



**Notice of meeting of
Community Safety Overview & Scrutiny Committee**

To: Councillors Bowgett (Chair), Gillies (Vice-Chair), King, Orrell, Sunderland, Vassie and B Watson

Date: Tuesday, 7 July 2009

Time: 5.00 pm

Venue: The Guildhall, York

AGENDA

1. Declarations of Interest

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

2. Exclusion of Press and Public

To consider excluding the press and public from the meeting during consideration of Annexes 2 and 3 of agenda item 8 (2008/09 Final Monitoring Report – Finance and Performance) on the grounds that it contains information relating to the financial or business affairs of any particular person (including the authority holding that information). This information is classed as exempt under Paragraph 3 of Schedule 12A to Section 100A of the Local Government Act 1972, as amended by the Local Government (Access to Information) (Variation) Order 2006.

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 an issue within the Committee's remit can do so. The deadline for registering is **Monday 6 July 2009 at 5.00 pm.**

4. Update from the Assistant Directors

The Assistant Directors will give a verbal update to the Committee on their service areas, performance targets and the challenges faced by the section. The update will also include information on Safer York and other partnership working.

5. New Arrangements for Overview and Scrutiny (Pages 3 - 14) in York

This report highlights the agreed changes to the Overview and Scrutiny function in York, detailing the terms of reference for the new committees and the resources available to support the function.

6. Corporate Strategy - Relevant Key Performance Indicators and Actions (Pages 15 - 20)

This report presents the Corporate Strategy key performance indicators and actions relevant to the remit of this particular Overview and Scrutiny Committee.

7. Crime and Disorder Guidance (Pages 21 - 54)

This report presents guidance for the scrutiny of crime and disorder matters in England, based on national guidance recently published in partnership by the Centre for Public Scrutiny and the Local Government Information Unit.

8. 2008/09 Final Monitoring Report - Finance and Performance (Pages 55 - 130)

This report presents outturn figures for:

- Revenue and capital expenditure for the Neighbourhood Services Portfolio
- Directorate Plan priorities and key performance indicators

9. Work Plan 2009-10 (Pages 131-132)

To consider the Committee's work plan for 2009-10.

10. Urgent Business

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

Democracy Officer:

Name: Jayne Carr

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

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

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Would you like to speak at this meeting?

If you would, you will need to:

- register by contacting the Democracy Officer (whose name and contact details can be found on the agenda for the meeting) **no later than 5.00 pm** on the last working day before the meeting;
- ensure that what you want to say speak relates to an item of business on the agenda or an issue which the committee has power to consider (speak to the Democracy Officer for advice on this);
- find out about the rules for public speaking from the Democracy Officer.

A leaflet on public participation is available on the Council's website or from Democratic Services by telephoning York (01904) 551088

Further information about what's being discussed at this meeting

All the reports which Members will be considering are available for viewing online on the Council's website. Alternatively, copies of individual reports or the full agenda are available from Democratic Services. Contact the Democracy Officer whose name and contact details are given on the agenda for the meeting. **Please note a small charge may be made for full copies of the agenda requested to cover administration costs.**

Access Arrangements

We will make every effort to make the meeting accessible to you. The meeting will usually be held in a wheelchair accessible venue with an induction hearing loop. We can provide the agenda or reports in large print, electronically (computer disk or by email), in Braille or on audio tape. Some formats will take longer than others so please give as much notice as possible (at least 48 hours for Braille or audio tape).

If you have any further access requirements such as parking close-by or a sign language interpreter then please let us know. Contact the Democracy Officer whose name and contact details are given on the order of business for the meeting.

Every effort will also be made to make information available in another language, either by providing translated information or an interpreter providing sufficient advance notice is given. Telephone York (01904) 551550 for this service.

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Holding the Executive to Account

The majority of councillors are not appointed to the Executive (38 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

Who Gets Agenda and Reports for our Meetings?

- Councillors get copies of all agenda and reports for the committees to which they are appointed by the Council;
- Relevant Council Officers get copies of relevant agenda and reports for the committees which they report to;
- Public libraries get copies of **all** public agenda/reports.



Community Safety Overview & Scrutiny Committee

7 July 2009

Report of the Democratic Services Manager

New Arrangements for Overview & Scrutiny in York

Summary

1. This report highlights the agreed changes to the Overview & Scrutiny function in York, detailing the terms of reference for the new committees and the resources available to support the function.

Background

2. At Full Council in November 2008 it was agreed to remove Executive Member Advisory Panels (EMAPs) from the decision making structure and replace the existing Scrutiny Committees with an increased number of alternative Scrutiny Committees.
3. At Full Council in April 2009 Members agreed to retain the Scrutiny Management Committee and to the formation of the following five Overview & Scrutiny Committees, to come into effect as from Annual Council in May 2009:
 - Effective Organisation
 - Economic & City Development
 - Learning & Culture
 - Community Safety
 - Health

Consultation

4. The decision to revise the Overview & Scrutiny function in York followed an extensive consultation process involving Members and senior officers, involving careful consideration of working structures and best practice at other Councils.

Terms of Reference & Common Functions

Scrutiny Management Committee (SMC)

5. This Committee oversees and co-ordinates the overview & scrutiny function, including:

- allocating responsibility for issues which fall between more than one Overview & Scrutiny Committee
- periodically reviewing the overview and scrutiny procedures to ensure that the function is operating effectively and recommending any constitutional changes, to Council
- providing an annual report to Full Council
- recommending to the Executive a budget for scrutiny and thereafter exercising overall responsibility for the finance made available to scrutiny.

6. In Addition, SMC:

- advises the Executive on the development of the Sustainable Corporate Strategy and monitoring its overall delivery
- receives bi-annual feedback through reports or otherwise as appropriate, from the Overview & Scrutiny Committees on progress against their workplans
- receives periodical progress reports, as appropriate, on particular scrutiny reviews.
- considers and comment on any final reports arising from completed reviews produced by the Scrutiny Committees, prior to their submission to the Executive
- considers any decision “called in” for scrutiny in accordance with the Scrutiny Procedure Rules as set out in Part 4 of the Council’s Constitution.
- exercises the powers of an Overview & Scrutiny Committee under section 21 of the Local Government Act 2000

Standing Overview & Scrutiny Committees

7. Each of the five standing Overview & Scrutiny Committees has its own individual remit (as detailed below), and in carrying out their remit each must ensure their work promotes inclusiveness and sustainability.

8. Effective Organisation Overview & Scrutiny Committee

This Committee is responsible for monitoring the performance of the following Council service plan areas through regular performance monitoring reports:

- | | |
|------------------------------|-----------------------------------|
| • Audit & Risk Management | • Human Resources & Directorate |
| • Strategic Finance | HR Services |
| • IT&T | • Performance & Improvements |
| • Public Services | • Resources & Business |
| • Property Services | Management |
| • Policy & Development | • Business Support Services |
| • Civic Democratic & Legal | • Corporate Services |
| Services | • Directorate Financial Services |
| • Marketing & Communications | • Management Information Services |

9. This Committee is also responsible for promoting a culture of continuous improvement in all services, and monitoring efficiency across organisational / service boundaries to promote a seamless approach to service delivery, with the user as a central focus.

10. Economic & City Development Overview & Scrutiny Committee

This Committee is responsible for monitoring the performance of the following service plan areas through regular performance monitoring reports:

- Economic Development
- Planning
- City Development & Transport
- Licensing & Regulation
- Housing Landlord & Housing General

11. Learning & Culture Overview & Scrutiny Committee

This Committee is responsible for monitoring the performance of the following service plan areas through regular performance monitoring reports

- Early Years
- Schools & Communities
- Education Development Services
- School Governance Service
- Special Educational Needs
- Adult Education
- Access
- Education Planning & Resources
- Young People's Service
- Arts & Cultural Services
- Libraries & Heritage Services
- Parks & Open Spaces
- Sports & Active Leisure

12. Community Safety Overview & Scrutiny Committee

This Committee is responsible for monitoring the performance of the following service plan areas through regular performance monitoring reports:

- Safer City
- Waste Management Strategy (Client)
- Environmental Health & Trading Standards
- Street Scene
- Cleansing Services
- Waste Collection Services
- Building Cleaning Services
- Highways Maintenance Services
- Street Environment
- Bereavement Services
- Youth Offending Team

13. In addition, the Community Safety Overview & Scrutiny Committee is also responsible for the discharge of the functions conferred on the Council by sections 19 & 20 of the Police & Justice Act 2006, in relation to the scrutiny of community safety issues, the Police and the work of the local Crime and Disorder Reduction Partnership (CDRP) made up of the following community safety partners:

- The Local Authority
- The Police Force
- The Police Authority
- The Fire and Rescue Authority
- The Primary Care Trust

14. Health Overview & Scrutiny Committee

This Committee is responsible for monitoring the performance of the following service plan areas through regular performance monitoring reports

- Adults i.e. older people and adults with Physical Disabilities & Sensory Impairments
- Adults Mental Health
- Adults Learning Disability

15. In addition, the Health Overview & Scrutiny Committee is also responsible for:
- (a) the discharge of the health and scrutiny functions conferred on the Council by the Local Government Act 2000
 - (b) undertaking all of the Council's statutory functions in accordance with section 7 of the Health and Social Care Act 2001, NHS Reformed & Health Care Professional Act 2002, and section 244 of the National Health Service Act 2006 and associated regulations, including appointing members, from within the membership of the Committee, to any joint overview and scrutiny committees with other local authorities, as directed under the National Health Service Act 2006.
 - (c) reviewing and scrutinising the impact of the services and policies of key partners on the health of the City's population
 - (d) reviewing arrangements made by the Council and local NHS bodies for public health within the City
 - (e) making reports and recommendations to the local NHS body or other local providers of services and to evaluate and review the effectiveness of its reports and recommendations
 - (f) delegating functions of overview and scrutiny of health to another Local Authority Committee
 - (g) reporting to the Secretary of State of Health when:
 - i. concerned that consultation on substantial variation or development of service has been inadequate
 - ii. it considers that the proposals are not in the interests of the health service

Standing Overview & Scrutiny Committees - Common Functions

16. In exercising the powers of an Overview and Scrutiny Committee under section 21 of the Local Government Act 2000, the five Overview & Scrutiny Committees shown above have the following common functions:
- Maintain an annual work programme and ensure the efficient use of resources
 - Report to the SMC on a bi-annual basis on their contribution to their work programme.
 - Review any issue that it considers appropriate or any matter referred to it by the Executive, SMC or Council and report back to the body that referred the matter.
 - Identify aspects of the Council's operation and delivery of services, and/or those of the relevant Council's statutory partners, suitable for an efficiency review (a full list of statutory partners is shown at Annex A)
 - Carry out efficiency reviews or set up a Task Group from within their membership to conduct a review on their behalf.
 - Scrutinise issues identified from the Executive's Forward Plan, prior to a decision being made.

- Receive Executive Member reports relating to their portfolio, associated priorities & service performance.
- Scrutinise the services provided to residents of York by other service providers, as appropriate.
- Comment on the annual budget proposals and elements of the Corporate Strategy.
- Make final or interim recommendations to the Executive and/or Council
- Report any final or interim recommendations to SMC, if requested
- Monitor the Council's financial performance during the year.
- Monitor progress on the relevant Council Priorities and advise on potential future priorities.
- Initiate, develop and review relevant policies and advise the Executive about the proposed Policy Framework as it relates to their service plan areas
- Support the achievement of the relevant 'Local Area Agreement' priority targets

Roles Within Overview & Scrutiny Committees

17. Members of the Overview & Scrutiny Committees:

- Meet on a regular basis
- Prepare for meetings and visits by reading briefing papers and preparing any questions for witnesses
- Formulate and agree an annual work plan for their Committee, in consultation with the relevant Scrutiny Officer
- Discuss and decide on the remit and scope of each scrutiny review they undertake
- Contribute to discussions as community representatives but without a political agenda
- Develop each review through constructive debate
- Participate as fully in Scrutiny reviews as their time commitments will allow – e.g. by attending site visits and taking part in smaller task groups
- Make recommendations based on their deliberations and information received
- Take ownership of their final reports and any recommendations, and work with the Scrutiny Officer on their production
- Monitor Scrutiny recommendations approved by the Executive to see how they are being implemented
- Identify items on Executive Forward Plan for potential consideration by the Committee
- Treat officers, witnesses and other members with respect and consideration

18. Chairs of Overview & Scrutiny Committees - in addition to their member role, each Chair is responsible for:

- Providing leadership and direction
- Working with the Scrutiny Officer to decide how each meeting will be run and agree the agenda
- Working with the scrutiny officer and senior officers to ensure an effective exchange of information

- Ensuring an appropriate timescale is agreed for a review, taking into account the Scrutiny team's workload
 - Ensuring everyone gets the opportunity to contribute and that they are heard and considered
 - Ensuring that officers and witnesses are introduced to the Committee and that they are always treated with respect and consideration
 - Working with the Scrutiny Officer on the production of any final reports
 - Presenting the final report and recommendations to the Executive
19. Vice chairs perform the chair's role in their absence. They are also invited to attend chair's briefing sessions.
20. Statutory & Non-statutory Co-optees:

Statutory

- Required for the Learning & Culture Scrutiny Committee, to represent parents and religious groups
- Participate fully within the Scrutiny work as a member of the Committee (see member's role) and vote on issues within the remit of a review
- Provide advice and information to the Committee based on their specific skill, knowledge or expertise

Non-statutory

- Invited by a Committee to provide advice and information based on their specific skill, knowledge or expertise, either on a permanent basis or for the duration of a review.
- Participate as a member of the Committee would do, but cannot take part in a vote if one is held during a meeting

Officer Roles Supporting Overview & Scrutiny

21. The work of the Overview & Scrutiny Committees is supported by officers in a number of ways:
22. The Scrutiny Services Team
- Facilitate and support SMC and the Overview & Scrutiny Committees, and organise events and meetings
 - Support the SMC in reviewing and improving the Overview & Scrutiny function
 - Work with individual Committees to develop their annual work plans, and with SMC to co-ordinate the overall scrutiny function
 - Provide independent and impartial advice to Councillors
 - Carry out research and gather information as directed by the Committees
 - Provide a link between the Committees, senior officers of the council and external witnesses, inviting them to meetings and supporting them throughout the scrutiny process to ensure an effective exchange of information
 - Liaise and consult with residents, partnerships and other external parties on behalf of the Committees
 - Draft final reports in close consultation with the Chairs of the Committees

- Forward reports and agenda items to the appropriate Democracy Officer on time so these can be published
- Stay up to date with new developments in Scrutiny legislation and implement changes as necessary

23. Assistant Directors and/or Senior Officers

- Provide support and expertise to an Overview & Scrutiny Committee
- Have input to the production of the Committee's workplan and use their ability to influence appropriately; particularly where there are significant resource implications for their Directorate
- Ensure resources are subsequently made available to the Committee and Scrutiny Officer as agreed in the plans and highlight any problems
- Work with the Chair and the Scrutiny Officer to ensure an effective exchange of information
- Attend chair's briefings and scrutiny meetings as required
- Provide a link with the Directorate ensuring the work of Overview & Scrutiny is supported
- Allocate responsibility for implementing recommendations from Scrutiny

24. Technical Officers

- Work with the Scrutiny Officer, Chair and senior officers to consider the requirements of a scrutiny review
- Provide written and/or verbal information to a Committee relevant to a topic under review
- Work with the scrutiny officer and the assistant director to ensure an effective exchange of information
- Attend Scrutiny meetings to offer evidence as a witness when requested

25. Democracy Officers

- Provide constitutional advice at scrutiny meetings or to Scrutiny Officers and councillors when required
- Timetable meetings in consultation with Committee members
- Book meeting rooms and cancel bookings when necessary
- Receive reports and compile agenda for meetings, publish and circulate within the legal deadlines
- Write Minutes of overview & scrutiny meetings, consult with Scrutiny Officer afterwards and get Minutes signed off by the Chair of the Committee
- Provide a registration facility for members of the public wishing to speak at scrutiny meetings

Work Planning

26. Each of the five Overview & Scrutiny Committees will produce and maintain an annual work plan (see example shown elsewhere on this agenda). This will appear on the agenda for each meeting, and will show the different stages of any ongoing reviews and the scheduled dates for receiving the following reports:

- Performance and Finance Monitoring
- Proposals for Corporate Priorities associated with the work of the Committee
- Budget Consultation

- Audit Commission's Report on Use of Resources
- Annual Reports from Local Strategic Partners

27. Each Committee is responsible for providing bi-annual updates to SMC on their progress with achieving their planned programme of work. In 2009-10, it is suggested that these updates be provided for the meetings of SMC in July 2009 and February 2010.

Corporate Strategy

28. The Council's Corporate Strategy was recently revised for 2009-12, to align it with the Local Area Agreement (LAA). The new Overview & Scrutiny Committees are designed to be cross-cutting across Directorates and each is based on an individual LAA theme i.e.

Effective Organisation – to be a modern Council with high standards and values and a great place to work

Thriving City – to support York's successful economy to make sure employment rates stay high and that local people benefit from new job opportunities

Safer City – for York to have low crime rates and be recognised for its safety record

City of Culture & Learning City – to inspire residents and visitors to free their creative talents and make York the most active city in the country, and that local people have access to world-class education, training facilities and provision

Healthy City – for residents to enjoy long, healthy and independent lives

29. In addition, each of the above named Overview & Scrutiny Committees is responsible for ensuring their work promotes inclusiveness and sustainability which are the final two themes of the Corporate Strategy

Implications

30. There are no known Legal, HR, Finance, Equalities, Crime & Disorder, Property or Other implications associated with the recommendation in this report.

Risk Management

31. There are no known risks, associated with the recommendation in this report.

Recommendations

32. Members are asked to note the contents of this report and provide comments.

Contact Details

Author:
Melanie Carr
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Ext. 2063

Chief Officer Responsible for the report:
Dawn Steel
Democratic Services Manager
Ext 1030

Report Approved **Date** 16 June 2009

Wards Affected: All

For further information please contact the author of the report

Background Papers: Reports to Full Council dated 22 January & 2 April 2009

Annexes:

Annex A – List of the Council’s Statutory Partners

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Statutory Partners of the Council

The public service providers covered by the duty to co-operate with the Council's Overview & Scrutiny Committees are:

Chief Officer of Police
Police Authority
Local Probation Boards
Youth Offending Teams
Primary Care Trusts
NHS Foundation Trusts
NHS Health Trusts
The Learning Skills Council in England
Jobcentre Plus
Health and Safety Executive
Fire & Rescue Authorities
Metropolitan Passenger Transport Authorities
The Highways Agency
The Environment Agency
Natural England
Regional Development Agencies
National Park Authorities
The Broads Authority
Joint Waste Disposal Authorities

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Community Safety Overview & Scrutiny Committee

7 July 2009

Report of the Democratic Services Manager

Corporate Strategy – Relevant Key Performance Indicators & Actions

Summary

1. This report presents the Corporate Strategy key performance indicators and actions relevant to the remit of this particular Overview & Scrutiny Committee .

Background

2. As part of the restructure of the overview & scrutiny function in York, it was agreed that the new standing Overview & Scrutiny Committees would be responsible for:
 - monitoring progress on those council priorities relevant to their individual terms of reference and for advising on potential future priorities;
 - identifying aspects of the Council's operation and delivery of services, and/or those of the relevant Council's statutory partners, that are perhaps not on target and therefore suitable for an efficiency review;
 - supporting the achievement of the relevant 'Local Area Agreement' priority targets
3. Annex A provides information on all the current performance indicators of either the Council or a statutory partner (or in some cases a hybrid of both), relevant to the work of the Community Safety Overview & Scrutiny Committee.

Consultation

4. The information contained within Annex A was provided by the Corporate Performance Manager.

Analysis

5. The information contained within the Annex has been provided in order to enable the Committee to monitor implementation of the current corporate priorities for 2009/10 and establish a baseline on which to judge the overall success of that implementation in 2010, in order to make proposals for changes to the priorities for 2010/11.
6. Information on the relevant Council corporate priorities will be presented as part of the quarterly finance and performance monitoring reports. Information on the progress made by partners, will be made available to the Committee periodically throughout the year depending on the reporting cycle agreed by the Council with partners. Details of these will be added to the Committee's work programme.

Options

7. Having considered the information contained within the Annex, Members may choose to request further information on any of the key indicators and actions identified.

Corporate Strategy

8. The work of this Committee directly supports the third theme of the Corporate Strategy - 'We want York to be a safer city with low crime rates and high opinions of the city's safety record'.

Implications

9. There are no known Legal, HR, Equalities, Finance, Crime and Disorder, ITT, Property & Other implications associated with the recommendation within this report.

Risk Management

10. There are no known risks associated with the recommendation in this report.

Recommendations

11. Members are asked to note the contents of the report and its annex and decide what if any further information is required at this stage.

Reason: To inform the work of this Committee.

