrians to get into and out of the city.

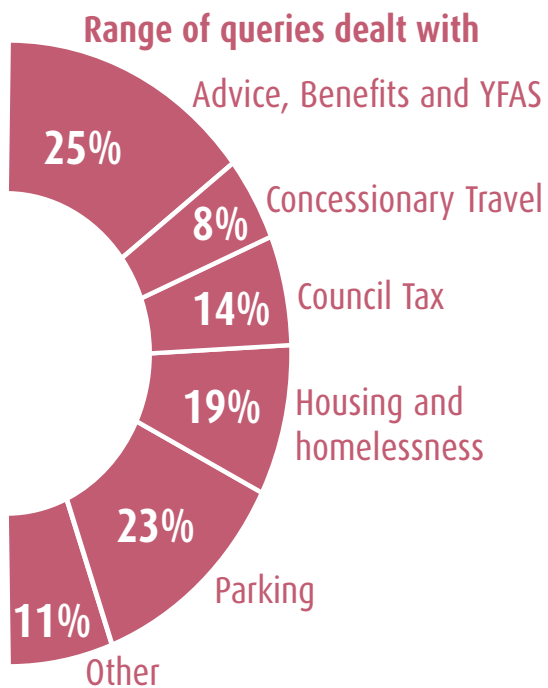
## Looking Ahead...

To get York moving in 2014/15 the council will;

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



# Our Organisation



## Rewiring Public Services Programme

Local Government is undergoing radical change. Resident demand for services and community expectation continues to increase. Council finances have reduced nationally by an average of 33% and so in order to balance these interests radical change is required. The council needs to:

- Be more flexible and responsive to changing needs.
- Listen and constantly learn.
- Adapt to changing environments and pressures
- Support the most vulnerable.
- Be modern in the way we use ICT, data and processes to enable greater efficiency and effectiveness.
- Be an excellent communicator.

The Rewiring Programme pulls together a series of projects and programmes, driven by engagement with residents, voluntary and community organisations and businesses, to establish what York, as a place, wants. Already together with its partners, the council has:

- established new operating models including mutuals and wholly owned companies, but more can be done to understand the options in other areas of the council

- enabled residents to provide innovative solutions to challenges in the City and to collaborate and design services as a community (GeniUS Innovation application).
- started working with Leeds Data Mill to better use real-time data which is allowing us to target our resources more effectively. Increasingly we want communities to use this data and make decisions on the outcomes they want and how resources are used.

## Customer Service

This year has been dominated by a number of related priorities in the Customer and Administration Accommodation strategies relating to the completion of the consolidation of council offices and services, with the finalisation of the refurbishment of and moves to Hazel Court and West Offices. This incorporated a fully centralised Facilities Management operation and a single Customer Centre for access to all council services in a single modern environment.

The new Customer Service centre at West Offices is the focal point of the building, replacing the original thirteen receptions across the city and bringing them all together in one convenient

location in the heart of the city. This prompted an overhaul in the way face-to-face services were managed and delivered by the council. The objective was to create a friendly, professional and efficient environment to deliver seamless access to all council services.

The centre would need to provide for a weekly footfall of 2,500 people visiting for pre-arranged one to one appointments, group meetings and ad hoc visits for information or face to face interactions. The objective for the council was to deliver on their Customer Strategy aim of “delivering the right service, at the right time, in the right way, at the right cost for our customer”. From 1st April 2013 – 31st March 2014 the Customer Centre provided a service to 124,541 customers/visitors.

### **Our workforce**

Our younger workforce is not representative of the York community where 15.5% of those in employment are aged 16 to 24. We have developed an integrated approach to internships, apprenticeships and work experience placements, with enhanced training allowances for apprentices and for student and graduate interns which reflect our commitment to the employment of greater numbers of young people.

Work to support the council’s Workforce Strategy included:

- embedding the Living Wage into its pay structures.
- undertaking an Equal Pay Audit demonstrating fair pay and addressing any areas of concern by harmonising pay structures.
- the completion of plans to centralise all Learning and Development funding and activity.
- a review and strengthening of Health & Safety governance structures across the council.
- the negotiation of a new Trade Union Engagement Framework to be launched in Summer 2014.

### **An open council**

Engagement with our communities is at the heart of the council’s Rewiring programme. The Community Conversations allow residents to meet councillors and council staff to tell the council their concerns. As well as streaming council meetings the council also publishes all of its travel expenses online and produces a one page summary of consultations. We have begun working with the Leeds Data Mill project, so that data about the council and its partners will become available online for residents so that they can make more informed decisions. It will also mean that the council and its partners become more accountable and reduce the need for Freedom of Information (FOI) requests.