Contact Details

Author:

Melanie Carr
Scrutiny Officer
Scrutiny Services
Tel. 01904 552063

Chief Officer Responsible for the report:

Dawn Steel
Democratic Services Manager

Report Approved

Date 16 June 2009

Wards Affected:

All

For further information please contact the author of the report

Background Papers: N/A

Annexes

Annex A – Relevant Council Performance Indicators and Key Actions for 2009/10

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Code	Lead for Collection	Indicator definition	LAA indicator (35? local? Education NPI?)	Link to scrutiny committee
NPI 15	Community Safety	Serious violent crime rate	No	Comm Safety
NPI 16	Community Safety	Serious acquisitive crime rate	35	Comm Safety
NPI 17	Community Safety	Perceptions of anti-social behaviour: How much of a problem are... noisy neighbours; teenagers hanging around on the streets; rubbish or litter lying around; vandalism, graffiti or other deliberate damage to property or vehicles; people using or dealing drugs	35	Comm Safety
NPI 18	Community Safety	Adult re-offending rates for those under probation supervision	No	Comm Safety
NPI 19	LCCS	Rate of proven re-offending by young offenders	35	Comm Safety
NPI 20	Community Safety	Assault with injury crime rate	No	Comm Safety
NPI 21	Community Safety	Dealing with local concerns about anti-social behaviour and crime by the local council and police	No	Comm Safety
NPI 22	Corporate Services	Perceptions of parents taking responsibility for the behaviour of their children in the area	No	Comm Safety
NPI 23	Corporate Services	Perceptions that people in the area treat one another with respect and dignity	No	Comm Safety
NPI 27	Community Safety	Understanding of local concerns about anti-social behaviour and crime by the local council and police	No	Comm Safety
NPI 28	Community Safety	Serious knife crime rate	No	Comm Safety
NPI 29	Community Safety	Gun crime rate	No	Comm Safety
NPI 30	Community Safety	Re-offending rate of prolific and priority offenders	35	Comm Safety
NPI 32	Community Safety	Repeat incidents of domestic violence	No	Comm Safety
NPI 33	Community Safety	Arson incidents	No	Comm Safety
NPI 34	Community Safety	Domestic violence – murder	No	Comm Safety
NPI 35	Community Safety	Building resilience to violent extremism	No	Comm Safety
NPI 36	City Strategy	Protection against terrorist attack	No	Comm Safety
NPI 37	City Strategy	Awareness of civil protection arrangements in the local area	No	Comm Safety
NPI 38	Community Safety	Drug-related (Class A) offending rate	35	Comm Safety
NPI 41	Community Safety	Perceptions of drunk or rowdy behaviour as a problem	No	Comm Safety
NPI 42	Community Safety	Perceptions of drug use or drug dealing as a problem	No	Comm Safety
NPI 43	LCCS	Young people within the Youth Justice System receiving a conviction in court who are sentenced to custody	No	Comm Safety
NPI 44	LCCS	Ethnic composition of offenders on Youth Justice System disposals	No	Comm Safety
NPI 49	Community Safety	Number of primary fires and related fatalities and non-fatal casualties, excluding precautionary checks	No	Comm Safety
NPI 111	LCCS	First time entrants to the Youth Justice System aged 10 – 17	Local	Comm Safety
NPI 138	Neighbourhood	Satisfaction of people over 65 with both home and neighbourhood	No	Comm Safety
NPI 143	Neighbourhood	Offenders under probation supervision living in settled and suitable accommodation at the end of their order or licence	No	Comm Safety
NPI 144	Neighbourhood	Offenders under probation supervision in employment at the end of their order or licence	No	Comm Safety

Code	Lead for Collection	Indicator definition	LAA indicator (35? local? Education NPI?)	Link to scrutiny committee
NPI 153	Corporate Services	Working age people claiming out of work benefits in the worst performing neighbourhoods (supplied by Job Centre Plus)	No	Comm Safety
NPI 190	Neighbourhood	Achievement in meeting standards for the control system for animal health	No	Comm Safety
NPI 191	Neighbourhood	Residual household waste per head	35	Comm Safety
NPI 192	Neighbourhood	Household waste recycled and composted	No	Comm Safety
NPI 193	Neighbourhood	Municipal waste landfilled	No	Comm Safety
NPI 195a	Neighbourhood	Improved street and environmental cleanliness (levels of litter)	No	Comm Safety
NPI 195b	Neighbourhood	Improved street and environmental cleanliness (levels of detritus)	No	Comm Safety
NPI 195c	Neighbourhood	Improved street and environmental cleanliness (levels of graffiti)	No	Comm Safety
NPI 195d	Neighbourhood	Improved street and environmental cleanliness (levels of fly posting)	No	Comm Safety
NPI 196	Neighbourhood	Improved street and environmental cleanliness – fly tipping	No	Comm Safety



Community Safety Overview & Scrutiny Committee**7 July 2009**

Report of the Democratic Services Manager

Guidance for the Scrutiny of Crime & Disorder Matters**Summary**

1. This report presents guidance for the scrutiny of crime and disorder matters in England, based on national guidance recently produced in partnership by Centre for Public Scrutiny (CfPS) & the Local Government Information Unit (LgiU).

Background

2. Crime is consistently one of the top concerns for communities everywhere, and therefore working to keep the areas we live in safe and harmonious is an ongoing priority for politicians and public servants alike. But, safety depends on far more than the action of the few professionals for whom it is their dedicated occupation. It needs a creative and cooperative approach that draws in other services – from licensing, to activities for teenagers, to planning – but also engages the community at large: businesses; faith groups; local charities; community groups; and individual members of the public.
3. Crime and Disorder Reduction Partnerships (CDRPs) have made significant progress over the past ten years, but further evolution is always required. The guidance attached at Annex A details a number of changes made as the result of recent reforms i.e. reductions in bureaucracy, devolving responsibilities to the local level, streamlining of processes. The powers now given to enable Councillors to scrutinise CDRPs are integral to this new landscape.
4. The new provisions are designed to enable Councillors to bring their unique perspective to bear on how CDRPs are tackling crime and disorder in the local area in order to benefit their community.
5. These powers are given to local authorities' scrutiny functions by sections 19 and 20 of the Police and Justice Act 2006 ('the Act') – as amended by section 126 of the Local Government and Public Involvement in Health Act 2007. There have also been regulations passed under section 20 of the Police and Justice Act. These provisions provide local authorities with a framework for the development of an ongoing relationship between CDRPs and scrutiny bodies.

Analysis

6. The guidance suggests that one member of the Committee could be a member of the Police Authority. The Council has two Councillor representatives on the Police Authority (Cllr Orrell and Cllr Potter), and it is recommended that the police authority play an active part at Committee when community safety matters are being discussed, and particularly when the police are to be present.
7. The guidance also suggests a best practice approach to carrying out the scrutiny of Crime and disorder matters, which raises a number of issues for the Committee to address. For example, does this Committee want to:
 - Develop a joint approach to the scrutiny of community issues with other Councils in the county area
 - Work with other Councils to identify areas suitable for scrutiny to ensure they complement each other and minimise the risk that partnerships will need to contribute to a large number of reviews on a similar subject at the same time
 - Agree how regularly to examine the performance of the Safer York Partnership i.e. receiving performance monitoring reports which highlight particularly good and particularly poor performance
 - Receive information on the most recent CPA assessment of the local public bodies that make up the Safer York Partnership
 - Invite the partners on the Safer York Partnership to attend a future meeting of the Committee to discuss possible crime and disorder issues to be included in the Committee's work programme for 2009/10
 - Develop a protocol in consultation with the Safer York Partnership which details the mutual expectations of the community safety scrutiny process and its methodology, in order to ensure a good working relationship
 - Co-opt a specialist member to serve on the Committee as a full voting member, or co-opt a specialist member on an ad-hoc basis when community safety matters are being discussed/reviewed

Options

8. Having considered the information contained within the Annex A and its associated appendices, Members may choose to
 - request further information specific to the local area, on any of the issues raised within the guidance
 - agree a response to the some or all of the issues raised in paragraph 7 above

Corporate Strategy

9. The work of this Committee directly supports the third theme of the Corporate Strategy - 'We want York to be a safer city with low crime rates and high opinions of the city's safety record'.

Implications

10. There are no known Legal, HR, Equalities, Finance, Crime and Disorder, ITT, Property & Other implications associated with the recommendation within this report.

Risk Management

11. There are no known risks associated with the recommendation in this report.

Recommendations

12. Members are asked to:
 - i. note the contents of the report and its annexes
 - ii. decide what if any further information is required at this stage
 - iii. respond to the issues raised in paragraph 7 above
 - iv. identify any further issues raised within the guidance, to be addressed

Reason: in order to progress the work of this Committee

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Report Approved **Date** 17 June 2009

Wards Affected:

All

For further information please contact the author of the report

Background Papers: N/A

Appendix A – Guidance for the Scrutiny of Crime & Disorder Matters

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Guidance for the Scrutiny of Crime & Disorder Matters

Background

All Councillors are aware of the partnership landscape that connects so much of the work of local public services. But the history of partnerships has been a story of evolution more than design. Partnerships on safety are one of the oldest and most prescribed parts of the Local Strategic Partnership family (LSP).

Crime and Disorder Reduction Partnerships (CDRPs) were created by the Crime and Disorder Act 1998 to develop and implement strategies to reduce crime and disorder (although they are not called CDRPs in the statute). In Wales, they are known as Community Safety Partnerships (CSPs). They exist to ensure that a number of prescribed 'responsible authorities' work together to jointly agree and delivery community safety priorities. The **responsible authorities** are:

- The local authority
- The police force
- The police authority
- The fire and rescue authority
- The primary care trust

The responsible authorities have a duty to work in co-operation with the 'co-operating bodies' who are probation, parish councils, NHS Trusts, NHS Foundation Trusts, proprietors of independent schools and governing bodies of an institution within the further education sector. It is likely that from April 2010, probation authorities will become responsible authorities and the duties of CDRPs will be expanded to include reducing re-offending.¹

Other partners can also sit on the CDRP, meaning that membership can vary widely across the country. However, the above core membership is the same for every partnership.

Since 1998, CDRPs have become an integral part of the work of police forces and local authorities in particular, though a wide range of partners may also be involved, tackling a range of local issues to do with safety.

Unlike most elements of local strategic partnerships, CDRPs have been subject in the past to a very significant amount of direction, legislation, and targets from the centre. A review of the Crime and Disorder Act concluded in 2006 and subsequent amendments to legislation were made through the Police and Justice Act 2006. This resulted in regulations² and guidance that further evolved the work of CDRPs.

¹ Provisions included in the Policing and Crime Bill

² The Crime and Disorder (Formulation and Implementation of Strategy) Regulations 2007 and The Crime and Disorder (Prescribed Information) Regulations 2007

It should be recognised that these CDRPs have a relatively long history, which means relationships may be well established and partners cautious about how the dynamic may be affected by new overview & scrutiny activity. They may also be used to working within a tightly defined framework, and may only recently have begun to adapt to an approach which is more flexible and allows more local discretion.

Community Safety Priorities

All CDRPs in England are now part of a new performance framework. What this means is that CDRPs should not be subject to any central targets or funding streams apart from those negotiated through the Local Area Agreement. There are four main elements to the performance framework:

- National Public Service Agreements (PSAs) as measured through the National Indicator Set (NIS)
- the Local Area Agreement (LAA)
- Comprehensive Area Assessment (CAA)
- The Place Based Survey

Government identifies its priorities for reducing crime through PSAs, whereas LAAs reflect local priorities. PSAs and LAAs change periodically; it is important to emphasise that these will reflect, at local level, changes in the community safety landscape in the area, and, at national level, changes in national priorities reflected in government policy.

In order to identify and deliver on the priorities that matter most to local communities, CDRPs are required to carry out a number of main tasks. These include:

- preparing an annual strategic assessment - this is a document identifying the crime and community safety priorities in the area, through analysis of information provided by partner agencies and the community.
- producing a partnership plan, laying out the approach for addressing those priorities;
- undertaking community consultation and engagement on crime and disorder issues;
- sharing information among the responsible authorities within the CDRP.

These key tasks have been affected by the changes put in place relating to the CDRP performance regime - see section below on 'Performance Monitoring for Crime & Policing'.

The power to scrutinise LAAs was given to Councils as part of the Local Government and Public Involvement in Health Act 2007, although it is recognised that it may not provide best use of scrutiny resources to focus too much time on performance information. However, a more strategic assessment provides a chance to get underneath high-level information and think about how well the partnership understands the area and its mapping need. For example, some areas may have

access to quite sophisticated crime and anti-social behaviour mapping technology, that Councillors may be unaware of and find insightful.

Delivering Community Safety

The 'Independent Review of Policing' carried out by Sir Ronnie Flanagan, published in early 2008, stated that, "policing is far too important to be left to the police alone". This is even more relevant when it comes to community safety and was behind the introduction of the Crime and Disorder Act 1998.

Community safety is not just about the police. Like every challenging outcome that local authorities and their partners deliver for their communities, community safety needs a wide range of people and organisations to be involved and contributing to address crime and its causes. This theme was expanded upon by the Policing Green Paper - 'From the Neighbourhood to the National: Policing our communities together', published in July 2008, which emphasised the role both of CDRPs, other partnerships and of local communities in improving community safety. The public policy imperative for close joint working, across a wide range of organisations and sectors, is consequently very clear.

Looking More Widely at Partnerships

A good illustration of how effective community safety needs to be creative and draw in the widest group of agencies was provided in a practical guide called 'Tackling Gangs'. While gangs and gang violence may seem like a serious problem for the police to deal with, the guidance showed how real impact could only be achieved with a much wider approach, and recommended creating a multi-agency partnership to include:

- Police
- Local authority: community safety, anti-social behaviour team, children and young people's services, housing
- Crown Prosecution Service
- Further education colleges
- Prison Service
- Probation Service
- Youth Offending Team

Whilst these would provide leadership, there might also be other organisations whose involvement might really make a difference:

- the business community – they have an interest in reducing crime and can provide job training, voluntary opportunities and sponsorship for projects;
- the voluntary and community sector – they can create vital links to hard to reach parts of the community, providing both trusted services and valuable information;
- Department for Work and Pensions and Driver and Vehicle Licensing Agency – they can help crack down on gang members committing benefit fraud or licensing offences
- Revenue and Customs – they can help tackle illegal import of weapons and drugs

- Primary Care Trusts – gang members will often report to A&E when injured, but not report to the police
- TV licensing – can go into gang members homes and be part of a campaign to put pressure on gang members

Responsible Authorities

While the role of overview & scrutiny is to **scrutinise the partnership as a whole**, good scrutiny is based on relationships and mutual understanding. This section explains the individual roles within the partnership in more detail.

Local Authority

Most local authorities have staff dedicated to community safety, though resources in smaller districts may be limited. But community safety needs the support of a wide range of people throughout the council to be effective. The council has a legal duty under section 17 of the Crime and Disorder Act 1998 to carry out all its various functions with due regard to the need to prevent crime and disorder in its area. This duty is likely to be extended to include reducing re-offending from April 2010³.

Public policy makers in local authorities and other sectors have grappled for some time with issues relating to the links between crime and services provided by the council and its partners. The relationships between specific services such as child welfare, education and training, health (including mental health), and crime and disorder priorities are complex.

A common priority is tackling anti-social behaviour - in order to successfully tackle anti-social behaviour you first need to understand it – therefore information exchange and analysis of the problem including those involved, is the first stage.

The solution to an anti-social behaviour problem does not lie with one service or partner agency alone. Therefore, co-ordinating services including youth support, drug and alcohol action, policing and park management is important given their links to those involved in anti-social behaviour.

The importance of giving people a good start in life is obvious – this is why local authority functions such as Children’s Trusts and Youth Offending Teams are important contributors to community safety. Youth Offending teams sit within the local authority but bring together multi-agency partnerships around education, health and social services, overseen nationally by the Youth Justice Board.

If people have jobs, relationships, houses and good mental health they are far less likely to commit crime or re-commit crime even if they have been convicted in the past. Other important partners are:

- Drug and Alcohol Action Teams – another local authority team that leads a multi-agency partnership and links into the community safety partnership.

³ Provisions included in the Policing and Crime Bill

- Housing services - either in-house, arms length or from social housing providers, are an important partner, both in getting people settled but also in tackling problems such as estates whose design encourages crime.
- Adult Social Services have a role to play in working with people with chaotic lives and mental health needs in particular

Police

No one person is in overall control of policing in England and Wales. The current governance arrangement which involves chief officers of police, police authorities and the Home Secretary - known as the 'tripartite arrangement' – has evolved over time, based on the broad principles of political impartiality of the police, policing by consent of the public, the Government's overall responsibility for ensuring a safe society in which to live, and the need for the expenditure of public money to be properly accounted for.

There are 43 police forces in England and Wales, as against the 381 local authorities, which means that many police forces deal with several local authorities at once. For some areas this is more problematic than others. For example, in London there is only one police force - the Metropolitan Police, for all 32 borough councils. However, London is divided into 34 Basic Command Units (BCUs) which are coterminous with each borough, with two separate BCUs for Heathrow and the Royal Parks.

Chief Constables have discretion to organise their force anyway they see fit, and may use a variety of different terms for the sub-units within the force, including BCU, Division, District or Borough. For example, in Thames Valley Police there are only five BCUs, but these are subdivided into "Local Policing Areas" that are coterminous with local authorities. Below the BCU level there are Safer Neighbourhood Teams. These have been rolled out throughout England and Wales as an important part of partnership working, and the latest focus is on joining up Neighbourhood Policing with Neighbourhood Management.

Police Authority

The role of the police authority is to secure an efficient and effective police force for the area. This is done by setting the strategic direction for the police in the area for which the authority is responsible, and by holding the Chief Constable to account. All police officers and staff are accountable to the Chief Constable, and the Chief Constable to the police authority.

In order to do this, police authorities have an officer structure that supports a committee made up of local Councillors and independent members, with Councillors holding a majority of one. Councillors are drawn from top-tier authorities using a formula to give political balance. At least one of the independent members must be a magistrate. Most police authorities have between 17 and 25 members, though 17 is typical.

The police authority sets the strategic direction for the force by, amongst other things, deciding how much council tax should be used for policing (allocated by the use of

precepts) and putting in place local police priorities. In doing so, police authorities also have a statutory duty to consult communities.

In holding the Chief Constable to account, police authorities carry out functions similar to those which the overview & scrutiny committee might seek to exercise. It is important to emphasise that scrutiny bodies and police authorities should work closely together to ensure that their activities are complementary.

Fire & Rescue

Fire and rescue services have a relatively focused remit, but are often committed and enthusiastic members of community safety partnerships. Fire and rescue is structured into 50 services across England and Wales with accountability provided through the fire authority.

The fire authority is a committee of Councillors. How this committee is made up depends on the boundaries of the fire service. Where boundaries are co-terminous (which is the case for counties) the fire authority is a committee of the council. Where the fire service covers more than one authority (as in the case of York), there is an external committee that is made up of Councillors from each of the local authorities in the area.

The fire and rescue service may make the following contributions to community safety:

- fire safety education, focusing on children in schools and groups in the community who may be particularly vulnerable;
- road safety - reducing collisions and accidental deaths;
- planning for, and reacting to emergencies such as floods;
- being a positive mentor and role model for young people

Primary Care Trust

Health is a statutory partner in CDRPs through legislation. Its role is often problematic and historically they have been the most difficult partner to engage in CDRPs. Areas where health has a role in community safety include:

- tackling the misuse of alcohol, drugs and other substances, commissioning and providing appropriate drug and alcohol services;
- arranging for the provision of health advice or treatment for people who put themselves or others at risk through their use of drugs or alcohol;
- helping to support the victims of domestic violence; and
- working with other local partners to help prevent problems occurring in the first place, for example by alerting the police to licensed premises where a lot of alcohol-related injuries occur.

Probation

Legislative changes likely to take effect from April 2010 will require each provider of probation services in an area to become a responsible authority. Probation authorities will then have an equal role in CDRPs alongside the other five responsible authorities. Some probation areas already have effective relationships and a clear role within local

partnerships, although the duty placed on partnerships to address re-offending and on probation to be a full responsible authority will enhance this relationship in the future.

Probation is part of the National Offender Management Service (NOMS), which also runs prisons and therefore has an important role in the criminal justice system. The changes planned through developments in NOMS will bring about Probation Trusts who will both commission and provide court and offender management services.

Some examples of probation's role include:

- preparing pre-sentence reports to help magistrates make sentencing decisions;
- supervising community orders, including 'Community Payback';
- helping offenders develop life skills so they can get back into education or employment;
- collaborating on programmes to tackle issues like drugs, drink driving and domestic violence;
- supporting Multi-Agency Public Protection Programmes (MAPPA) which assess and control high risk offenders on release

Performance Monitoring for Crime & Policing

The performance landscape for community safety, and CDRPs, is changing. Scrutiny should be aware that police and community safety partnerships are adjusting to significant changes in planning, monitoring and assessment. The changes brought about in the Policing Green Paper should make it easier for the police to work even more collaboratively at the local level, but there may be a period of adjustment and learning, which could even create opportunities for overview & scrutiny to contribute constructively through challenge, and help with policy development. Some of the changes are:

- introduction of the Policing Pledge;
- greater focus on rigorous scrutiny of performance of the police force by the police authority;
- external monitoring to move from the Home Office to Her Majesty's Inspectorate of Constabulary (HMIC);
- crime maps and neighbourhood-level information now available for all 43 forces (since December 2008);
- much more public information – surveys, website with quarterly information, public reporting of police authority inspections, letters from HMIC to chief constable and chair setting out performance issues and requiring an action plan; greater focus on self improvement and peer support. Regional Improvement and Efficiency Partnerships will have responsibility for supporting CDRPs.

Community Confidence

The most significant recent change for both the police and partnerships is in a new approach to dealing with community confidence. All other targets on crime have been

abolished except for one, which is a public perception indicator measured through the British Crime Survey. The question they ask members of the public is whether they agree with this statement:

The police and local council are dealing with the anti-social behaviour and crime issues that matter in this area.

Confidence presents a significant opportunity for overview & scrutiny. For example, the most significant factor in the Metropolitan Police Service's approach to confidence, is community engagement. In representing the community, overview & scrutiny has the potential to make a real contribution to understanding confidence and increasing it.

Overview & Scrutiny and Community Safety – working together

Community safety partners have a long history of working together and getting results. The introduction of an overview & scrutiny committee with responsibility for crime & disorder, enhances existing partnership arrangements by developing a clear structure for overseeing and reviewing the delivery of joint responses on community safety and by creating a clearer link between partner agencies and the public on community safety.

Because the role of overview & scrutiny should be focused on the partnership as a whole, if issues arise which relate specifically to a particular partner organisation, it may be appropriate to refer such issues to the governing bodies of that organisation for action.

Overview & Scrutiny, done well, can always add value. Public services can be improved by an independent eye providing balanced, researched and constructive ideas. Part of that success, however, depends on choosing the right topic and understanding the landscape. Here are some suggestions about how the scrutiny of crime and disorder matters could add value and focus on issues that matter to the public:

Neighbourhoods – Neighbourhoods are very important for both community safety and Councillors, but understanding how to make the most of this connection may need some careful investigation – there is no national direction on what neighbourhoods should look like, so they are different everywhere. But every part of England and Wales has a neighbourhood policing team, and many local authorities have linked this with their own neighbourhood management and with ward Councillors.

Confidence – The new confidence agenda for councils and the police presents real opportunities for overview & scrutiny. As well as being a shared responsibility across the two organisations, it's also an area that Councillors should have a unique perspective on. As the police and partners develop an increased focus on communicating and engaging with the public, overview & scrutiny may be able to provide practical help and suggestions. This might draw on community knowledge, or help link the police with the experience of other services in the area that have been successful at building a connection with local people. Police authorities are tasked to

hold the Chief Constable to account for performance against the confidence measure, so this might also be a fruitful area for joint scrutiny with the police authority.

Criminal Justice – The Policing and Crime Bill contains measures to add reducing re-offending to the core areas of focus for CDRPs, as well as increasing the responsibilities of probation. These changes, along with a clear focus on integrated offender management will mean that there will be a period of change. The Ministry of Justice is also encouraging magistrates to become more involved in engaging with the community. Partnerships might benefit from the support of overview & scrutiny to help them manage these transitions successfully, and get the most from better engagement with the criminal justice community.

Territory & Hierarchy – Partnership working is complex, particularly in areas with complex geography such as two-tier areas. There can be tensions between the county's LAA – which will have community safety targets - and district CDRPs – because in most cases CDRPs exist at district council boundaries although there is a requirement for county co-ordinating arrangements to add value and bring together district community safety activity. For overview & scrutiny to be successful, Councillors need to develop an understanding of what the local crime and disorder structures are, the dynamics that exist at different layers of partnership activity and of any tensions that might exist. Scrutiny provides an invaluable tool in offering an independent voice to challenge whilst still respecting local flexibilities and sensitivities.

Identifying a Community Safety Topic

In order to develop an annual work programme, some councils have chosen to carry out a formal public consultation process which included direct mail to partner organisations, advertisements in the local media and parish council newsletters, and discussions with the directly elected mayor, Councillors and a citizen's panel.

This process for identifying topics was adopted by Bedford Borough Council and proved effective in helping them work in closer partnership with the police. For example, on one occasion the police responded to the consultation by requesting a review of local "cop shops" and Police Community Support Officers (PCSOs). This created a context that was followed up by collaboration throughout the process. When a public forum was held in a local school to gather scrutiny evidence, it carried both the council and police logos and attracted a good audience. Members got 'their hands dirty' by spending half a day on the beat with PCSOs. PCSOs completed confidential questionnaires which also went to the council's own street and park rangers.

At the end of the process, the police and community safety teams remained involved, participating in both the review of the evidence and the informal meeting to consider what recommendations to include in the review final report. As a result of this collaborative approach, the report was accepted and police implemented the majority of the recommendations, twice reporting back to the overview & scrutiny committee on progress. More widely, the review developed and cemented relationships and demonstrated the value scrutiny can add to partners' own priorities.

Structural Issues in English Unitary Areas

The boundaries of unitary areas in England (areas where a single local authority is responsible for a given geographical area), rarely match the boundaries of a police area, or the operational area of another partner (this is often called co-terminosity). Often, a single community safety partner might have to deal with a number of different authorities operating in neighbouring areas. This can have the effect of stretching resources, and duplicating scrutiny activity undertaken in different authorities resulting in a particular challenge for police authorities.

Because of the problem of co-terminosity, partners and those scrutinising their actions should be careful both to ensure that the demands that they make on each other are not unreasonable, and that neighbouring unitaries work closely with one another by aligning their work programmes to minimise duplication where possible.

As a member of an overview & scrutiny committee dealing with crime & disorder issues, you should:

- work with the other councils in the county area to see if you can develop a joint approach to the scrutiny of community safety issues. A number of counties have already started developing joint scrutiny across the board in a county. For example in Cumbria and Cambridgeshire, councils have come together to carry out overview & scrutiny work which cuts across a number of different authorities in a two-tier area. This could take the form of a standing arrangement, or a more ad hoc approach, whereby you could consider whether other councils in your area are likely to have an interest in the topic you are considering for scrutiny, and, if so, seek ways of working collaboratively.
- work with other councils in developing your work programme. By so doing, you can identify areas where more than one authority is planning to carry out a piece of work on a given subject over the course of a municipal year. The evidence-gathering process can be planned so as to ensure that multiple pieces of work complement each other. There may be a possibility for carrying out such work jointly, as described above. This will minimise the risk that partnerships will be expected to contribute to a large number of reviews on a similar subject at the same time.

Use of Different Techniques

Overview & Scrutiny can take a variety of different approaches to scrutinising community safety issues. While the focus of sections 19 and 20 and the regulations, is on committees, a lot of scrutiny work is likely to be undertaken in different ways.

- **Policy development** – scrutiny committees may carry out in-depth scrutiny reviews focused on a specific topic relevant locally. Often this is done by means of a task and finish group, which will examine evidence from a wide variety of sources before producing a report and recommendations, to which partners

and/or the council's executive will have to respond. These pieces of work arguably have the most impact on local policy making, and we will provide you with some examples of them below.

- **Contribution to the development of strategies** – if the community safety partnership is putting together a strategy, plan, or policy, it may be useful to build in a process for scrutiny at draft stage. Councillors can provide valuable evidence to support the drafting process – especially intelligence from the local community.
- **Holding to account at formal hearings** – bringing in representatives of the partnership and questioning them about their roles, responsibilities, and activities. This is the simplest method for scrutiny to “hold the partnership to account”, though this has limitations in terms of constructive outcomes and should be a small part of interaction between scrutiny and the partnership.
- **Performance management** – examination of the performance of the partnership, often using high-level scorecards or, where appropriate, more detailed data. The best scrutiny functions will use this as an opportunity to look at performance “by exception” (which will highlight both particularly good, and particularly poor, performance), as part of their existing processes for monitoring performance across the Local Area Agreement. This could involve the committee looking at particularly good performance, to see what lessons can be learned, thus sharing good practice across all public and third sector organisations operating in the local area.

CAA and Overview & Scrutiny

CAA is about providing for the public a rounded view of the performance of local public bodies and how they deliver in partnership. Judgements are based on the evidence that public bodies generate through their ordinary working, and therefore high-quality evidence from overview & scrutiny will appropriately influence the Audit Commission in making those judgements.

Generally speaking, scrutiny has two important roles to play within the assessment process:

- Looking at the results of assessments, and using this data to decide which areas of crime and disorder/community safety activity should be the subject of scrutiny work.
- Carrying out scrutiny investigations which feed into the assessment process. In particular, scrutiny may want to focus on identifying areas of exceptionally good performance that merit 'green flags.'

Particular strengths of Overview & Scrutiny

Scrutiny can, by using the different techniques above, apply itself to a number of different policy areas. There are a number of particular strengths of scrutiny – engagement and involvement of local people, analysis of issues of local concern, and promotion of joint working – and provide a number of examples of successful reviews demonstrating these.

Engagement & Involvement of Local People

Detailed scrutiny work can help the community safety partners to involve local people more in the work they carry out. This can be difficult for partners to do on their own, and the experience, knowledge and community intelligence which Councillors can bring to the process is invaluable. For example:

- Rugby was one of the first councils to pilot the operation of community safety scrutiny. To involve the community in the work they undertook, they decided to co-opt a number of community representatives onto the committee that looked at community safety issues.

If a more flexible approach is required, an authority may chose to co-opt local people onto an informal 'task and finish' group instead of onto the formal committee. Public meetings can also be worthwhile in gathering valuable evidence which can be used to influence future policy-making. For example:

- In Waltham Forest a public meeting about knife crime was held, focusing on children and young people, which heard emotive evidence from victims and relatives on the devastating effect of such crime on the community, as well as positive and constructive ideas on how the problem could be solved.

Analysis of Issues of Local Concern

The fear of crime is a significant issue for many people. This can cause problems for partners, who find it difficult to reconcile this perception with the reality, in many areas, of falling crime levels. This can be interpreted by local people as an unwillingness to respond to problems which they know exist in the local community, irrespective of the evidence which has been gathered by sources such as the council and the police. Scrutiny can play, and has played, a vital role in resolving this impasse and setting out a way forward for local people and professionals. For example:

- In Harrow, particular concerns arose when it became apparent that the fear of crime was rising, and was a key issue for residents as identified through the Quality of Life survey. Members decided to conduct a review on the subject which culminated in a conference bringing together local people, a wide range of community safety, and other partners in the local community. This led to a keener understanding amongst partners and the council of how the issues around perception of crime had arisen, and a commitment to tackling these issues. Recommendations were made which contributed to a significant reduction in the fear of crime the following year.

- In Middlesbrough, Members carried out work into the perceived problem of “teenagers hanging around”. Again, this was an issue of perception. By taking evidence from young people and those who felt threatened by their behaviour, members were able to build an understanding between the different groups involved, and present a report on the matter which informed local partners’ responses to the fear of crime (and encouraged joint working between community safety partners and others).

Anti-social behaviour is another issue which is often high on the local political agenda, connected to the more general fear of crime as covered above. Here again, scrutiny can help to cut through perceptions and provide clear evidence to back up given policy recommendations. For example:

- In Stoke, in response to concerns about the rise in violent alcohol-related crime in its city centre, a review of the issue was carried out involving community safety partners, and others more widely involved in business and regeneration. Recommendations included the need to highlight to the council and partners the good work already being undertaken and joint working between transport providers, the licensing authority, businesses and community safety partners to improve the night-time environment.
- In Redbridge, the scrutiny function carried out an in-depth piece of work into CCTV. This resulted in the council and a number of partners – not just CDRP partners – putting together a strategy for the more effective deployment and use of CCTV cameras. This included the placement of re-locatable cameras, and the requirement that the likely effectiveness of new installations would have to be demonstrated, with agreement being reached across the partnership.

Partnership Working

The scrutiny of community safety issues is just one part of a wider agenda in local policy-making for partnership working. There is a significant opportunity for overview & scrutiny to contribute to this agenda, and in a number of ways:

- through providing evidence to influence judgements as part of the Comprehensive Area Assessment;
- through monitoring the delivery of partnerships against the negotiated targets in the Local Area Agreement; and
- through an understanding of the wider implications of community safety issues, informed by section 17 of the Crime and Disorder Act.

For this reason, it is important to emphasise that the scrutiny of community safety partners and community safety issues is not a stand-alone exercise. It should always be seen in this wider context. Scrutiny will have a role to play in linking up partners working across the spectrum of local policy-making – not just those working in community safety.

Councils should develop ways to integrate the scrutiny of community safety issues within a cohesive and coherent strategy for the scrutiny of other partners and the services they deliver.

General Benefits of Joint Working

Meaningful partnership working that can go beyond high-level agreement and over strategy into sustained collaboration on operational issues, is particularly valuable. For example:

- Members in Middlesbrough have recently been carrying out work on the responses of the criminal justice system to the needs of victims of crime. This work involved a large number of local partners, including Youth Offending Teams and the Probation Service. It looked at the difficult issues around the differences between victims and perpetrators of crimes, and the chain of events that can lead one to the other. It evaluated the services provided to such people by a whole range of partners and identified gaps where joint working needed to be improved.
- In Oxfordshire, the county's Community Safety Scrutiny Committee carried out a review to answer the question, "How can Oxfordshire County Council and county Councillors best engage with the county's Neighbourhood Action Groups (NAGs)?" These groups were set up to work with the police's small ward-level community policing teams. Recommendations were made which included the enhancement of information sharing between NAGs and other community safety partners – thus improving the extent to which community intelligence found its way into more strategic policy-making – and an increase in resources, both from the police and the council, to ensure that NAGs could be of maximum effectiveness.

Guidance on Sections 19 and 20 of the Act & the Regulations

Committee Structures

Section 19 of the Police and Justice Act 2006 requires every local authority to have a crime and disorder committee with the power to review or scrutinise decisions made or other action taken in connection with the discharge by the responsible authorities of their crime and disorder functions. The Crime and Disorder (Overview and Scrutiny) Regulations 2009 (the Regulations) complement the provisions under section 19 – see Appendix C.

All authorities – including fourth option authorities - will need to create, or designate, a crime and disorder committee to deal with crime and disorder scrutiny (see section 2, above, for more detail on executive arrangements).

The terms of reference of the committee are to scrutinise the work of the community safety partnership (i.e. in York's case, the 'Safer York Partnership') and the partners who comprise it, **insofar as their activities relate to the partnership itself**. These partners (responsible Authorities) are listed in 'Background' section above. It will be up to each authority – along with its partners - to decide on the best way to put procedures in place for these new scrutiny powers.

The Act and the Regulations do not require councils to alter existing committee structures. There must however, be a formal place where community safety matters can be discussed – in York this will be the Community Safety Overview & Scrutiny Committee.

The Role of the Community Safety Overview & Scrutiny Committee in York

Scrutiny work is more likely to be effective where it focuses on a policy issue, rather than on a single organisation. The legislation therefore gives powers to scrutinise the CDRP, rather than the partners – this supports a focus based on policy and finding solutions.

Focusing on policy :

- gives the partners the reassurance that the crime and disorder scrutiny committee is there to ensure that the community safety partnership is accountable and its performance is improved, rather than just 'having a go' at the partners;
- emphasises the fact that scrutiny is focused on improvement, on enhancing the performance of existing services, and on a constructive examination of the priorities of the partnership;
- means that there is wider scope for the committee, or group of members, to cut across organisational boundaries over the course of their investigation.

The role of the committee should be as a 'critical friend' of the Safer York Partnership, providing it with constructive challenge at a strategic level rather than adversarial fault-finding at an operational level. At a basic level, the role of the committee is to do the following:

- to consider Councillor Calls for Action that arise through the council's existing CCfA process (see detailed guidance on CCfA previously approved by Scrutiny Management Committee) The crime and disorder CCfA will be an important tool for community safety partnerships to work together to resolve crime and disorder problems, in a forum which is open to the public. It should therefore boost public confidence that police and local authorities are acting on crime and anti-social behaviour issues.
- to consider actions undertaken by the responsible authorities on the Safer York Partnership;
- make reports or recommendations to the local authority with regard to those functions. In practice, the nature of the committee and its work should mean that recommendations will be directly for responsible partners as well – see 'Making & Responding to Recommendations' section below.

The committee should include in its work programme a list of issues which it needs to cover during the year. This should be agreed in consultation with the relevant partners on the Safer York Partnership and reflect local community need.

Protocols

It is suggested that partners and the scrutiny function at the local authority develop a short, flexible and meaningful protocol which lays down the mutual expectations of scrutiny members and partners of the community safety scrutiny process. This should enable the Community Safety Overview & Scrutiny Committee to embed its work programme more effectively within its core purpose. Certainly, getting the work programme right will be crucial to the success of the scrutiny process for community safety.

Developing a protocol should also be a means to an end – a method of improving the relationship between the scrutiny function and its partners. It is not a legal document setting down minimum standards or something to be “complied” with. For example:

- the London Borough of Haringey has been doing in-depth reviews of community safety for many years, and has a strong relationship with community safety partners. For them, building that relationship was all about people. Firstly, the council community safety team sat across the corridor, and they built informal relationships as officers. Secondly, the Executive Member for community safety was once a scrutiny chair, and she acted as an advocate for scrutiny, suggesting ways that they could get involved and support what partners were doing. Thirdly, the police seconded an officer to work in the council for several years so the scrutiny function was able to build relationships with a familiar face.

These opportunities enabled the scrutiny function to build a reputation for being an independent voice. Partnerships can have their own tensions, and partners in Haringey learned that scrutiny could moderate between different views and carry out genuinely useful work that partners valued, supporting policy formulation and facilitating a community response. Their workstreams included:

- Anti-social behaviour – this was successful because it was deliberately timed to fit with a strategy the partnership was writing and could therefore feed into the strategy directly;
- CCTV – the partnership requested the scrutiny functions help as part of a wider review of CCTV, and even provided funding to engage Leicester University for expert advice;
- street prostitution – this review used a well-known criminologist, and it was so well regarded that Haringey’s scrutiny function was later called as a witness by the London Assembly during their own review of the topic across London

Frequency of Meetings

The regulations leave the frequency of meetings to local discretion, subject to the minimum requirement of once a year. If a local authority decides to undertake ‘set piece’ community safety scrutiny only once a year, this annual meeting could be in the form of an event looking at crime and disorder matters and discussing which crime and disorder matters should be considered in the next municipal year as matters of local concern.

Alternatively, the scrutiny function could consider community safety issues more consistently throughout the year, just as it would with any other subject matter. Although it is difficult to suggest an arbitrary figure for an 'ideal' number of meetings, scrutiny functions and partners should work together to come up with local solutions, which might form a combination of formal meetings, informal "task and finish" groups, or other methods of evidence gathering and public involvement.

As part of the accountability role of the committee, it might be useful to request the attendance of senior members of the partnership at key meetings through the year. This might include the chair of the partnership, the Executive Member with community safety responsibilities, or senior members of partner organisations, such as the local police commander.

In York it has already been agreed that each Overview & Scrutiny Committee will receive an annual report from the relevant local strategic partners. It is envisaged that this report would identify the partner's targets and priorities for the forthcoming year in order that the committee can consider these when agreeing its own annual work programme for that period to enable co-ordination.

Joint Crime & Disorder Committees

Section 21 of the Police and Justice Act 2006 amended section 5 of the Crime and Disorder Act to enable the Secretary of State to make an order requiring councils to appoint a joint committee to carry out crime and disorder scrutiny functions. This will be used where CDRP mergers have taken place, so that responsible authorities and co-operating bodies are not required to answer to two or more separate crime and disorder committees. Otherwise, committees may find it beneficial to work together informally.

A number of local authorities have already taken this joint approach and because of the link with the LAA and community safety, one possibility would be that community safety issues could form part of the work of a joint overview and scrutiny committee. Two examples of this are :

- Councils in Cumbria have created a Joint Committee which aims to take a strategic overview of the performance and delivery of the community strategy as co-ordinated through the Cumbria Strategic Partnership.
- Staffordshire County Council have set up a Partnerships, Scrutiny and Performance Panel to examine the performance of the Local Area Agreement which includes the delivery of the community safety agenda.

While a joint approach to crime and disorder scrutiny is beneficial, it should not be undertaken instead of scrutiny by individual local authorities at a district or county level, but should be used to complement that form of scrutiny. It should also be emphasised that it is quite possible to take advantage of many of the benefits of joint working merely through enhanced communication between neighbouring authorities and their relevant partners. For many authorities and their partners, joint arrangements may not be appropriate or desirable at present.

Co-option

The regulations allow crime and disorder committees to co-opt additional members to serve on the committee. These co-optees can be specialists in particular areas and can bring great value and expertise to the committee's work. Members can be co-opted in accordance with the Regulations, which allow a committee to co-opt additional persons provided that they are an employee, officer or member of a responsible authority or of a co-operating person or body and are not a member of the Executive of the local authority. The committee can decide whether they should have the right to vote. However, the decision to allow them to vote should be taken in accordance with any scheme in place under Schedule 1 to the Local Government Act 2000. Membership can be limited to membership in respect of certain issues only. The council should take care to clarify the role of such a co-optee, who may be expected, as part of the committee, to hold his or her own organisation to account.

There is also a general power to include additional non-voting members under section 21(10) LGA and paragraph 5 of Schedule 8 to the Police Justice Act.

Co-option and Schedule 1 to the Local Government Act 2000

Under Schedule 1 of the Local Government Act 2000, councils can put in place a formal scheme (similar to the council's scheme of delegations) to allow a co-opted member to have full voting rights.

Local authorities may prefer to ask people to contribute informally to small task and finish groups or to participate as non-voting members, rather than as full voting members of committees, to ensure that co-optees' work and contribution is focused on areas where they can add most value.

Co-option and Police Authorities

Police Authorities occupy a unique position within the landscape of community safety partnerships. They have a clear, statutory role to hold to account the police. In this context, it is vital that local authorities' community safety scrutiny complements this role. Local authorities should, in all instances, presume that the police authority should play an active part at committee when community safety matters are being discussed – and particularly when the police are to be present.

There are a number of options available for a local authority to involve police authorities in work undertaken by their Community Safety Overview & Scrutiny Committee:

Option 1 - One member of the crime and disorder committee could be a member of the police authority (as is currently the case in York). It is envisaged that this approach will be adopted by most counties and unitaries. However, there are a number of circumstances where this will not be possible. In many authorities (unitaries, counties and districts alike) there may be no member appropriate to sit on the committee in this capacity. The principal reasons would be:

- If the relevant local authority representative on the police authority is a member of the Executive; or
- If the local authority has no direct member representation on the police authority. There are many areas for which this will be the case, given that most police authorities cover large areas but only have 9 local Councillor members.

Option 2 - The second option is for all other circumstances – covering most districts, and those counties and unitaries where having a police authority member on the committee will not be possible.

In these circumstances, a member of the police authority should be issued with a standing invitation to attend the committee as an “expert adviser”. Ideally this would be a police authority member, but subject to local agreement there may be some circumstances, and meetings, where a police authority officer would be more appropriate. For example, care will need to be taken when inviting police authority members to attend when they are also Councillors.

Such an advisor would not be a formal member of the committee, but would be able to participate in committee discussion as an expert witness. Steps should be taken to ensure that, where appropriate, the police authority have a direct input into the delivery of task and finish reviews that involve the police. The level of involvement in such work that is appropriate, can be decided between the police authority and the local authority, i.e. the authorities delivering the work.

Agreement over these issues should form part of a protocol between the local authority and its partners. This will allow for local differences, and for agreement over further methods of engagement and involvement – the sharing of work programmes and delivery of joint work pertaining to the police, for example. The vital thing to remember is that clear and sustained engagement between the police authority and the local authority, **as equals**, will be necessary to make sure that their roles complement each other. This goes beyond attendance at committee, which should be treated as only one element of this engagement.