### **ICT Services**

As the world turns digital, customer expectations around how they access services shift. Our ICT services are gearing-up to meet the challenge of the digital age, making best use of the Super Connected Cities programme and significant private sector investment to deliver an ICT infrastructure that supports the Council in meeting its priorities to deliver customer driven services across multiple channels.

### **Looking Ahead...**

The council aims to:

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

The Council Plan priorities illustrate how the work of the council is contributing to real outcomes and benefits for the community.

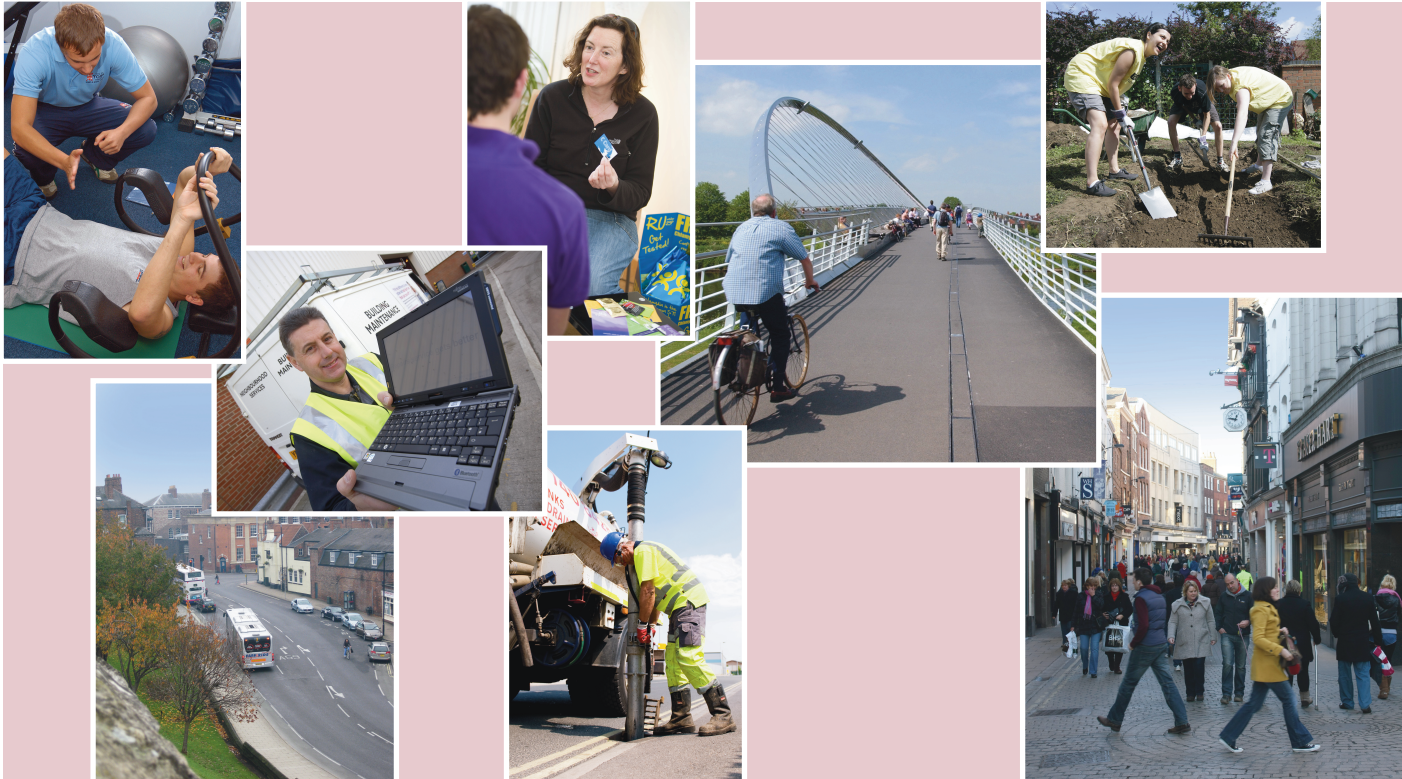
**Create jobs and grow the economy**

**Build strong communities**

**Protect vulnerable people**

**Protect the environment**

**Get York moving**



**Large print, CD and other formats are available on request.**

### **Polish**

To jest ulotka o komentarze i skarg Miasta Rady Jorku, usług dla dzieci. Możemy dostarczyć te informacje w swoim własnym języku.

### **Turkish**

Bu York Konseyi City, çocuk hizmetleri hakkında yorumlar ve şikayetler hakkında bir broşür olduğunu. Biz kendi dilinizde bu bilgiyi sağlayabilir.

### **Cantonese**

這是一個有關的意見和投訴，紐約市議會，兒童服務小冊子。我們可以在自己的語言提供這些信息。