These arrangements, and the unique relationship which is necessary between councils and police authorities, should not divert overview & scrutiny committees or their partners from the fact that the scrutiny of community safety is about much more than the police force and their activities, as made clear in earlier sections.

Option 3 - The third option would be for committees to consider co-opting a police authority member onto the committee when policing matters are being considered, and it would be for the police authority to decide the most appropriate member to appoint – this can be an independent or Councillor member. This would provide a more direct link between the police authority, and the overview and scrutiny committee and would be particularly relevant if the committee is considering matters directly relevant to policing.

Information Requests

As part of the crime and disorder scrutiny process, the relevant overview & scrutiny committee will from time to time request further information from the community safety partnership – performance information, for example. When asked, the partnership will be under a duty to provide this information. There is no specific timescale for this, but the committee can expect a response to be provided as soon as reasonably possible.

Timescales

Community safety partnerships will be obliged to respond to requests from committees within a reasonable time. The committee and the partnership may want to agree a certain timescale locally. Partnerships should bear in mind the need for the information to be relevant to the committee's purposes. There is obviously little purpose in burying Councillors beneath a morass of reports filled with technical jargon. This may provide an opportunity to reappraise how internal reports could be drafted in a more accessible style and made more widely publicly available. A partner organisation may choose to assign a named link officer to liaise with the overview & scrutiny committee, to ensure that communication is swift and effective, and that requests for information can be dealt with smoothly.

Councillors should ensure that requests for information are well focused and thought through. Requests should avoid duplication (with requests made quite recently, or requests being made by neighbouring councils which might impact on the same partner organisations).

Data Protection

The information provided by responsible authorities and co-operating bodies must be depersonalised, unless the identification of an individual is necessary or appropriate in order for the committee to properly exercise its powers. The information should also not include information that would be reasonably likely to prejudice legal proceedings or current or future operations of the responsible authority or co-operating body. In practice, it is unlikely that the committee will need to receive reports relating to specific individuals, or where specific individuals need to be mentioned in respect of crime and disorder matters.

Schedule 12A of the Local Government Act 1972 should not be used as a method to bypass the requirement to depersonalise information by making reports (or parts thereof) exempt i.e. on a committee agenda, i.e. an item to be heard without the press or public present.

Attending Committee Meetings

From time to time, the committee may request the attendance of a representative of the partnership. It is common practice in local authority overview and scrutiny work for people to attend to give evidence to scrutiny enquiries. It is often good practice for those attending to receive details of why they are attending such meetings.

Community safety partners should be given reasonable notice of the intended date for the meeting. Without this, they are not obliged to attend. What is meant by 'reasonable notice' is not clarified in the regulations or legislation and is something

which could be defined in a local protocol on crime and disorder scrutiny as agreed by the committee and local partners. Such an invitation should not be considered a threat. Instead, it is an opportunity for crime and disorder partners and the committee to discuss issues of mutual concern or to highlight positive work to help reduce crime and disorder.

The attendance of officers/employees can also help support local public scrutiny. It will generally be more appropriate for more senior employees/officers to attend, mainly because they are likely to have the general expertise to enable them to answer policy questions at the meeting itself. Likewise, a Councillor should not consider the power to invite representatives of the partnership to attend to discuss community safety issues as a power they can exercise without regard to the capacity constraints of the partners they are inviting, or the value they are likely to be able to add to a committee discussion.

Making & Responding to Recommendations

If a committee drafts a report or recommendations which have an impact on community safety issues, the following should occur:

- Copies of the reports and recommendations should be sent to the relevant responsible authorities or co-operating bodies as are affected by the report or recommendations, or as otherwise appropriate in accordance with section 19(8) of the Police and Justice Act 2006;
- The relevant partner (or partners) should submit a response within a period of 28 days from the date the report or recommendations are submitted (or if this is not possible as soon as reasonably possible thereafter);
- Following the receipt of the response, the committee will need to agree with the relevant partner(s) how progress in implementing the recommendations will be monitored.

As already suggested, a protocol might be helpful to define how these arrangements will work in practice. Such a protocol could well make provision for the scrutiny function to consult the partnership informally on a report, or recommendations, before the report is formally submitted. This consultation will make it more likely that recommendations, when they are formally made, are relevant and realistic.

With this provision there is a clear link between the Police and Justice Act and the Local Government and Public Involvement in Health Act, which also requires partners to respond to requests for information, and to respond to reports and recommendations made by an authority's scrutiny function. Section 19 of the Police and Justice Act complements these existing powers.

Glossary

Here are some terms you may come across that have not been mentioned elsewhere in this document:

- **Activity Based Costing (ABC)** –an approach taken in the police which tries to measure how police time is spent, in order to improve efficiency. It is being scaled back for being too bureaucratic, but will still be used in a more limited way.
- **Assessment of Policing and Community Safety (APACs)** – is the assessment framework for the police and community safety, and has been designed to link with Comprehensive Area Assessment. It replaces the Policing Performance Assessment Framework (PPAF).
- **Justice Reinvestment** – is a concept from America that aims to reduce re-offending by moving resources down to the local level. There is a pilot currently being run to test this idea in London called “Diamond Districts”.
- **Local Criminal Justice Board (LCJB)** – is the partnership board that oversees criminal justice. Though it is called “local” it usually operates at a higher level than the local authority.
- **National Intelligence Model (NIM)** – is a business model for policing that uses intelligence about crime patterns to inform how resources, including across partnerships, are deployed.
- **Prolific and other Priority Offender scheme (PPO)** – is a scheme run by all CDRPs to provide a focus on offenders who have been identified as posing the highest risk to communities.
- **Restorative Justice** – is an approach used alongside criminal justice to help victims gain a sense of closure, help offenders recognise the impact of their crime and reduce the chance they will re-offend.
- **Regulation of Investigatory Powers Act (RIPA)** – is legislation that gives local bodies powers to use covert techniques such as surveillance.
- **Serious and Organised Crime Agency (SOCA)** – is the national agency with responsibility for tackling crimes such as drug trafficking, money laundering and major fraud.

- **National Policing Improvement Agency (NPIA)** – is the policing equivalent of the Improvement and Development Agency (IDeA), producing guidance, learning and development, and providing some national infrastructure.
- **Her Majesty's Inspectorate of Constabulary (HMIC)** – is the inspectorate for policing which works alongside the Audit Commission on Comprehensive Area Assessment, and delivers APACs (see above).
- **Association of Chief Police Officers (ACPO)** – is the national body representing Chief Constables, but has a wider role in developing policy than most professional associations.

Appendix B

First Step Resources

Crime Reduction Website - www.crimereduction.homeoffice.gov.uk

This website is the Home Office's one stop shop for information on crime reduction. There are some interesting sources of information – for example, at www.crimereduction.homeoffice.gov.uk/toolkits, topics cover a range of areas which might arise in a scrutiny review, such as Fear of Crime or Alcohol Related Crime. The toolkits include facts and figures and policy context for each topic, which could be a useful shortcut for desk based research. There is also a collection of research on a wide range of topics, from Neighbourhood Watch, to Street Sex Work to Taxi Robberies.

The research tab also has a page providing direction to all the latest sources of crime statistics.

Delivering Community Safety: A guide to effective partnership working (2007)

This is the official guidance for Crime and Disorder Reduction Partnerships. It sets out statutory requirements, suggested practice, potential barriers and possible solutions and implementation checklists. If scrutiny function is looking to test a partnership against the standard for good practice, this resource is the best place to start.

Flanagan Review Final Report (2008)

In 2007 the Home Office announced an independent review of policing by Sir Ronnie Flanagan to look at neighbourhood policing, bureaucracy, accountability and managing resources. Flanagan was then Chief Inspector of Constabulary and is well respected in the policing community. His review was widely welcomed though he explicitly refused to make any positive recommendations about changes to structural accountability in the police. This is a readable report and is a useful insight into concerns and priorities in the policing community.

Engaging Communities in Fighting Crime (2008)

This independent review was led by Louise Casey, the former 'Respect Tsar.' with a reputation for toughness and plain speaking. The review focuses on why communities have lost confidence in criminal justice, and why they don't take a more active role in fighting crime. It is a useful read for those involved in scrutiny because it focuses on public perceptions, is written in a conversational style and makes practical and interesting recommendations, including for local authorities.

From the Neighbourhood to the National: policing our communities together (2008)

This is the latest Policing Green Paper, which paved the way for the Policing and Crime Bill. It provides the most recent expression of the current Government's perspective and intentions on policing and community safety. Readers should be aware, however, that the expressed intention to legislate for new Crime and Policing Representatives will not come to pass, as it was dropped from the Bill shortly before publication. Instead an internal Labour party review was set up under David Blunkett to look again at the difficult issue of local accountability of the police.

Integration Neighbourhood Policing and Management

There is no publication to support this, but information about the project is available on the IDeA website. The IDeA and National Policing Improvement Agency are co-ordinating a group of 'exemplar sites' to help progress the integration neighbourhood policing with neighbourhood management – one of the key recommendations of the Flanagan Review.

Tackling Anti-social Behaviour Website - www.respect.gov.uk

Anti-social behaviour is a key issue, and one that has particular importance for members of the public, and therefore for Councillors. This website is a one-stop resource on everything to do with tackling anti-social behaviour. One resource that is particularly practical and interesting is the collection of step-by-step guides to tackling a range of very specific problems, from graffiti to mini-motos to fireworks. Scrutiny committees doing themed reviews may find resources here to help them assess performance and identify positive recommendations.

National Community Safety Plan 2008-11
Cutting Crime: A new partnership 2008-11

These two documents were published together – one is the overarching strategy on crime, the other is a more focused document on community safety which replaces an earlier plan. The Community Safety Plan reflects the general drive across government to reduce the central burdens on local delivery, though Councillors will note there is still a significant focus on national priorities, which partnerships will be reacting to. These documents may not be as user-friendly for Councillors as some other resources.

STATUTORY INSTRUMENTS

2009 No. 942

CRIMINAL LAW, ENGLAND AND WALES

The Crime and Disorder (Overview and Scrutiny)
Regulations 2009

Made

6th April 2009

Laid before Parliament

8th April 2009

Coming into force in accordance with regulation 1(2)

The Secretary of State makes the following Regulations in exercise of the powers conferred by section 20(3) and (4) of the Police and Justice Act 2006.

In accordance with section 20(4) of that Act, the Secretary of State has consulted with the Welsh Ministers regarding the provisions in relation to local authorities in Wales.

Citation and commencement

1.—(1) These Regulations may be cited as the Crime and Disorder (Overview and Scrutiny) Regulations 2009.

(2) These Regulations shall come into force in respect of local authorities in England on 30th April 2009 and in respect of local authorities in Wales on 1st October 2009.

Interpretation

2. In these Regulations—

“2006 Act” means the Police and Justice Act 2006;

“depersonalised information” means information which does not constitute personal data within the meaning of the Data Protection Act 1998(3).

Co-opting of additional members

3.—(1) The crime and disorder committee of a local authority may co-opt additional members to serve on the committee subject to paragraphs (2), (3), (4) and (5).

(2) A person co-opted to serve on a crime and disorder committee shall not be entitled to vote on any particular matter, unless the committee so determines.

(3) A co-opted person’s membership may be limited to the exercise of the committee’s powers in relation to a particular matter or type of matter.

(4) A crime and disorder committee shall only co-opt a person to serve on the committee who—

(a) is an employee, officer or member of a responsible authority or of a co-operating person or body; and

(b) is not a member of the executive of the committee’s local authority (or authorities).

(5) The membership of a person co-opted to serve on a crime and disorder committee may be withdrawn at any time by the committee.

Frequency of meetings

4. A crime and disorder committee shall meet to review or scrutinise decisions made, or other action taken, in connection with the discharge by the responsible authorities of their crime and disorder functions as the committee considers appropriate but no less than once in every twelve month period.

Information

5.—(1) Where a crime and disorder committee makes a request in writing for information, as defined in section 20(6A) of the 2006 Act(4), to the responsible authorities or the co-operating persons or bodies, the authorities, or persons or bodies (as applicable) must provide such information in accordance with paragraphs (2) and (3).

(2) The information referred to in paragraph (1) must be provided no later than the date indicated in the request save that if some or all of the information cannot reasonably be provided on such date, that information must be provided as soon as reasonably possible.

(3) The information referred to in paragraph (1)—

- (a) shall be depersonalised information, unless (subject to sub-paragraph (b)) the identification of an individual is necessary or appropriate in order to enable the crime and disorder committee to properly exercise its powers; and
- (b) shall not include information that would be reasonably likely to prejudice legal proceedings or current or future operations of the responsible authorities, whether acting together or individually, or of the cooperating persons or bodies.

Attendance at committee meetings

6.—(1) Subject to paragraph (2), a crime and disorder committee may require the attendance before it of an officer or employee of a responsible authority or of a co-operating person or body in order to answer questions.

(2) The crime and disorder committee may not require a person to attend in accordance with paragraph (1) unless reasonable notice of the intended date of attendance has been given to that person.

Reports and recommendations

7. Where a crime and disorder committee makes a report or recommendations to a responsible authority or to a co-operating person or body in accordance with section 19(8)(b) of the 2006 Act, the responses to such report or recommendations of each relevant authority, body or person shall be—

- (a) in writing; and
- (b) submitted to the crime and disorder committee within a period of 28 days from the date of the report or recommendations or, if this is not reasonably possible, as soon as reasonably possible thereafter.

Vernon Coaker
Minister of State

Home Office
6th April 2009

EXPLANATORY NOTE
(This note is not part of the Regulations)

These Regulations are made under section 20(3) (in respect of local authorities in England) and 20(4) (in respect of local authorities in Wales) of the Police and Justice Act 2006. The Regulations supplement the provisions in section 19 of that Act by making provision for the exercise of powers by crime and disorder committees of local authorities.

Regulation 3 provides that crime and disorder committees may co-opt additional members from those persons and bodies who are responsible authorities within the meaning of section 5 of the Crime and Disorder Act 1998, and from those persons and bodies with whom the responsible authorities have a duty to co-operate under section 5(2) of that Act (the “co-operating persons and bodies”) subject to the provisions set out in that regulation.

Regulation 4 provides that a crime and disorder committee shall meet to review or scrutinise decisions made, or other action taken, in connection with the discharge by the responsible authorities of their crime and disorder functions, no less than once in every twelve month period.

Regulation 5 provides that responsible authorities or co-operating persons or bodies must provide such information as is requested of them by the crime and disorder committee, subject to the provisions in that regulation.

Regulation 6 provides that a crime and disorder committee may require the attendance before it of a representative of a responsible authority or of a co-operating person or body in order to answer questions, subject to the provisions in that regulation.

Regulation 7 provides that where a crime and disorder committee makes a report or recommendations to responsible authorities or co-operating persons or bodies in accordance with section 19(8)(b) of the Police and Justice Act 2006, the responses to such report or recommendations of each relevant authority, body or person shall be in writing and within 28 days of the date of the report or recommendations or, if this is not reasonably possible, as soon as reasonably possible thereafter.

(1)
2006, c. 48. Section 20 has been amended by section 121 and has been prospectively amended by sections 126 and 241, and part 6 of Schedule 18 to the Local Government and Public Involvement in Health Act 2007 (c. 28). Back [1]

(2)
The functions of the National Assembly for Wales were transferred to the Welsh Ministers by virtue of paragraph 30 of Schedule 11 to the Government of Wales Act 2006 (c.32). Back [2]

(3)
2008 c.29. Back [3]

(4)
Section 20(6A) was inserted by section 121(2) of the Local Government and Public Involvement in Health Act 2007 (c. 28). Back [4]

Local Government Involvement in Public Health Act 2007 - Extract

Section 126

126 Reference of local crime and disorder matters to crime and disorder committees etc

(1) The Police and Justice Act 2006 (c. 48) is amended as follows.

(2) In section 19 (local authority scrutiny of crime and disorder matters), for subsections (3) to (8) substitute—

“(3) A local authority must—

(a) ensure that its crime and disorder committee has power (whether by virtue of section 21(2) of the Local Government Act 2000 or regulations made under section 32(3) of that Act or otherwise) to make a report or recommendations to the local authority with respect to any matter which is a local crime and disorder matter in relation to a member of the authority, and

(b) make arrangements which enable any member of the authority who is not a member of the crime and disorder committee to refer any local crime and disorder matter to the committee.

(4) For the purposes of subsection (3)(b), arrangements enable a person to refer a matter to a committee if they enable him to ensure that the matter is included in the agenda for, and discussed at, a meeting of the committee.

(5) Subsections (6) and (7) apply where a local crime and disorder matter is referred to a crime and disorder committee by a member of a local authority in accordance with arrangements made under subsection (3)(b).

(6) In considering whether or not to make a report or recommendations to the local authority in relation to the matter, the committee may have regard to—

(a) any powers which the member may exercise in relation to the matter by virtue of section 236 of the Local Government and Public Involvement in Health Act 2007 (exercise of functions by local Councillors in England), and

(b) any representations made by the member as to why it would be appropriate for the committee to exercise any power which it has by virtue of subsection (3)(a) in relation to the matter.

(7) If the committee decides not to make a report or recommendations to the local authority in relation to the matter, it must notify the member of—

(a) its decision, and

(b) the reasons for it.

(8) Where a crime and disorder committee of a local authority makes a report or recommendations to the authority by virtue of subsection (3)(a), it must—

(a) provide a copy of the report or recommendations to any member of the authority who referred the local crime and disorder matter in question to the committee in accordance with arrangements made under subsection (3)(b), and

(b) provide a copy of the report or recommendations to such of—

(i) the responsible authorities, and

(ii) the co-operating persons and bodies,

as it thinks appropriate.

(8A) Subsection (8B) applies where the crime and disorder committee of a local authority—

- (a) makes a report or recommendations to the authority by virtue of subsection (3)(a), or
- (b) provides a copy of a report or recommendations under subsection (2) or (8)(b).

(8B) Where this subsection applies—

(a) the crime and disorder committee must notify the authority, body or person to whom it makes the report or recommendations or provides the copy that paragraph (b) applies, and

(b) the authority, body or person must—

- (i) consider the report or recommendations;
- (ii) respond to the committee indicating what (if any) action it proposes to take;
- (iii) have regard to the report or recommendations in exercising its functions.”

(3) In subsection (9)(b), for “subsection (1)(b) or (6)” substitute “this section”.

(4) In subsection (11)—

(a) after the definition of “crime and disorder functions” insert—

“electoral area” has the meaning given by section 203(1) of the Representation of the People Act 1983;”, and

(b) for the definition of “local crime and disorder matter” substitute—

“local crime and disorder matter”, in relation to a member of a local authority, means a matter concerning—

(a) crime and disorder (including in particular forms of crime and disorder that involve anti-social behaviour or other behaviour adversely affecting the local environment), or

(b) the misuse of drugs, alcohol and other substances,

“which affects all or part of the electoral area for which the member is elected or any person who lives or works in that area.”

(5) Section 20 (guidance and regulations regarding crime and disorder matters) is amended as follows.

(6) In subsections (1) and (2), after “under” insert “or by virtue of”.

(7) In subsection (5), omit—

(a) paragraph (f); and

(b) sub-paragraphs (i) to (iii) of paragraph (g).



Agenda Item

Meeting of the Community Safety Scrutiny Committee

7th July 2009

Report of the Director of Neighbourhood Services

2008/09 FINAL MONITORING REPORT – FINANCE & PERFORMANCE

Summary

1. This report presents outturn figures for :
 - a) revenue and capital expenditure for the Neighbourhood Services portfolio
 - b) directorate plan priorities and key performance indicators.

Background

2. This paper reports on service and financial performance for 2008/09.

Management Summary

Financial Overview

3. Overall, the Neighbourhood Services portfolio has an underspend of £465k, a variation of 2.9% on the net expenditure budget. This compares to a predicted underspend of £115k in the third monitoring report.
4. The outturn for the general fund portfolio shows expenditure of £16.06m compared to budget, an underspend of £210k which represents a variation of 1.3% on the net expenditure budget.
5. The significant variances relating to the trading accounts are covered in further detail in confidential Annex 2 with these being transferred to the Trading Reserves.
6. The outturn for the SYP (Safer York Partnership) portfolio shows an underspend on budget of £21k which is included in the overall total at paragraph 3.
7. The financial position for each General Fund service area is dealt with separately in the following sections. The overall position can be summarised as follows:

	Exp Budget £000	Income Budget £000	Net Budget £000	Outturn £000	Var'n £000	Var'n%
Env Health & Trading Standards	3,155	762	2,393	2,350	(43)	(1.8%)
Licensing & Bereavement Svs	1,115	1,933	(818)	(859)	(41)	5.0%
Registrars	389	355	34	(8)	(42)	(123.5%)
Neighbourhood Management	1,606	360	1,246	1,200	(46)	(3.7%)

Ward Committees	809	0	809	690	(119)	(14.7%)
Neighbourhood Pride Service	2,434	73	2,361	2,336	(25)	(1.1%)
Enforcement and Environment	696	5	691	694	3	0.4%
Waste Mgmt, Refuse & Recycling	12,283	2,772	9,511	9,591	80	0.8%
Pest Control	102	56	46	69	23	50%
General Fund Total	22,589	6,316	16,273	16,063	(210)	(1.3%)

8. There are revenue carry forward requests totalling £205k. These are detailed from paragraph 42. If these are approved the overall underspend within the Neighbourhood Services general fund portfolio totals £5k.
9. The revised budget for capital schemes is £311k and the outturn spend is £207k and it is proposed that the underspend of £104k is carried forward. Further details are provided from Paragraph 49.

Performance Overview

Organisational Development Performance

10. A staff based improvement programme called 'Excellence in Everything' has been commenced, with 50 volunteers from across the directorate working on 6 priority areas.
11. 28 RIDDOR accidents – generally the same as RIDDOR levels over the last 5 years. Major injuries dropped by 50% and no dangerous occurrences were reported in year.
12. Sickness absence reduced by 28% from 15.5 to 11.3 days lost per fte.
13. 95.6% of PDRs were undertaken.
14. A programme of equality awareness raising, and equality impact assessment training has been completed. But just 1 of 9 EIAs was fully completed by the end of March 2009.

Service Performance

15. Highways Infrastructure, Parking Services and Registrars Service transferred into Neighbourhood Services during the year.
16. Total BCS crime fell by 1%, exceeding the target set out within the Community Safety Plan, and almost meeting the 2010/11 target.
17. Improved public perception figures from Talkabout and the Place Survey across a range of crime and anti-social behaviour indicators. NPI17 (level of concern with anti-social behaviour (LAA)) improved to 11.2% (top quartile).
18. Set up 53 Cold Calling control zones, covering 74 streets and 2567 properties.

19. NPI4 (residents who feel they can influence decisions in their area LAA)) came in at 31.5% (top quartile). York became a good practice partner with DCLG for our approach to participatory budgeting.
20. Building Maintenance service took over gas servicing in the whole of the city without any problems.
21. 95.3% of urgent repairs were completed within government timescales(90% in 07/08) and on average we took 6.63 days to complete non-urgent repairs (7.97 days in 07/08). This improvement despite a 17% increase in the number of repairs completed on behalf of Housing Services. Satisfaction with repairs among tenants exceeded 90% in June 2008.
22. Performance on street cleanliness has declined. We missed targets on all 4 sub-elements of NPI195 – for example 195a (areas with unacceptable levels of litter) rose from 7.6% in 2007/08 to 8.9% in 2008/09. Performance on litter and detritus remains well ahead of performance before the barrowmen way of working was rolled out in April 2007.
23. Performance on graffiti (NPI195c) went from 2.3% to 4.7% during the year, but this masks a blip in summer 2008 that we worked hard to control and deal with. Performance in the spring 2009 survey was much improved at 2.2% with an increasing proportion of areas (54%) surveyed that had no graffiti at all visible.
24. Groves waste trial undertaken from October 2008. While timescales slipped slightly we now have a clear path forward to meeting government targets of having all properties on kerbside recycling by end of 2010
25. Improved the level of residual household waste collected (NPI191 – LAA) from 663 kg in 2007/08 to 629kg in 2008/09. This beats the LAA target of 640kg.
26. Recycling and composting rose from 43.4% to 45.1% (NPI192)
27. The proportion of municipal waste landfilled improved from 57.5% to 55.1% (NPI193).
28. Satisfaction with waste collection as measured through the Place Survey rose from 75% to 79%. This is pleasing as we were one of the highest performing authorities that had moved to alternate weekly collection, and suggests that a culture of recycling is continuing to embed.
29. The number of missed bins fell from 50.6 to 41.3, and the proportion of those bins collected by the end of the next working day rose from 79.9% to 96.9%.
30. The number of complaints about the waste service fell by 7%, and a programme of NVQ training for waste operatives including customer care has been started. Initial signs are that the number of complaints will drop and a challenging target has been set on this.

Financial Performance

General Fund

Environmental Health and Trading Standards

31. The outturn position is an underspend of £43k or 1.8% of the net expenditure budget. This compares to a breakeven position reported at monitor 3. The key reasons for the underspend are as follows:

- A net underspend of £31k on staff costs due to vacancies
- An overspend of £38k on legal fees for the Elvington Airfield appeal. If the appeal is successful then these fees will be recovered.
- Other underspends are in relation to additional income from licenses £14k which are expected to be a one-off for this year only; £13k underspend on court costs; £10k underspend on equipment.
- Full funding of the Noise Patrol team has been identified as an issue for 09/10 and is proposed that £24k of the above underspend be requested for carry forward. Further details are provided in paragraph 48.

Licensing and Bereavement Services

32. The outturn position is an underspend of £41k, or 5.0% of the net budget. This compares to a breakeven forecast at monitor 3. The key reasons for the underspend are as follows:

- Additional income of £20k in respect of the Licensing Act and £8k in relation to the Gambling Act.
- Additional income from Crematorium fees has been realised of £43k, which has been partly offset by related staff costs of £17k.
- Urgent repairs to Cremators gave an overspend on budget of £19k.

Registrars Service

33. The outturn position is an underspend of £42k, against a net expenditure budget of £34k. This compares to a breakeven forecast at monitor 3. The key reasons for the underspend are as follows:

- £63k additional income mainly from outside marriages.
- This is offset with an overspend on employee costs in relation to the above of £21k.

Neighbourhood Management

34. The outturn position shows an underspend of £46k, or 3.7% of the expenditure budget. This compares to a £40k underspend at monitor 3. The key reasons for the underspend are:
- An underspend on Community Engagement of £23k. It is requested that this underspend be carried forward for support to sustained citywide youth engagement and integration to the ward committee process. Further details are provided in paragraph 43.
 - The Target Hardening budget has underspent by £24k of which £11k is committed expenditure. It is requested that the total underspend is carried forward. Further details are provided in paragraph 44.
 - A £1k overspend on other budgets

Ward Committees

35. The outturn position is an underspend of £119k, or 14.7% of the net expenditure budget. This compares to a forecasted underspend of £85k in monitor 3. The main reason for the variance is:
- The £120k relates to an underspend on ward committee funding of which £116k is committed expenditure. The remaining £4k is unallocated. It is recommended that the total underspend is carried forward as detailed in paragraph 45.
 - A £1k overspend on other budgets

Neighbourhood Pride Service

36. The outturn position shows an underspend of £25k, or 1.1% of the expenditure budget. This compares to a £24K underspend at monitor 3. The key reason for the underspend is:
- A £25k underspend was achieved on the abandoned vehicles contract as the number of vehicles is less than expected
37. The operational costs of street cleansing and ground maintenance are held within the trading accounts. This is covered in further detail in Annex 2.

Enforcement and Environment

38. The outturn shows an overspend of £3k, or 0.4% of the net expenditure budget. This compares to a breakeven position forecasted at monitor 3. The main variance is:
- An underspend on the York Pride budget of £2k. It is proposed that this is carried forward as detailed in paragraph 46.

Waste Management, Refuse & Recycling

39. The outturn shows an overspend of £80k, or 0.8% of the net expenditure budget. This compares to an overspend of £34k at monitor 3. The main reasons for the overspend are:
- There is an underspend on waste processing costs which are mostly offset by corresponding overspends in operational budgets as resources are redirected to increase recycling collection and thereby decrease the amount of waste tonnage sent to landfill.
 - A £12k underspend on the Waste Minimisation market research budget is requested to be carried forward as detailed in paragraph 48.
 - There has been unbudgeted expenditure on security at Towthorpe HWRC of £84k. This was required because previous withdrawal of security has resulted in break ins.

Pest Control

40. The outturn shows an overspend of £23k, or 50.0% of the net expenditure budget. The main reason for the overspend is:
- A shortfall of income has occurred on this account during the year compared to costs.

Traded Accounts

41. Detailed information is provided in Confidential Annex 2.

Revenue Budget Carry Forward Requests

42. The following carry forwards totalling £205k are requested in order to complete projects for which revenue funding was set aside in 2008/09 but which were unable to be completed within the year.

Neighbourhood Management

43. £23k underspend on Community Engagement is requested to carry forward.
- This will support the sustained citywide youth engagement and integration to the ward committee process.
44. It is requested to carry forward £24k of Target Hardening budget.
- £11k of this carry forward relates to slippage on committed schemes and it is recommended that this is carried forward so that these schemes can be completed.
 - The remaining £13k is unallocated. £10k for approved schemes that will not now progress and a further £3k due to schemes coming in under budget. It is proposed that this is also carried forward to fund projects in 2009/10.

Ward Committees

45. £120k of Ward Committee funding is requested to carry forward.
- £116k of the carry forward request relates to schemes that are already committed. The completion of these schemes was delayed due to external factors or the schemes commenced later in the financial year. It is proposed that this is carried forward to complete the committed schemes.
 - The remaining £4k is uncommitted expenditure due to schemes coming in under budget or not coming to fruition. It is recommended that this budget is carried forward to assist with the development of projects in 2009/10.

Enforcement & Environment

46. The York Pride Budget has underspent by £2k, which was uncommitted at year end. If this is carried forward it can assist in funding schemes identified for 2009/10.

Environmental Health and Trading Standards

47. Full funding of the Noise Patrol team for 2009/10 has been identified as an issue during the budget process. It is proposed that £24k of the underspend be requested for carry forward to provide the full service in 2009/10.

Waste Management, Refuse & Recycling

48. The Waste Minimisation market research budget has underspent by £12k. It is requested that this be carried forward to assist with the implementation of the growth bid to continue the rollout of kerbside recycling which was approved during the 2009/10 budget process.

Capital Programme

49. The Neighbourhood Services capital programme includes schemes within Neighbourhood Management, Waste Management, Environmental Protection Unit and Neighbourhood Pride. Details of the budget and outturn are set out below:

	<u>Current Budget</u> £000s	<u>Revised Budget</u> £000s	<u>Outturn</u> £000s
Ward Committees	172	131	100
Waste Infrastructure Capital Grant (WICG)	110	0	0
Air Quality Management	27	27	21
Contaminated Land Investigation	42	42	30
Silver Street Toilets	263	91	30
Improvement to Towthorpe HWRC	20	20	26
Total	634	311	207

50. The latest 2008/09 budget reported at monitor 3 was £634k but this has decreased to £311k as the budget for the following were slipped:
- £41k into 2009/10 on the Ward Committee Schemes

- £172k in to 2009/10 on the Silver Street Toilet Scheme
- £110k into 2009/10 on the Waste Infrastructure Capital Grant

51. The progress on delivering the projects within the programme and a comment on the variances for each scheme is outlined below:

Ward Committees

Budget: £131k (CYC resources)

Outturn: £100k

52. The scheme underspend totals £31k. £15k of the underspend relates to slippage on 16 schemes that are committed but were unable to complete before the end of the financial year.
53. It is proposed that the £15k is carried forward with the remaining £16k being an underspend in this area.

Waste Infrastructure Capital Grant (WICG)

Budget: £0k (Defra Grant)

Outturn: £0k

54. This is a new grant from Defra for which we will receive funding over the next three financial years (2008/09 £360k, 2009/10 £361k and 2010/11 £133k). The purpose of this grant is to enable local authorities to invest in front end waste infrastructure, notably for recycling and composting.
55. The Waste Strategy Report to Executive on the 23rd September 2008 outlined the proposals for this grant to purchase containers to extend the recycling service across the city. Trials in respect of how best to implement this are currently in progress. There will be no expenditure incurred against the grant until 2009/10.

Air Quality Management

Budget: £27k (Defra Grant)

Outturn: £21k

56. The grant relates to air quality monitoring, air quality modeling and air quality action planning.
57. The replacement of the air quality monitoring station on Lawrence Street was not operational by the end of the financial year and £4k will be required to complete the project, expected early May 2009.
58. It is recommended that the total underspend of £6k is carried forward.

Contaminated Land Investigation

Budget: £42k (Defra Grant)

Outturn: £30k

59. Defra have provided a capital grant to support some detailed contaminated land investigations at three sites in accordance with obligations placed on the council by Part 11A of the Environmental Protection Act 1990.

60. The grant provided for the financial year 2008/09 has underspent by £12k, which is required for committed schemes, which will be undertaken in 2009/10. It is recommended that this be carried forward.

Silver Street Toilets

Budget: £91k (CYC Resources)

Outturn: £30k

61. The 2008/09 budget was reprogrammed to slip £172k into 2009/10 at monitor 3 due to a delay in the tendering process. The alteration of the specification was required after additional stabilisation works were identified delaying the process still further leading to an underspend on the revised budget of £61k which is requested for carry forward.

Improvements to Towthorpe HWRC

Budget: £20k (CYC Resources)

Outturn: £26k

62. Funding was approved to make structural improvements at Towthorpe HWRC. Additional health and safety work has been required resulting in an overspend of £6k on this scheme.

Directorate Performance

Performance indicators

63. This section sets out the results of an analysis of NS performance indicators during 2008/09.
64. Annex 4 sets out a list of NS National Performance Indicators – including LAA indicators, and priority local indicators set out in the directorate plan for 2008/09.
65. Annex 5 sets out a full list of NS service indicators (those in 2008/09 service plans and directorate plan, and the targets set in 2009/10 service plans and directorate plan).
66. Annex 6 provides the 2009/10 NS Directorate Plan – setting out the directorates' priorities and targets for the current year. This document was agreed at the Neighbourhood Services EMAP meeting on 18th March, and updated following the agreement of the new corporate strategy in May 2009.

LAA Indicators

67. Annex 4 shows our National Performance Indicators – including our LAA indicators. NS has 6 LAA indicators.

	Total reported	On target?	Improving?	Declining?
LAA Indicators	5 of 6 (83%)	4 of 4 (100%)	3 of 4 (75%)	1 of 4 (25%)

68. NPI4: Community Engagement: % of people who feel they can influence decisions in their locality. NS has been named the lead directorate on this Place Survey indicator, but in fact all directorates and agencies will influence the outturn through their activities. No target was set for the PI as we had no comparable

background data. The overall figure was 31.5%. Initial feedback from Marketing is that this will be top quartile performance. A target of 34.3% has now been set.

69. NPI191: Waste Management: Kilograms of residual (ie landfilled) household waste collected, per household. The performance is 629kg, against a target of 640kg, and a performance in 2008/9 of 663kg. This is a 5.1% improvement year on year in the weight of waste per household going to landfill. The waste minimisation strategy will have had an impact on this reduction, as will success in diverting over 45% of waste away from landfill (43% in 2008/09). However factors out of our control (economy, national trends on sustainable packaging) will also have helped to reduce this figure. Looking ahead, the waste service plan sets out targets to offer kerbside recycling to 98% of properties by 2010/11, and to landfill less than 50% of our waste by that year – which should complement continuing waste minimisation work. Initial data from Price Waterhouse Coopers (PWC) benchmarking club suggests that this is upper 2nd quartile performance.
70. NPI16: Community Safety: Serious Acquisitive Crime. There were 3459 serious acquisitive crimes recorded in York in 2008/09. This is a 4% rise on 2007/8, but still remains 20% lower than the 2006/7 figure. Despite increasing, this level of crime meets the target for all three years of the LAA. NPI16 is made up of a number of crime types, including burglary, robbery and vehicle theft. Overall domestic burglary rose 14% year on year, robbery of personal property fell 47% year on year, theft of a vehicle fell 11% year on year, and thefts from a vehicle rose 4% year on year. Initial data from PWC suggests that this will 3rd quartile performance.
71. NPI17: Community Safety: Concern with Anti-Social Behaviour. This is a measure of the proportion of Place Survey respondents who have significant level of concern about a range of seven types of anti-social behaviour. The outturn figure was 11.2% - an improvement on the 14% baseline figure from 2006/7, and exceeding the target of 13% set for 2008/09. We believe that this is top quartile performance, which is unsurprising as levels of concern with anti-social behaviour have been comparatively low in York in previous years. Home Office have advised not to set a LAA target for this measure – but a target of 9.4% has been set for 2010/11 within the NS Directorate Plan.
72. NPI30: Community Safety: Reoffending of prolific and priority offenders. This is a Probation Service indicator. Based on data for the 12 months to Dec 08 (ie at Q3 08/09) there has been a 32% reduction in re-offending in the cohort of offenders – exceeding the 20% target. We have therefore treated this as on target and improving, although the final position is not yet known.
73. NPI38: Community Safety: Drug-related (Class-A) offending rate. This is a DAAT indicator, whose introduction was deferred until 2009/10. A baseline will be available in July 2009. Targets have been set.

National Performance Indicators (including LAA indicators)

74. Annex 4 shows NS National Performance Indicators – including our LAA indicators. Overall NS/CDRP has 36 NPIs 'live' during 2008/9. The table below shows headline figures on the number on target, improving and declining. These are set out by LSP partner group, by NS/CDRP, and overall.
75. Overall:

- 50% of the NPIs that had a target set hit that target,
- 50% of the indicators improved, where we can measure improvement.

By LSP theme	Total reported	On target?	Improving?	Declining?
Inclusive City NPIs	2 of 2 (100%)	0 of 0	0 of 0	0 of 0
Sustainable City NPIs	12 of 12 (100%)	5 of 10 (50%)	5 of 10 (50%)	5 of 10 (50%)
Safer City NPIs	16 of 22 (73%)	5 of 10 (50%)	4 of 8 (50%)	4 of 8 (50%)

By NS/CDRP	Total reported	On target?	Improving?	Declining?
NS indicators	17 of 17 (100%)	5 of 12 (42%)	5 of 10 (50%)	5 of 10 (50%)
CDRP indicators	13 of 19 (68%)	5 of 8 (63%)	4 of 8 (50%)	4 of 8 (50%)

Overall	Total reported	On target?	Improving?	Declining?
National Indicators set	30 of 36 (83%)	10 of 20 (50%)	9 of 18 (50%)	9 of 18 (50%)

Inclusive City

76. NPI3 is a Place Survey PI that measures the level of civic participation in the local area. The result of the survey in 2008/09 was 12.3%. We understand that this was in the third quartile. This indicator is not in the directorate plan or any service plans.
77. NPI4 is a Place Survey LAA indicator – reported above.

Sustainable City

Waste Management:

78. All three NPIs improved and hit their target.
79. NPI191 is an LAA indicator – reported above.
80. NPI192 and NPI193 measure how successfully we are in diverting waste away from landfill. Both indicators show that we have improved diversion rates in 2008/9, and that both measures met their target. Initial data from PWC suggests that NPI192 will be top quartile, and NPI193 2nd quartile. Future targets set in the Waste Service Plan reflect the waste and waste minimisation strategies – and show that by the end of 2010/11 we will have rolled out kerbside to all properties where this is cost effective and reasonable, and that less than 50% of all waste will be going to landfill.

81. Place Survey result for BV90a (satisfaction with household waste collection) came in at 79% satisfied. This continues the rise seen last year. (72% in 2006/7, 75% in 2007/8).

Local Environmental Quality

82. NPI195a-d measure the proportion of areas around York that suffer from unacceptable levels of litter, detritus, graffiti and fly-posting. These four indicators are measured by survey three times a year – the aim being to get a generally representative picture of the level of environmental quality across the city. In 2008/9 performance on all four indicators declined slightly.

NPI195	Litter NPI195a	Detritus NPI195b	Graffiti NPI195c	Fly-posting NPI195d
2007/8	7.6%	8.9%	2.3%	0.3%
2008/9 performance	8.9%	11.0%	4.7%%	1.1%
2008/9 target	8%	8%	2%	0%

83. The results for the 3 surveys carried out in 2008/09 are set out below.

NPI195: Survey	June 07	Oct 07	Feb 08	June 08	Oct 08	Mar 09
Litter Fail rate	2.3%	8.5%	12.0%	10.3%	4.6%	11.8%
Detritus Fail rate	4.1%	4.1%	18.4%	8.4%	10.6%	14.0%
Graffiti Fail rate	1.1%	3.0%	2.9%	7.9%	4.0%	2.2%
Fly-posting Fail rate	0.3%	0.3%	0.3%	2.6%	0%	0.8%

84. Based on initial PWC data, our fly-posting performance will be bottom quartile, while litter and graffiti performance will be 3rd quartile, and detritus 2nd quartile. However limited reliance should be placed on comparative data for NPI195 due to a continuing concern over the consistency of surveying between authorities.

85. To put these results into perspective, the table below sets out performance on BV199 (translating the NPI195 results into BV199 results – BV199 was the previous measure) back to 2004/5 – and shows that the new approach to street cleansing to tackle litter and detritus introduced in April 2007 continues to deliver improved results.

BV199	2004/5	2005/6	2006/7	2007/8	2008/9
Litter	19%	18%	15%	12.3%	13.9%
Detritus	28%	27%	24%	14.9%	17.9%
BV199a (Litter & detritus)	24%	22.5%	19.2%	13.5%	15.8%
BV199b (Graffiti)	Not measured	7.8%	6%	3.9%	6.8%

BV199c (Fly-posting)	Not measured	1%	0%	0.5%	1.8%
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86. The margin of error on the full year (900 site) survey results for litter and detritus is about +/- 2%.
87. So for the litter fail rate of 8.9%, this means that 19 times out of 20, the true percentage is likely to be in the range 6.9% to 10.9%. Rather than presenting the data as a shift from points 7.6% to 8.9%, it could be presented as a shift from ranges 5.6%-9.6% to 6.9%-10.9%. These ranges overlap significantly so in general terms these are very stable results. Detritus levels as measured by the survey are also stable.
88. Work is ongoing to maintain momentum among the barrowmen and NPS crews. But it must be noted that motivation has been hit by Pay & Grading – all staff in this area have appealed. The service continually seeks to shift resources around in reaction to demand and 'hot-spot' data, and to improve on its way of working, using the data available to it. But a key difficulty is a lack of high quality management information covering the city's environmental condition on which to base decisions. Much work has been done in 2008/09 along with colleagues in Easy @ York to design improved work processes that will make the service more efficient and responsive, and to introduce mobile technology so that staff can report issues that they see as they are out and about. The project has been delayed, but will deliver by the end of 2009 calendar year. The project's use of mobile technology will provide significantly better management information on which to base everyday resourcing decisions.
89. In response to the NPI195 results in 2008/09, a number of additional initiatives have been taken:
- Developing educational material for schools in relation to impact of littering. Students at Canon Lee school will help us to design materials to roll out to other schools.
 - Attempt a new approach to deep cleaning in 'high obstruction housing' areas. The annual clean tied in with the gully clean will continue, but we will also undertake a second deep clean without formal parking restrictions – writing to residents to warn them and asking them if they would be willing to move cars.
 - Treat recreation areas as hot-spots during the summer in order to clear away litter related to 'drinking parties'.
90. These initiative will be undertaken within resource, so not all areas can be treated as hot spots.
91. Graffiti levels peaked in summer 2008 survey. A range of actions were taken in partnership with North Yorkshire Police to tackle the problem we faced. In the March 2009 survey, graffiti levels had returned to the normal trend level – with 54% of areas surveyed having no graffiti at all (compared with 42% in June 2008). This is an area that we will need to continue to monitor as there are some indications that graffiti levels are starting to rise again as they did last summer.

92. NPI196 is a measure of the effectiveness of actions taken by the local authority to counter fly-tipping. The measure is a rating based on two measure – the amount of fly-tipping that takes place, and the amount of enforcement undertaken. In York in 2008/9 the recorded level of fly-tipping rose 34%, while enforcement activity rose by 56%.
93. Throughout 2008/09 there was a significant increase in the number of fly-tipping loads from small van load size upwards. This may be a reflection of the economic pressure placed on businesses with the result that some people resort to fly tipping as opposed to tipping at an authorised site where they would have to pay. Throughout the year the emphasis has been placed on education and enforcement action. This in turn can and does have an effect on the number of incidents reported both by the public and officers reporting incidents themselves. It is believed that a combination of these factors have influenced the rise in reported fly-tipping. There is no evidence thus far that the HWRC permit scheme has had any effect on levels of fly-tipping – although clearly we will keep this under constant review. Efforts are being made to concentrate existing resources on increased commercial waste inspections, together with ongoing targeted education and information for households.
94. Due to the new arrangements around TalkAbout and ResOp / Place Survey we have much less high quality customer perception information this year. Talkabout 31 (July 2008) reported a rise in satisfaction across a number of LEQ questions – with 69% of residents rating the street where they live as excellence or good (65% in 2007/8). This continued a generally upwards trend since 2005. The Place Survey result for BV89 (satisfaction with service: keeping land clear of litter and refuse) remained at 67%. 2nd quartile in 2006/7 was at 66% so our figure seems likely to be about average.

Highways

95. NPI168 and NPI169 are survey measures of the condition of the York highway asset. Both measures improved in 2008/09 and hit target. Data from PWC suggests that NPI168 (A-road condition) is top quartile, while NPI169 (other road condition) falls in the 3rd quartile of authorities.

Place Survey – High Level Satisfaction Indicators.

96. NPI 5 and 138 are place survey high level satisfaction measures. The result for NPI5 showed that 87% of respondents were satisfied with their local area. This is in the top quartile based on initial comparative information.
97. The result for NPI138 showed that 91.9% of respondents aged over 65 were satisfied with both home and neighbourhood. Again we believe that this is in the top quartile.

Safer City

Regulatory Services

98. Three national indicators measure the performance of regulatory services in York.
99. NPI182 is a survey measure of the satisfaction of local businesses with the range of local authority regulatory services. This is a new indicator and the outturn was

76%, against a speculative target of 80%. Data from PWC suggests that this will be 3rd quartile performance.

- 100. NPI183 measures the impact of local authority regulation on the fair trading environment. The outturn figure is 0.92%, which is a measure of the number of significant issues that we are called to deal with minus those that we have dealt with, scaled against the extent of trading activity in the area. PWC data suggests we will be in the top quartile on this measure.
- 101. NPI184 measures compliance of food businesses with food hygiene law. Performance in 2008/9 showed that 88% of local food businesses are 'broadly compliant' with food hygiene law. This is lower than the 89% in 2007/08 and missed the target set of 93%. PWC data suggests we will be in the top quartile on this measure.

Crime and Community Safety: Recorded Crime Levels.

- 102. Six indicators measure recorded crime levels across different types of crime. The table below sets an overview of recorded crime in the last three years. The targets in the table are those set within the Community Safety Plan (and LAA for NPI16).
- 103. LAA measure NPI16 is reported above.
- 104. Of the other 5 measures, 3 got worse and 2 improved.

Code	Indicator definition	2006/07 outturn	2007/08 outturn	2008/09 outturn (NYP)	2009/09 outturn (QUANTA)	DIFFERENCE TOTAL	DIFFERENCE %	Target 2008/09	Target 2009/10	Target 2010/11	Change 07-08 to 08-09 TOTAL	Change 06-07 to 08-09 TOTAL	Change 07-08 to 08-09 %	Change 06-07 to 08-09 %
NPI 16	Serious acquisitive crime rate	4311	3330	3459				3591	3696	3512	-129	852	4	-20
Constituent parts of NI 16	Aggravated Domestic burglary (incl. attempts)	10	5	5				9	9	8	0	5	0	-50
	Domestic burglary (incl. attempts)	1081	989	1126				976	927	880	-137	-45	14	4
	Robbery of Business property	24	14	45				22	21	20	-31	-21	221	88
	Robbery of Personal property	169	137	73				143	136	130	64	86	-47	-54
	Theft from a vehicle (incl. attempts)	2383	1680	1749				2133	2026	1925	-69	614	4	-26
	Theft or unauthorised taking of vehicle (incl. attempts)	660	492	437				596	566	536	55	223	-11	-34
	Aggravated Vehicle Taking	14	13	24				13	12	11	-11	-10	86	71
NPI 15	Serious violent crime rate	n/a	96	113				92	89	86	-17		18	
NPI 20	Assault with injury crime rate	n/a	1024	1239				990	956	922	-215		21	
NPI 28	Serious knife crime rate	n/a	67	60				64	62	60	7		-10	
NPI 29	Gun crime rate	n/a	2	5				2	2	2	-3		150	
Others	Criminal Damage	4189	3697	3630				3781	3592	3412	67	559	-2	-13
	Theft of a Pedal Cycle	1414	1198	1014				1276	1212	1152	184	400	-15	-28

- 105. Data from PWC suggests that NPI29 (gun crime) will be top quartile, despite getting worse this year. NPI15 (serious violent crime) and NPI20 (assault with less serious injury) will be in the 3rd quartile.

106. Knife crime (NPI28) improved slightly in 08/09 and falls into the 2nd quartile. There were no cases on murder related to domestic violence (NPI34) during 2008/09.
107. Crime and community safety data is somewhat confusing. While four of the NPIs showed higher crime year on year, the overall level of recorded crime in York fell by 1% in 2008/09, and now is 16.5% lower than the level recorded in 2006/07.

Crime and Community Safety: Perception of Anti-Social Behaviour

108. Five NPIs are Place Survey measures that record the level of concern about anti-social behaviour, and satisfaction with residents over how anti-social behaviour is being tackled.
109. NPI21 shows that 29.3% of respondents agreed that the police and other local public bodies were successfully dealing with the issue. We believe that this is top quartile performance.
110. NPI27 shows that 29.4% of respondents agreed that the police and other local public bodies sought the people's views on Anti social behaviour and crime issues in the local area.
111. While these figures appear low, initial information is that they both represent top quartile performance.
112. NPI17 is an LAA measure described above. NPI41 and NPI42 are measures that go to make up the overall NPI17 figure. NPI41 shows that 18.4% of respondents were concerned about drunk or rowdy behaviour, while NPI42 shows that 17.3% of respondents were concerned with drug use or drug dealing. Again we believe that these are top quartile measures.
113. The talkabout 31 survey in July 2008 showed that 64% of residents felt York was a safe place to live (53% in 2006/7).

Crime and Community Safety: Other Measures

114. A number of other partner agencies have indicators in the national set. Probation have four indicators, DAAT have two, and NYFRS have two. In all cases data comes through the national hub, but no data has been made available by partners yet for 7 of these 8 NPIs.
115. NPI35 is an assessment of how we are responding to the national 'prevent' agenda (building resilience to violent extremism). York self assessed at level 2 – on a scale of 1 (worst) to 5 (best). Initial data from PWC suggests that a majority of authorities have self assessed at 2.

Other Priority (Directorate Plan) Local Performance Indicators

116. Neighbourhood Services' 2008/09 Directorate Plan set out 13 priorities. Each priority had a small number of key actions and key measures. 6 of the priorities were organisational development priorities, and 7 of the priorities were outward 'service' delivery priorities.
117. On top of the NPIs reported above, 11 local priority indicators were set out in the directorate plan. These were :

- Place Survey measure: Satisfaction with keeping land free of litter and refuse
 - Place Survey measure: Satisfaction with waste collection services
 - Missed bins per 100,000 collections
 - Missed bins put right by end of next working day.
 - Number of waste related CRM system complaints
 - Urgent housing repairs completed within government time limits
 - Days taken to complete non-urgent housing repairs.
 - Total BCS crimes
 - Illegal alcohol sales via Test Purchase programme
 - % of residents who feel York is a safe city to live in
 - % of residents reporting noisy neighbours as a problem
118. The 6 organisational development priorities had 14 performance indicators around staff development, absence management, health and safety and equalities. 5 of the 14 are staff survey indicators and have not yet been reported at directorate level.
119. Most are improving. One indicator which is significantly off target is the % of EIAs completed by the end of the year. We only fully completed 1 of 9 impact assessments within the directorate equality scheme. DMT has now agreed an equality plan for 2009/10 and reiterated the need for service areas to complete a large programme of EIAs during 2009/10.

	Total reported	On target?	Improving?	Declining?	Stable?
Local Priority Indicators: Service	11 of 11 (100%)	5 of 11 (45%)	9 of 11 (82%)	1 of 11 (9%)	1 of 11 (9%)
Local Priority Indicators: Org Dev.	9 of 14 (57%)	5 of 8 (63%)	8 of 8 (100%)	0 of 8 (0%)	0

Overall Assessment on progress against the 2008/09 Directorate Plan

120. The 2008/09 Directorate Service Plan set out 13 priorities. This table summarises performance against the actions and measures set out in that plan, and attempts to provide an overall rating of progress, and an overall assessment. Annex 2 provides more detail, but overall we delivered 70% of the plan.

Priority	Traffic Light Actions	Traffic Light Measures	Overall rating ¹	Overall Assessment
1 Absence Management	4 green, 1 amber	2 green, 3 amber	80%	Excellent direction of travel on both overall (28% fall) and stress related (42% fall) sickness, although still behind corporate average. Successful pilots on more proactive health and well-being.
2 Staff Development	5 green, 1 red	1 green, 2 amber	78%	96% appraisals undertaken. Communications and staff welfare measures in place.
3 Pay and Grading	1 green 1 amber	1 amber	67%	Morale has taken a battering despite NS doing all that we could to progress as quickly as possible. 100% of our JDs now agreed and in the appeals process. Close to final resolution.
4 Equalities	2 green, 2 amber, 2 red	1 red	43%	Good progress on training and awareness raising alongside corporate team. However failure to complete the programme of EIAs has hit the overall rating hard.
5 Health and Safety	1 green, 3 amber	3 green, 1 amber	75%	Good progress on systems, processes and culture. Fewer accidents overall and hit targets on major injuries and dangerous occurrences. No significant reduction on number of RIDDOR reports, but hint that the level of seriousness of these reports is reducing.
6 Financial Management	4 green, 1 amber	1 amber	83%	New FMS in and working. Very close to breakeven on net revenue budget.

¹ On basis of simple calculation – 1 mark for green, 0.5 mark for amber, totalled, and then divided by the total number of actions/measures.

7 Corporate Restructure	3 green	No measures	100%	Transfers completed successfully. Services maintained. Improvement work on Parking and Highway Infrastructure ongoing.
8 Community Safety	5 green	4 green, 1 amber, 1 red	86%	Overall crime has continued to fall – but at a slower rate. Perception of crime improved.
9 Neighbourhood Management	2 amber, 1 red	1 green	50%	York's approach to participatory budgeting recognised as best practice. Restructure of the NMU remains a key outstanding action.
10 Building Maintenance	2 green, 2 amber	1 green, 1 amber	75%	Key performance measures all improved despite increased volume of work. Work in progress levels have dropped. Financial position has improved. Customer satisfaction levels hit 90% in June 2008.
11. Local Environmental Quality	2 green, 1 amber, 3 red	1 amber 3 red,	25%	Poor year in relation to targets. All 5 of NPI195 and NPI196 regressed and missed targets. A number of key actions also missed. However performance still good compared to 2 years ago, and customer perception measures have held up. Much preparatory work undertaken with Easy@York to introduce a new way of working which will help us work more efficiently and effectively.
12. Waste Management	4 green, 1 amber	4 green, 1 amber	90%	3 key NPIs improved and on target. Groves pilot underway and a clear path towards full recycling rollout by late 2010 is in place. Satisfaction with waste collection has improved which is pleasing as it suggests alternate week collection is gaining acceptability.
13. Refuse Service	1 green, 2 amber, 2 red	2 green, 2 amber	56%	Some key actions missed, but service quality indicators have good direction of travel. Further tough targets set for 2009/10. As LEQ, much preparatory work done through Easy refresh project to introduce more modern working practices.

Overall Development Priorities	20 green 8 amber 3 red	6 green 8 amber 1 red	26 green 16 amber 4 red	74%
Overall Service Priorities	14 green 8 amber 6 red	12 green 6 amber 4 red	26 green 14 amber 10 red	66%
Overall All Priorities	34 green 16 amber 9 red	18 green 14 amber 5 red	52 green 30 amber 14 red	70%

Consultation

121. The report is primarily an information report for Members and therefore no consultation has been undertaken regarding its contents.

Options

122. The report is primarily an information report for Members and therefore no specific options are provided to Members.

Corporate Priorities

123. Three of the council corporate priorities are directly supported under this portfolio. They are:

- Decrease the tonnage of biodegradable waste and recyclable products going to landfill
- Improve the actual and perceived condition and appearance of the city's streets, housing estates and publicly accessible spaces
- Reduce the actual and perceived impact of violent, aggressive and nuisance behaviour on people in York.

Implications

Financial

124. The report provides details of the portfolio revenue and capital outturn and therefore implications are contained within the report

Human Resources

125. There are no significant human resources implications.

Equalities

126. There are no significant equalities implications.

Legal

127. There are no significant legal implications.

Crime and Disorder

128. There are no significant crime and disorder implications.

Information Technology

129. There are no significant Information Technology implications.

Property

130. There are no significant property implications.

Risk Management

131. In compliance with the council's risk management strategy, there are no risks associated with the recommendations of this report.

Recommendations

132. That the Scrutiny Committee approve the financial position of the portfolio and the carry forward requests.

Reason – In accordance with budgetary and performance monitoring procedures.

Contact Details

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Specialist Implications Officers

Chief Officer Responsible for the report:

Adam Wilkinson
Interim Director Neighbourhood Services

Report Approved



Date 25 June 09

Financial: None

Human Resources: None

Equalities: None

Legal: None

Crime and Disorder: None

Information Technology: None

Property: None

Risk Management: None

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

All

For further information please contact the author of the report

Background Papers:

2008/09 Budget Monitoring papers held at Neighbourhood Services

Attached Annexes

- Annex 1 Major service variations against budget for non-traded services
- Annex 2 (Confidential) Final Outturn report for the traded accounts
- Annex 3 (Confidential) Major Service variations against budget for the traded accounts
- Annex 4 NS Performance Indicators – including LAA indicators, and priority local indicators set out in the directorate plan for 2008/09.
- Annex 5 Detailed information on progress against NS 2008/09 Directorate Plan.
- Annex 6 2009/10 Neighbourhood Services Directorate Plan

Major Service Variations Identified Against Budgets

	Forecast £000	%
Environmental Health and Trading Standards		
Staffing vacancies	(31)	
Legal Fees – Elvington Airfield	38	
Additional license income	(14)	
Court fees	(13)	
Equipment	(10)	
Miscellaneous	(13)	
Environmental Health and Trading Standards Total	(43)	(1.8)
Licensing and Bereavement Services		
Over recovery of Licensing Income	(20)	
Over recovery of Gambling Act Income	(8)	
Additional Crematorium Income	(43)	
Staffing overspend	17	
Urgent repairs to Cremators	19	
Miscellaneous	(6)	
Licensing and Bereavement Services Total	(41)	5.0
Registrars		
Additional income – outside marriages	(63)	
Additional employee costs	21	
Registrars Total	(42)	(123.5)
Neighbourhood Management		
Community Engagement	(23)	
Target Hardening	(24)	
Miscellaneous	1	
Neighbourhood Management Total	(46)	(3.7)
Ward Committees		
Ward Committee Revenue schemes	(120)	
Miscellaneous	1	
Ward Committees Total	(119)	(14.7)
Neighbourhood Pride Service		
Abandoned Vehicles	(25)	
Neighbourhood Pride Service Total	(25)	(1.1)
Enforcement & Environment		
York Pride	2	
Miscellaneous	1	
Enforcement & Environment Total	3	0.4
Waste Management, Refuse & Recycling		

Major Service Variations Identified Against Budgets

	Forecast £000	%
Waste Collection	161	
Waste Processing	(153)	
Waste Minimisation market research	(12)	
Towthorpe HWRC security	84	
Waste Management, Refuse & Recycling Total	80	0.8
Pest Control		
Loss of income	23	
Pest Control Total	23	50
Total General Fund	(210)	(1.3)

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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Annex 4: Performance Indicator Sheet

NPI	Owner		Definition	LAA	LSP Area	07/08	08/09	08/09 Target	Reported	Hit Target	Improved
3	NS	NS	Civic participation in the local area		Inclusive	nr	12.30%	no target	yes	no target	cant say
4	NS	NS	% of people who feel they can influence decisions in their locality	yes	Inclusive	nr	31.50%	no target	yes	no target	cant say
5	NS	NS	Overall/general satisfaction with local area		Sustainable	nr	87.00%	no target	yes	no target	cant say
15	NYP	CDRP	Serious violent crime rate		Safer	96	113	92	yes	no	no
16	NYP	CDRP	Serious acquisitive crime rate	yes	Safer	3330	3459	3891	yes	yes	no
17	NS	CDRP	Perceptions of anti-social behaviour	yes	Safer	13%	11.20%	13%	yes	yes	yes
18	Probation	CDRP	Adult re-offending rates for those under probation supervision		Safer	131	nr	no target	no	no target	cant say
20	NYP	CDRP	Assault with injury crime rate		Safer	1024	1239	990	yes	no	no
21	NS	CDRP	Dealing with local concerns about anti-social behaviour and crime by the local council and police		Safer	nr	29.30%	no target	yes	no target	cant say
27	NS	CDRP	Understanding of local concerns about anti-social behaviour and crime by the local council and police		Safer	nr	29.40%	no target	yes	no target	cant say
28	NYP	CDRP	Serious knife crime rate		Safer	67	60	64	yes	yes	yes
29	NYP	CDRP	Gun crime rate		Safer	2	5	2	yes	no	no
30	Probation	CDRP	Re-offending rate of prolific and priority offenders	yes	Safer	131	89 (12m to Dec 08)	105	yes	yes	yes
33	NYFRS	CDRP	Arson incidents		Safer	nr	nr	no target	no	no target	cant say
34	NYP	CDRP	Domestic violence – murder		Safer	1	0	0	yes	yes	yes
35	NS	CDRP	Building resilience to violent extremism		Safer	nr	2	no target	yes	no target	cant say
40	DAAT	CDRP	Drug users in effective treatment		Safer	nr	nr	no target	no	no target	cant say
41	NS	CDRP	Perceptions of drunk or rowdy behaviour as a problem		Safer	nr	18.40%	no target	yes	no target	cant say
42	NS	CDRP	Perceptions of drug use or drug dealing as a problem		Safer	nr	17.30%	no target	yes	no target	cant say
49	NYFRS	CDRP	Number of primary fires and related fatalities and non-fatal casualties, excluding precautionary checks		Safer	nr	nr	no target	no	no target	cant say
138	NS	NS	Satisfaction of people over 65 with both home and neighbourhood		Sustainable	nr	91.90%	no target	yes	no target	cant say
143	Probation	CDRP	Offenders under probation supervision living in settled and suitable accommodation at the end of their order or licence		Safer	nr	nr	no target	no	no target	cant say
144	Probation	CDRP	Offenders under probation supervision in employment at the end of their order or licence		Safer	nr	nr	no target	no	no target	cant say

Annex 4: Performance Indicator Sheet

NPI	Owner		Definition	LAA	LSP Area	07/08	08/09	08/09 Target	Reported	Hit Target	Improved
168	NS	NS	% of principal roads where maintenance should be considered		Sustainable	4%	3%	4%	yes	yes	yes
169	NS	NS	% of non-principal roads where maintenance should be considered		Sustainable	10%	9%	10%	yes	yes	yes
182	NS	NS	Satisfaction of businesses with local authority regulation services		Safer	nr	76%	80%	yes	no	cant say
183	NS	NS	Impact of local authority regulatory services on the fair trading environment		Safer	nr	0.92%	no target	yes	no target	cant say
184	NS	NS	Food establishments in the area which are broadly compliant with food hygiene law		Safer	nr	88%	93%	yes	no	cant say
191	NS	NS	Residual household waste per household	yes	Sustainable	663 kg	629 kg	640 kg	yes	yes	yes
192	NS	NS	Household waste recycled and composted		Sustainable	43.37%	45.13%	45.13%	yes	yes	yes
193	NS	NS	Municipal waste land filled		Sustainable	57.45%	55.14%	55.30%	yes	yes	yes
196	NS	NS	Improved street and environmental cleanliness – fly tipping		Sustainable	2	3	2	yes	no	no
195a	NS	NS	Improved street and environmental cleanliness (levels of litter)		Sustainable	8%	9%	8%	yes	no	no
195b	NS	NS	Improved street and environmental cleanliness (levels of detritus)		Sustainable	9%	11%	8%	yes	no	no
195c	NS	NS	Improved street and environmental cleanliness (levels of graffiti)		Sustainable	2%	5%	2%	yes	no	no
195d	NS	NS	Improved street and environmental cleanliness (levels of fly posting)		Sustainable	0%	1%	0%	yes	no	no
190	NS	NS	Achievement in meeting standards for the control system for animal health		Safer	deferred	deferred	deferred			
32	NYP	CDRP	Repeat incidents of domestic violence		Safer	deferred	deferred	deferred			
26	NYP	CDRP	Specialist support to victims of a serious sexual offence		Safer	deferred	deferred	deferred			
38	DAAT	CDRP	Drug-related (Class A) offending rate	yes	Safer	deferred	deferred	deferred			

Annex 4: Performance Indicator Sheet

Dir P	Owner	Definition	LAA	LSP Area	07/08	08/09	08/09 Target	Reported	Hit Target	Improved
BV12	NS	Sickness absence per fte		Effective	15.53	11.25	14	yes	yes	yes
CP13	NS	Stress sickness absence per ft		Effective	2.53	1.47	2	yes	yes	yes
Staff	NS	Overall Satisfaction with present job		Effective	69%	nr	no target	no		
Staff	NS	Currently being bullied/harassed		Effective	10%	nr	0%	no		
Staff	NS	I am able to cope with demands of my job		Effective	78%	nr	no target	no		
Staff	NS	Staff who are well-informed		Effective	92%	nr	no target	no		
Staff	NS	Line managers who report being given opportunity to develop people management skills		Effective	72%	nr	no target	no		
Staff	NS	Staff receiving a PDR		Effective	92%	95.60%	92%	yes	yes	yes
EIA	NS	EIA programme completed		Effective	nr	11%	100%	yes	no	cant say
H&S	NS	Total number of accidents reported		Effective	127	90	no target	yes	no target	yes
H&S	NS	Number of RIDDOR accidents		Effective	30	28	10% reduction	yes	no	yes
H&S	NS	Number of RIDDOR major injuries		Effective	2	1	20% reduction	yes	yes	yes
H&S	NS	Number of RIDDOR dangerous occurrences		Effective	2	0	0	yes	yes	yes
Finan	NS	Variance against budget		Effective	1.2% und	0.3% und	0	yes	no	yes
BV89	NS	Place Survey measure: Satisfaction with local cleanliness		Sustainable	67%	67%	75%	yes	no	stable
BV90	NS	Place Survey measure: Satisfaction with waste collection services		Sustainable	75%	79%	76%	yes	yes	yes
COL1	NS	Missed bins per 100000 collections		Sustainable	51	41	40	yes	no	yes
VW19	NS	Missed bins put right by end of next working day.		Sustainable	80%	97%	99%	yes	no	yes
CRM	NS	Number of waste related CRM system complaints		Sustainable	52	48	50	yes	yes	yes
H4	NS	Urgent housing repairs completed within government time limits		Inclusive	90%	95.30%	99%	yes	no	yes
H5	NS	Days taken to complete non-urgent housing repairs.		Inclusive	8	6.6	8	yes	yes	yes
BCS	NS	Total BCS crimes		Safer	10010	9906	10354	yes	yes	yes
no co	NS	Illegal alcohol sales via Test Purchase programme		Safer	8.60%	8.45%	10%	yes	yes	yes
CC2	NS	% if residents who feel York is a safe city to live in		Safer	55%	64%	68%	yes	no	yes
COL1	NS	% of residents reporting noisy neighbours as a problem		Safer	13%	14%	9%	yes	no	no

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Contents

Priority 1: Sickness Absence

Documents: Directorate Plan Spreadsheet.

Priority 2: Staff Development

Document: Directorate Plan Spreadsheet

Priority 3: Implement Job Evaluation / P&G Review

Documents: Directorate Plan Spreadsheet.

Priority 4: Improve Equalities Culture

Document: Directorate Plan Spreadsheet.

Priority 5: Improve Health & Safety Culture

Documents: Directorate Plan Spreadsheet

Priority 6: Improve Financial Management

Documents: Directorate Plan Spreadsheet.

Priority 7: Implement Corporate Restructure

Document: Directorate Plan Spreadsheet.

Priority 8: Community Safety Corporate Priority

Document: Directorate Plan Spreadsheet.

Priority 9: Neighbourhood Management Service Review

Document: Directorate Plan Spreadsheet.

Priority 10: Building Maintenance Service Review

Document: Directorate Plan Spreadsheet.

Priority 11: Local Environmental Quality Corporate Priority

Documents: Directorate Plan Spreadsheet

Priority 12: Waste Management Corporate Priority

Document: Directorate Plan Spreadsheet.

Priority 13: Refuse Service Review

Document: Directorate Plan Spreadsheet.

NS 1: Improve approach to absence management

Actions	Milestone	Progress in Q1	Progress in Q2	Progress in Q3	Year End
Examine successful approach taken in HASS to using HSE stress management standards	Sep-08	Analysis suggests a large majority of stress absence is non-work related, but clearly needs to be managed. The HSE approach was considered during development of the proposals for well-being initiative, but the small number of stress cases were all non-work related.	As Q1. Pilot health questionnaire will provide information about the underlying issues causing stress related absence. Informally we think that vast majority is caused by domestic issues. Once we find out more, we can encourage staff not to use stress absence.	Pilot health questionnaire completed, but answers not yet analysed and reported – so no learning yet. Stress related absence is actually forecast to meet lower target of 2 days per fte, but this is probably down to overall reduction in sickness as opposed to any targeted approach.	Pilot health questionnaire provided little information on stress related absence. Stress absence levels have reduced faster than the overall sickness levels in 08/09.
Temporarily redirect resources to provide additional support to managers in managing absence	Dec-08	Need to find further HR backfill following departure of Alan Lynn to cover for Laura Cadywold until December 08	No resource in place, and unlikely to be able to recruit temporary staff at this level for a very short period.	Delay in P&G has led to inability to put additional backfill in place until March 2009.	Complete.
Explore how to incentivise staff to improve health outside work	Dec-08	Well-being initiative being developed in Civil Engineering, where sickness has historically been high. Includes a proposal for immediate referral to either osteo or physio for any member of staff phoning in with MSD (70% of sickness for Civils). Proposals for other staff welfare initiatives being developed with NHS (no smoking campaign, and health fair).	EMAP paper taken 15th October - set out range of ideas on more proactive approaches. Direct referral to physio/osteo, health check, absence questionnaire, health fair all underway or planned. Informal feedback is positive, but it will take some time to evaluate effectiveness.	Pilot in Civils seen as very positive, but no evaluation undertaken so far. Assumption that we would roll out further. Smoking Cessation day to be held on 5 th February.	Initial assessment and feedback report to DMT on 5 th Feb positive. Further cost-benefit analysis now done but this is an issue that the Staff Welfare EIE group will be asked to consider.
Continue to improve staff communications	Apr 09 + ongoing	No new formal communication mechanisms planned at present. Improved approach to team appraisals will provide better awareness of service objectives in each team. Service Managers will be encouraged to involve additional staff in service planning round starting September/October. We could hold more inclusive planning sessions with a wider group to refresh the Directorate Plan at the same time, dependent on review of corp. strategy.	As Q1.	As Q1. Except that directorate planning has been limited to Managers Forum level staff – not below.	As Q3. Communications EIE group will come up with further ideas.

Continue to monitor how we manage the corporate absence management policy	Apr 09 + ongoing	New group appraisal scheme developed and implemented. Work being done on how best to roll out the training matrix available within Civil Engineering across other departments. (proposal will be going to DMT early August).	Ongoing.	Monitoring ongoing through quarterly service plan review, monthly absence reports. HR stopped coming to DMT each month with the long term cases. We are getting picked up on corporate reports as being very high on long term sickness ie 67% above corporate average. Any more we can do to remove delays from system?	As Q3.
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Measures	Baseline	08/09 Target	Q1 figure	Q2 figure	Q3 figure	Year End	Commentary
BV12: Number of working days / shifts lost to sickness per fte	15.53	14	3.56	2.94	2.97	11.25	28% fall
CP13a: Number of days lost to stress related illness (per fte)	2.53	2	0.61	0.45	0.31	1.47	42% reduction
Staff survey: Overall satisfaction with present job	69% (04/07)	no target set	not available	not available	Not available	Not available yet	Will not be available until early May at best. 176 NS staff responded. Will need to adjust targets in DP following these results.
Staff survey: Currently being bullied / harassed	10% (04/07)	0%	not available	not available	Not available	Not available yet	Will not be available until early May at best. 176 NS staff responded. Will need to adjust targets in DP following these results.
Staff survey: I am able to cope with the demands of my job	78% (04/07)	no target set	not available	not available	Not available	Not available yet	Will not be available until early May at best. 176 NS staff responded. Will need to adjust targets in DP following these results.

Absence Management Overall Assessment: 80%

- Excellent improvement on both overall and stress related absence levels.
- Big steps made on health and well-being – pilots completed but cost benefit analysis not completed.
- Excellence in Everything group to look at Staff Welfare.
- Agreement that next steps must be around positive proactive staff welfare.
- Staff survey results would be helpful – but not likely to be available till early May.

NS 2: Staff Development

Actions	Milestone	Progress in Q1	Progress in Q2	Progress in Q3	Year End
Hold regular meetings between the director and front line staff	Ongoing	Ongoing. Director involved with Building Maintenance staff in particular.	As Q1	As Q1	No formal arrangements in place. Director offered meetings to all staff in March 2009 to give overview of success, challenges ahead.
Hold quarterly meetings of the DNS Managers Forum to further develop leadership skills	Ongoing	Yes. Meeting in April went over performance issues, and included a presentation from Occupational Health provider. Meeting in July will communicate restructure, CPA/CAA, and will hear from CEX	Yes. Meeting in late September introduced equalities issues,	Yes. Meeting in mid December provided a feedback on performance during the year, and engaged Managers around directorate planning.	Yes. Meeting in February 2009 set out performance issues, and introduced Directorate Plan document. Presentation around FMS system.
Hold quarterly toolbox talks between ADs and front line staff	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
Review our approach to developing managerial and supervisory skills, and develop proposals based on the findings	Oct-08	Head of Service discussion in May highlighted good practice in BM/Civil Engineering. Waste services exploring ways to offer qualifications to supervisory staff.	Work mentioned in Q1 still valid/ongoing. Idea of management training programme wrapped up in culture / customers discussion paper discussed by DMT 23rd October.	No further progress made. Discussed at DMT away day meetings and agreed to roll forward into a culture /staff/ customer priority for 2009/10, but not clear what actual details would be. In the meantime some service areas are offering different training opportunities to their supervisory staff.	Not complete – as Q3. L&D EIE group will be tasked with producing a number of practical ideas re learning and development overall.
Deliver staff appraisals through the directorate	Mar-09	New group appraisal scheme developed and implemented. Work being done on how best to roll out the training matrix available within Civil Engineering across other departments. (proposal will be going to DMT early August).	Group appraisal scheme in place. Laura has asked for progress update from managers. DMT did agree an approach to training matrix in August, and ADs have been asked to sign off their requirements. Once this happens, HR to work with service heads to roll out across the directorate.	Appraisals (in appropriate form) ongoing. Training matrix – DMT has asked for an update from Nick. This does seem to be central to the 2009/10 culture/staff/customer priority.	95.6% of staff have been appraised in one form or another.
Continue to improve internal staff communications	Apr 09 + ongoing	No new formal communication mechanisms planned at present. Improved approach to team appraisals will provide better awareness of service objectives in	As Q1.	AsQ1. Except that directorate planning has been limited to Managers Forum level staff – not below.	As Q3. Communications EIE group will come up with further ideas.

		each team. Service Managers will be encouraged to involve additional staff in service planning round starting September/October.				
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Measures	Baseline	08/09 Target	Q1 figure	Q2 figure	Q3 figure	Year End	Commentary
Staff survey: Staff who are well-informed	72% (04/07)	no target set	not available	not available	Not available	Not available yet	Will not be available until early May at best. 176 NS staff responded. Will need to adjust targets in DP following these results.
Staff survey: Line managers reporting that the council gives opportunities to develop people management skills	76% (04/07)	no target set	not available	not available	Not available	Not available yet	Will not be available until early May at best. 176 NS staff responded. Will need to adjust targets in DP following these results.
Staff receiving an appraisal in last 12 months	92%	92%	annual	annual	54%	95.6%	

Staff Development Overall assessment: 78%

	Total number due to receive PDRs in 08/09	PDRs complete as of 27/01/09	PDRs complete at year end	% complete at year end
SES	8	8	8	100%
EHTS	48	47	47	98%
NPS	80	74	74	93%
Civils	66	58	66	100%
Cleaning	331	214	312	94%
NMU	16	2	14	88%
Licensing / Bereavement	21	3	21	100%
Waste	108	14	104	96%
Building	106	5	105	99%
Support Services	17	10	15	88%
Total	801	435	766	95.6%

NS 3: Implement job evaluation / pay and grading

Actions	Milestone	Progress in Q1	Progress in Q2	Progress in Q3	Year End
Implement new pay & grading structure, and support staff through the appeals process	Sep-08	Waiting for Unison / union ballot to take place. In the meantime taking steps to ensure that staff effected by loss of bonus can access temporary payments.	Second ballot result by 10th November.	Agreement signed. Deadline for appeals 9 th January. Some concern voiced at DMT over ability to hear all appeals by March 2009.	Process managed swell within NS well. Quick to ensure JDs reviewed, and appeal results now been agreed for some areas of NS.
Monitor effect of new pay structure	Apr-09	n/a	n/a	Not really relevant until after appeal process runs its course. DMT deemed it a priority for 2009/10 to develop coping strategies in 'high risk' areas most effected by the new structure.	Not relevant until after appeal process has run its course. An action has been agreed for 2009/10 Directorate Plan to continue to monitor effect of new structure, and to review structures where necessary if delivery of service is adversely effected.

Measures	Baseline	08/09 Target	Q1 figure	Q2 figure	Q3 figure	Year End	Progress
Level of detriment to industrial relations	No baseline	No target set	n/a	n/a	N/a	None	Completion of the Appeals process has been extended to end of June 2009 which may cause frustration among staff.

Implement JE / P&G Overall assessment: 67%

- Morale has taken a battering across the board – particularly in some teams and areas.
- Completion of Appeals process extended to end of June may cause frustration among some staff.

NS 4: Improve equalities culture

Actions	Milestone	Progress in Q1	Progress in Q2	Progress in Q3	Year End
Complete priority equality impact assessments (EIAs) of waste management strategy and community safety plan.	Sep-08	Waste management strategy EIA progressing well and likely that desktop exercise will be complete by September 08. CSP EIA completed very quickly in April, but now SYP taking another look at using a better format following feedback from corporate equalities team.	Waste management strategy EIA - 7 of 9 elements complete and signed off by DMT, going forward to consultation in Nov with reps of 6 strands. CSP EIA completed as a desktop document but needs to be consulted upon before being published.	Waste EIA and CSP EIA both completed. Waste EIA complete and actions are being considered as part of the Waste Service Plan. CSP EIA now subject to consultation and feedback processes – CVS has provided some critical feedback.	Waste EIA and supporting service area EIAs complete and published. Action Plan in place for this and relevant work is ongoing. CSP EIA completed following consultation. NS DMT asked for an action plan to be completed – but this has not been agreed. Therefore not yet published.
Set out an equalities plan for Neighbourhood Services, to include a forward programme of EIAs.	Sep-08	Work not started but no reason to think this will not happen	Complete. Being used council wide as template.	Work will begin before the end of 08/09 on a 3 year plan to be implemented in June 2009.	Complete Draft 3 year plan drawn up and discussed at DMT. Likely that Equalities EIE group will be asked to input into it once they get going.
Set out a strategy to promote the development of female staff in the directorate.	Oct-08	Work not started.	Work not started, but suggestion that we should EIA employment opportunities in order to develop some proposals.	Work now started as part of an EIA of NS staff. Staff profiling undertaken which does not suggest a significant issue around gender.	Not complete. Part of the staffing EIA – due to be completed by end Sept 2009.
Contribute to development of corporate equality recovery plan and new corporate equality strategy.	Dec-08	Positive engagement by Director, Performance Manager, and DMT continues.	As Q1. Positive engagement. Managers Forum session 30th September positive.	Ongoing. Performance Manager now chairing corporate DEL group.	Complete
Complete further EIAs within programme.	Mar-09	Depends on equalities plan to be developed.	Now have a programme agreed - 7 EIAs to be completed by July 2009.	First lot of EIA training done on 16 January, with good engagement from HOS and ADs. Once this training has been completed it is expected that all planned EIAs will be completed by	A further 7 EIAs agreed within interim equality plan in October 2009. All managers now trained in carrying out EIA – but programme not completed. All now given until end Sept 2009 to complete.

Undertake equality training needs assessment and develop proposals.	Apr-09	Depends on equalities plan to be developed.	As Q1. Brought into draft equalities plan as a potential action	July 2009. In addition work has already begun on the EIA of the Eco Depot and initial thoughts have been sent to the corporate Equalities Team.	No formal needs assessment completed. However lots of training undertaken – including specific EIA training for all managers who are required to undertake EIAs in the interim scheme.
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Measures	Baseline	08/09 Target	Q1 figure	Q2 figure	Q3 figure	Year End	Progress
Proportion of EIA programme completed	7 EIAs	100%	n/a	n/a	n/a	11%	1 complete 6 started, 2 not yet started (see table below)

Equalities Overall assessment: delivered 43%

- Good progress made on training and awareness, with help from Corporate Team.
- Equality group in EIA programme being formed to give added impetus.
- Waste EIAs completed as a good practice example, with consultation complete and actions translated into 09/10 Waste SP.
- CSP EIA process has been painful –still not complete.
- Other EIA programme off track : Why? Training took ages. Not embedded in culture. People busy doing their day job. Process is too elongated so momentum gets lost.
- We are underselling ourselves on this issue. Lots of good practice is going on day to day but this is not being captured and recorded through the EIA process.

EIA	Deadline	Progress
Waste Services	March 2009	Complete
Community Safety Plan	March 2009	Complete, consultation complete, but action plan not yet agreed following DMT.
Eco Depot	March 09 – extended to Sept 09	Started, not complete. Limited progress made.
Bereavement Services, EHTS and Licensing	March 09 – extended to Sept 09	Started, not complete. Limited progress made.
Public Toilets	March 09 – extended to Sept 09	Started, not complete. Good progress made –Next step publication.
24 Hour Drainage and Pest Control	March 09 – extended to Sept 09	Started, not complete. Good progress made.
NS staff – particularly gender issues	March 09 – extended to Sept 09	Started, not complete. Limited progress made.
Building repairs to council houses	March 09 – extended to Sept 09	Started, not complete. Good progress made.
Highways – minor repairs to roads	March 09 – extended to Sept 09	Started, not complete. Limited progress made.

NS 5: Improve health and safety culture

Actions	Milestone	Progress in Q1	Progress in Q2	Progress in Q3	Year End
Implement any changes arising from the corporate health and safety review	Sep-08	Ongoing and on target. New processes are being implemented in stages.	As Q1. Ongoing and on target.	Ongoing and on target.	Complete – ie ongoing and on target.
Implement the new model of site inspections, training and communications.	Sep-08	Site inspection regime has started to be implemented. Training database will be a corporate system.	Site inspection regime in place. On target to complete requisite number of inspections.	On target.	Inspection regime in place. Training ongoing. Communications less successful.
Develop improved database to record staff training records.	Oct-08	Training database will be a corporate system. Work being done on how best to roll out the training matrix available within Civil Engineering across other departments. (proposal will be going to DMT early August).	Corporate training database ready to be evaluated. We have passed the Civils data to the corporate database supplier to upload. DMT did agree an approach in August, and now with ADs to sign off. Once that happens, HR will work with Service Managers to populate the training matrix with help from Finance.	H&S still pursuing IT options to assist with the pro-active management of the Excel Training Matrices for each dept. HR & Performance are currently formatting information received from HOSs before getting final sign off by Chief Officers and then population by HR & Finance and roll out to departmental administrators.	H&S stopped looking at an IT option. Now covered under the HR Training Matrices within each department.
Implement, review and evaluate the success of the new near miss reporting mechanism	Dec-08	Implemented but taking time to encourage front line workforce to use the books. However reports coming in. They are being fed into the operational H&S meetings for discussion and action in response. DMT receive reports as well. Action in response will be fed back through Neighbourhood News.	No real progress made in terms of widening use of these reports. Still largely coming in from Managers. Also 2 recent H&S Improvement meetings cancelled so no obvious actions taken in response to reports (or at least not clear that action has been taken). Not fed back in October NN - important to do that in the depot/H&S newsletter in late Oct.	Still largely coming in from Managers – challenge of changing culture for front line workforce to use books. Feedback from reports and actions taken are going in next NN (out January).	SOBs remain the preserve of managers. Very few are coming through from the workforce.

Measures	Baseline	08/09 Target	Q1 figure	Q2 figure	Q3 figure	Q4 figure	Year End	Commentary
Total number of accidents reported	127	no target set	24	17	25	24	90	Big drop – especially considering the expansion in size of the directorate. DMT considered whether this

								was due to Director asking to see all reports – and dismissed the idea.
Number of RIDDOR accidents	30	10% reduction	8	7	5	7	28	10% reduction. No evidence of any change to performance of the H&S system. 1 other RIDDOR incident reported during the year – so 29 reports overall.
Number of RIDDOR major injuries	2	20% reduction	0	0	1	0	1	
Number of RIDDOR dangerous occurrences	2	0	0	0	0	0	0	

Health & Safety Overall assessment: 75%

- Lots of work done. General feeling that H&S has improved – fewer serious or potentially fatal injuries incurred in 08/09.
- But no real evidence of any change to the performance of the H&S management system in place. 27 RIDDOR accidents is consistent with the performance in the last 4 or 5 years.
- H&S EIE group may come up with further good practice examples that we can use to start to change culture. The fact that the SOB process is largely ignored may be because the process is wrong, or may be because the culture is wrong.
- No work done to measure the prevailing H&S culture of the directorate.

NS6: Improve financial management

Actions	Milestone	Progress in Q1	Progress in Q2	Progress in Q3	Year End
Provide financial regulation, procurement and budget monitor training for Budget Managers.	Ongoing	Budget Monitoring training to be provided during implementation of new FMS. Financial Regulation and Procurement refresher to be provided later in the financial year, as this was provided last year.	Ongoing monthly monitoring meetings with Budget Managers to improve awareness and their involvement in forecasting. Specific training is to be provided to coincide with implementation of FMS in April 09. Procurement training offered to managers in October.	Ongoing monthly monitoring meetings with Budget Managers to improve awareness and their involvement in forecasting. FMS training is scheduled for Mar 09 and FMS team to attend managers forum in Feb 09.	FMS team attended managers forum and rollout of training commenced in March to staff including managers. Training included procurement and financial regulations awareness with regards to ordering goods and services on the new FMS. Budget managers to receive further training on budget monitoring in May 09.
Reduce creditor days by developing a web based system to pay Yorwaste.	Oct-08	Currently in discussion with Yorwaste	Significant progress has been achieved as the site is now modified to our requirements. Sign off from audit is required and then the system will be tested and should be implemented by the end of Dec 08.	Further work was required and go live date set for 1 st Feb 09.	Go live in Feb 09 – invoices in dispute now resolved earlier therefore reducing creditor days. Invoices received are for non disputed charges therefore can be passed for payment immediately.
Review directorate's approach to risk management and implement within the new Performance Management Framework.	Oct-08	Ongoing as awareness and training is developed for Managers. Directorate risks to be monitored quarterly as part of the Corporate Reporting Framework.	System now in place to monitor risk quarterly. Improved approach to risk management as a central contact for the directorate has been established to update the risk register and provide quarterly updates to GMTs/DMT. Risk is to be incorporated into the service plan cycle. Need to assess current risks on register as severity of risk is not consistent across service areas. This will be done as part of service planning in Dec 08/Jan 09.	DMT agreed directorate risks in Jan 09 and service plans to include risks. These will be included on register in Feb 09.	Directorate risks now included on the register and reviewed regularly in line with corporate deadlines.

Continue to monitor financial position of specific service areas (building maintenance, cleaning, transport).	Apr-09	Ongoing as part of monthly budget monitoring	Ongoing as part of monthly budget monitoring. Action taken to address any overspends in these areas.	Ongoing as part of monthly budget monitoring. Action taken to address any overspends in these areas. No significant overspends forecast.	Ongoing as part of monthly budget monitoring. Action taken to address any overspends in these areas. No significant overspends forecast.
Implement new FMS, including training for finance staff and budget managers.	Apr-09	This is subject to the actual implementation date	Implementation date is set for April 09 so training should take place before this but will be timetabled by corporate finance. A significant amount of NS Finance time is currently spent mapping existing and future processes to ensure that the new system meets the specific needs of our directorate.	Implementation date is set for April 09 so training should take place before this but will be timetabled by corporate finance. A significant amount of NS Finance time is currently spent mapping existing and future processes to ensure that the new system meets the specific needs of our directorate.	Implementation of FMS has happened. Training of key staff was identified and took place and these staff are now placing orders directly onto new FMS. Training has also taken place on GL and Debtors and will continue to train staff into April and May.

Measures	Baseline	08/09 Target	Q1 figure	Q2 figure	Q3 figure	Year End	Commentary
Reduction in outturn variance against budget	1.2% variance	0%	forecasting a 2.2% overspend (£308k)	forecasting a 2.4% overspend (£342k)	forecasting approx £100k underspend but should return to breakeven with project expenditure. CMT Q3 forecast was breakeven.	0.3% underspend (£45k)	£205k roll forward requested.

Financial Management Overall assessment: 83%

- FMS implementation on time. Training refreshed as part of the FMS implementation.
- Actions on target.

NS 7: Implement corporate restructure

Actions	Milestone	Progress in Q1	Progress in Q2	Progress in Q3	Year End
Agree detailed proposals for new services to be transferred into Neighbourhood Services.	Jul-08	Detailed discussions advanced over Highways service move, but not complete. Discussions on Parking service have also started, but likely to be less complex. Expect to undertake a period of consultation during August with a report to Executive during September. Timescales look very tight.	CMT considered report 15th October. Staffing Matters committee 6th November. 1st December vesting day.	Staff moved across 5 th January 2009. Implementation Plans in place for both Parking and Highways.	Complete
Implement service transfer.	Sep-08	Registrars completed June 08.	1st December. RW/JG looking at office accommodation issues at EcoDepot.	As above. Acting Head of Highways Infrastructure appointed and started working. Highways reports starting to come through to NS EMAP. Office moves started.	Complete. Implementation plan agreed at Urgency committee for Highways largely on track – but now potentially delayed due to Easy @ York / area management ideas. Parking Services implementation Plan remains on track.
Ensure service continuity in transferring services through to the end of 2008/09 financial year.	Mar-09	Can only really be assessed at year end.	Can only really be assessed at year end.	To be assessed at year end	Complete

No measures in place against this priority

Corporate Restructure Overall assessment: 100%

- Transfers completed successfully.
- Detailed service plans agreed for Highways Maintenance, Parking and Registrars to tie these services into the NS PMF.
- Service continuity ensured in Highways Maintenance and Registrars.
- Limited difficulties around staffing issues in Parking Services – but generally service continuity ensured.
- Need to clarify how the [Easy@York](#) programme impacts on implementation plans.

NS8: Community safety corporate priority

Actions	Milestone	Progress in Q1	Progress in Q2	Progress in Q3	Year End Progress
Monitor and evaluate the impact of the Westfield Capable Guardian scheme and assess the potential resource requirements of adopting it in other parts of the city.	Jun-08	AD has met with Sgt Bestington and Insp Moreton to undertake an interm appraisal. They have agreed to extend the pilot for a further 3 months over the summer, when it might be expected to have the most impact. The approach would then be evaluated against an agreed set of criteria in a report in September.	Director of SYP conducting an evaluation at present. Mixed views over how successful this was. Resource heavy for NMU.	Guardian Scheme has been evaluated, now in discussions with the leader and Westfield ward members on how to progress.	Scheme evaluated as a success. Higher reported levels of ASB, but also higher levels of confidence in agencies ability to deal – we assume the two are linked. Commitment in new corporate strategy to have 3 further schemes funded by Oct 2009.
Develop Neighbourhood Services' contribution to the Safer York Partnership's anti-social behaviour strategy	Jul-08	The Anti-Social Behaviour strategy has been agreed by the SYP Executive in June 2008. The strategy was modified following the CPA inspection which suggested a number of issues needed to be addressed. Some of these were NS issues and some were YOT issues.	Complete	Complete	Complete
Implement the new performance management framework through the SYP Executive.	Dec-08	On target	On target	Complete, new framework was introduced at the last meeting in December 08.	Complete
Continue to roll out cold calling controlled zones.	Apr 09 + ongoing	Roll out is continuing. There are now 23 zones in place across York. Recent case studies have highlighted the benefit of the zones in protecting vulnerable residents.	Programme is now bedding down and remains popular. Many requests are in and being processed.	Continues to be a very popular scheme. 49 zones (covering 71 streets and 2460 properties) in place at end of Qtr 3. Demand was such that had to suspend the introduction of any new zones until Qtr 4. There are a further 22 zones applied for on 'waiting list'.	53 zones (covering 74 streets and 2567 properties) in place at the end of Qtr 4.
Develop Neighbourhood Services' contribution to the Safer York Partnership community safety strategy	Apr 09 + ongoing	On target	On target	On target, played a part in the 'Feeling Safe in York' campaign.	Complete.

Measures	Baseline	08/09 Target	Q1 figure	Q2 figure	Q3 figure	Year end	Commentary
Total Crime (BCS total crime)	11876 (06/07) 10010 (07/08)	10861 (9846 10/11)	2655	9584 as a forecast	9612 as a forecast	9906	Nearly hit the 2010/11 target. Continues a year on year fall – 1% drop this year, 17% drop over last 2 years.
NPI17 Perception of anti-social behaviour* (LAA measure)	14% (06/07)	13%	not available	not available	Not available	11.2%	Place Survey perception figures all dropped on 2007/8 except for noise (gone up 1%) and vandalism (gone down 2%). Home Office have blocked setting of an LAA target on this until after the 2010/11 survey.
% who feel informed over what is being done to reduce ASB	30%	40%	not available	not available	Not available	Not collected	This question not asked during the year. However, 2 Place Survey questions are relevant: NPI21: Dealing with local concerns about anti-social behaviour and crime by the local council and police (29.3% satisfied) NPI27 Understanding of local concerns about anti-social behaviour and crime by the local council and police (29.4% satisfied). Early comparative data suggests that these are top quartile.
Illegal alcohol sales via Test Purchase Programme	8.6%	10%	annual	annual	Annual	8.5%	6 of 71 sales were under-aged.
% of residents who feel that York is a safe city to live in.	55%	68%	not available	64% (TA31 - July 08)	Not available	64%	Not on target but a significant improvement on baseline.
% of residents reporting noisy neighbours causing a problem	13%	9%	not available	not available	Not available	14%	Increased.

Community Safety Overall assessment: 86%Crime Rates (see next page for overview)

Another drop on the BCS crime figure – 1% lower in 08/09 than in 07/08. Within that overall headline figure – range of movement. Acquisitive crime (NPI16) rose by 4%, serious violent crime (NPI15) rose by 18%, assault with injury (NPI20) rose by 21%. Knife crime (NPI29) and Gun crime (NPI30) have very small numbers and remained stable.

Within NPI16, burglary rose by 14%, while robbery fell 47% and vehicle crime overall dropped by 18%. Of the other 'high volume' crime types within BCS, criminal damage stayed almost stable – down 2%, cycle theft down 15%.

Perception

Generally very positive. Talk About 31 in July 2008 showed improved levels of perception across a number of issues. % of residents feeling York safe jumped from mid 50s% to 64%. Levels of concern with a range of crime types fell.

Place Survey in Winter 2008/9: NI17 hit its target of lower levels of concern – despite us having comparatively low levels of concern in 06/07 across all the sub-sets. Place Survey results show quite a lot lower levels of concern than in 2006/7 and 2007/8 – with everything apart from noise nuisance. LAA target was exceeded.

Home Office have blocked setting of LAA targets on NPI17 – until after the 2010/11 Survey! We suggested a target of 9.2%.

Actions

All either complete or on target.

Corporate Strategy

Safer City element of Community Strategy sets out small number of key milestones for 2009/10 – around the following:

- Alleygating
- CCCZs
- Target Hardening
- Capable Guardian Schemes
- Under age alcohol sales programme
- ALTN8

Code	Indicator definition	2006/07 outturn	2007/08 outturn	2008/09 outturn (NYP)	2008/09 outturn (IQJANTA)	DIFFERENCE TOTAL	DIFFERENCE %	Target 2008/09	Target 2009/10	Target 2010/11	Change 07-08 to 08-09 TOTAL	Change 06-07 to 08-09 TOTAL	Change 07-08 to 08-09 %	Change 06-07 to 08-09 %
NPI 16	Serious acquisitive crime rate	4311	3330	3459				3891	3696	3512	-129	852	4	-20
Constituent parts of NI 16	Aggravated Domestic burglary (incl. attempts)	10	5	5				9	9	8	0	5	0	-50
	Domestic burglary (incl. attempts)	1081	989	1126				976	927	880	-137	-45	14	4
	Robbery of Business property	24	14	45				22	21	20	-31	-21	221	88
	Robbery of Personal property	159	137	73				143	136	130	64	86	-47	-54
	Theft from a vehicle (incl. attempts)	2383	1680	1749				2133	2026	1925	-69	614	4	-26
	Theft or unauthorised taking of vehicle (incl. attempts)	660	492	437				596	566	538	55	223	-11	-34
	Aggravated Vehicle Taking	14	13	24				13	12	11	-11	-10	85	71
	NPI 15	Serious violent crime rate	n/a	96	113				92	89	86	-17		18
NPI 20	Assault with injury crime rate	n/a	1024	1239				990	956	922	-215		21	
NPI 28	Serious knife crime rate	n/a	67	60				64	62	60	7		-10	
NPI 29	Gun crime rate	n/a	2	5				2	2	2	-3		150	
Others	Criminal Damage	4189	3697	3630				3781	3592	3412	67	559	-2	-13
	Theft of a Pedal Cycle	1414	1198	1014				1276	1212	1152	184	400	-15	-28

NS9: NMU directorate priority

Actions	Milestone	Progress in Q1	Progress in Q2	Progress in Q3	Year end
Develop a model for a corporate action plan showing how local democracy and participation can be improved.	Dec-08	Ongoing work. Now part of Single Improvement Programme, and so being led by CEX as a key part of the developing engagement strategy. Head of NMU is part of group. Plans for workshops with senior managers, members, LSP partners and to take to November EIA fair. By October aim is to have a draft corporate strategy that will include NAPs and ward committees.	Agenda is growing - e.g. DCLG white paper on community empowerment. Corporate engagement strategy is being drafted (led by CEX). NAPs and ward committees will be included as a key part of the engagement strategy. But concern at lack of any overarching corporate approach to responding to the engagement/empowerment agenda. NMU working regionally to develop CAA evidence base for NPI4.	Links have been made with the Government Office and the National Empowerment partnership who have been developing a framework for the NI4 indicator and the involvement and engagement agenda. This may well be used to assist with gap analysis across the authority and LSP to facilitate improvements.	The authority is one of only 8 pilot areas in the country looking at participatory budgeting. The NMU and other sections of the council are developing engagement work around the theme of children and young people.
Implement new best practice coming out of the LG bill.	Dec-08	Ongoing work. Examining how to implement the 'duty to involve', and exploring the implications of recent statutory guidance document. Must recognise context of CYC being ahead of national agenda in much of these issues. Up to Liz to link the guidance into draft engagement strategy.	Working on NAPs. Health engagement within NAPs. Young people engagement within NAPs. NAPs linked into service plans. NMU recognised for its approach to Participatory Budgeting at national and regional level as a national pilot authority.	The agenda around engagement and empowerment has moved forward since the introduction of the Local Government and Public Involvement in Health Act. Officers within the NMU are part of the Engagement Reference Group held within the council. They are also involved with the National Empowerment Partnership. Making these links is enabling good practice to be shared across the authority and with other local authorities and partners.	The links with the Empowerment Partnership and Government Office have continued to drive shared learning.
Review the structure of the Neighbourhood Management Unit to ensure that it responds to the revised neighb. management model.	Apr-09	Work to start once HOS returns from maternity leave (October)	HOS now returned (1st October). Work to start.	Work to be commenced following the appeal process within pay and grading and once a Director of Neighbourhood Services is appointed.	This is still awaiting the results of the Pay and Grading process to enable a restructure to commence.

Measures	Baseline	08/09 Target	Q1 figure	Q2 figure	Q3 figure	Year End
NPI4 Proportion of residents who feel they can influence decisions affecting their area (LAA measure)	No baseline	To be set in year	Not available	Not available	Not available	31.5%. (Place Survey Weighted figure). Figure of 34.3% set as LAA target for 2010/11. Initial analysis suggests that this is a top quartile figure. .

Neighbourhood Management Overall assessment: 50%

- Delivery within the Neighbourhood Management Unit it still receiving National and regional recognition, in particular for it's participatory processes over budget allocation at a ward committee level.
- Concern that corporate organisation has not yet understood or practically engaged in a coordinated way with new issues set out within the various recent legislation - e.g call for action.
- However, there is a need to review the structure of the service taking into account the direction of travel and desires around the engagement and involvement agenda.
- The service needs to have a structure that can actively support the work in the communities in York and elected members as their champions, in a sustainable manner.

NS 10: Building Maintenance Directorate Priority

Actions	Milestone	Progress in Q1	Progress in Q2	Progress in Q3	Year End
Work with OGC and Jewsons to further improve material supply.	ongoing	Jewson agreement went live November 2007. Since then the agreement has been subject to continual review, and an improvement plan is in place. An April Audit report made few recs - which have been completed. Now (since May 08) started with monthly performance data to measure performance of Jewson is supplying material. Will meet the client to explain the process.	Further internal audit work going on at present, and seems positive. Now into 4th month where we have an agreed joint Jewsons 'scorecard' in place, which is discussed monthly alongside Jewsons.	Internal Audit completed audit on arrangement. Final report still to be agreed.	Final report not yet agreed. We cannot agree with IA suggestions as it would overturn the Jewsons project. If IA agree with the service it would require them to contradict financial regulations. IA currently still looking at the issues.
Enhance partnership and collaborative working with the facilities management team.	Dec-08	Very quiet indeed. Remains important as this is a key element of the business plan.	Little progress in development of a partnership with facilities. Remains important as this is a key part of the business plan.	RW continuing dialogue with senior management. Agreed report with AD of Facilities Management, going to CMT early Feb to discuss options.	Agreement with Facilities Management to work in partnership. Report prepared for Executive, but NKA review caused it to be delayed.
Consolidate the gas servicing contract within the Building Maintenance department.	Mar-09	Contract now in place. Performance measurement in place. Client officer working at Depot to improve level of understanding. Taken on a big new service area with minimal fuss.	Ongoing. No significant difficulties.	Despite a very cold start to winter no significant operational problems, although a dip in performance needs investigating.	Contract in place – working. Complete.
Deliver the new business plan to produce a break even trading position	Mar-09	On target to deliver healthy financial position. Need to improve the relationship with facilities management, as this is a key part of the bus plan.	Finding it difficult to use current financial systems to produce robust monthly financial forecasts.	Agreed process for financial forecasts, although they will be one month behind. Q3 figures indicate break even at year end.	On target to break even at year end, based on latest available figures.

Measures	Baseline	08/09 Target	Q1 figure	Q2 figure	Q3 figure	Year End	Commentary
Urgent repairs completed in time (repairs partnership key PI)	90%	99%	95.6% (1524/1594)	96.7% (1474/1524)	89.7% (1801/2008)	95.3% (6843/7182)	Big improvement on last year, despite volume going up from 6150 in 07/08.
Days taken to complete non-urgent repairs (repairs partnership key PI)	7.97 days	8 days	6.96 days (6145 jobs)	7.38 (5746 jobs)	6.7 (6519 jobs)	6.63 days (25215 jobs)	Big improvement on last year and well ahead of target. Volume risen from 21544 jobs in 07/08.

Overall Building Maintenance assessment: 75%

- Very good progress. Key performance measures all improved despite volume of work increasing. WIP levels have dropped considerably. Financial position has improved. Customer satisfaction figures hit 90% overall satisfaction in June 2008.
- Number of issues outstanding – due to need to work with NKA and Internal Audit colleagues.

NS11: Local Environment Corporate Priority

Actions	Milestone	Progress in Q1	Progress in Q2	Progress in Q3	Year End
Keep the new approach to street cleansing under review, and implement ongoing improvements as appropriate.	ongoing	Regular zone meetings take place. Closely monitor service requests and customer feedback received from CRM. Weekly meetings incorporating performance to discuss NPS dashboard.	as Q1.	As Q1 + testing of mechanical sweeping methodology being implemented.	Key issue remains communication, motivation of front line staff. The approach is kept under review using zone meetings – e.g. the annual NPI195 results will be discussed in zone meetings with the aim of engaging barrowmen to work more proactively by telling us about priority areas for extra cleaning. Aim to introduce additional blitzes into hot spot areas – mainly terraced streets – based on intelligence, 195 results and staff feedback.
Develop environmental action plans to support ward based delivery of the environmental aspects of the 18 neighbourhood action plans.	Sep-08	On target.	Working on building up the profile for each ward - to include LEQ data and customer data. This will then provide information to allow ward action plans to be developed. Revised target - get something to take out for consultation by January 09.	Currently compiling the 'profile' of each ward by York Pride type indicators currently measured through Talkabout, plus NI 195/196 and YCC stats. To be completed mid January. SEO PDR targets set to complete profiles and start consultations by March 09.	Some progress made, but not complete yet. SEOs have been asked to produce a profile of each ward by May 09 before they can start to spend York Pride funding.
Complete the review of provision of public toilets, including making budgetary proposals.	Dec-08	Report to go to October EMAP, consultation with York access group has taken place. Currently measuring footfall across all the cities public conveniences to measure usage.	Progress ongoing. Latest update report at EMAP 15th October. May 09 opening date for Silver Street.	Report will go to Executive by year end.	Silver Street will not be on tap until July 09 at earliest. Continuing frustration re procurement and planning issues around signage. Review report due to EM meeting in summer 09.
Complete the review of the city centre zone street cleansing, and implement findings.	Apr-09	Ongoing, currently trialling weekend evening working and different shift patterns, to be followed by meeting with supervisors to discuss findings and whether there is a need to alter cleansing methods.	Wrapped up with issues of replacing vacant SEO post, links to market and city centre issues. Decision re Easy Phase 2 may also impact - but longer term.	Ongoing, will be completed by year end.	Review completed – but very few significant changes needed – 195 scores OK in Guildhall. SEO arrangements for city centre still need to be sorted out. European Time Directive issues need to be sorted.
Complete the review	Jun-09	Phase 2 ongoing. Moving into	Ongoing. As-Is process	Policy workshops completed.	Likely to be put back beyond June

of neighbourhood pride and street environment services under Easy @ York project – to improve customer service.		the to-be design phase which will work up until end January 09.	completed and recommendations and options put forward. Easy team working on taking stock following as-is and developing options across the whole of Phase 2 services. Easy programme timetable has slipped - so work will continue later than June 09.	Design phase has now started but original timescales have slipped and this will go beyond June 09.	(new corporate strategy suggests Sept 09).
Complete the review of the use of large mechanical sweepers.	Apr-09	Work not started.	Work not started. Considering fitting tracking system to the vehicles to provide us with some management information that would help with the review.	Issues with current tracking systems being used, linked with standards and procurement are holding this up.	Not happened. Looking at installing tracking devices within the vehicles to provide information about where work has been done.

Measures	07/08 Baseline	08/09 Target	Q1 figure	Q2 figure	Q3 figure	Year end	Commentary
NI195a: % of relevant land with levels of litter below acceptable standards.	8%	8%	10% (1 st survey result)	4.6% (2nd survey result)	No survey in Q3	8.9%	09/10 target of 7.5%
NI195b: % of relevant land with levels of detritus below acceptable standards.	9%	8%	8% (1st survey result)	10.6% (2nd survey result)	No survey in Q3	11.0%	09/10 target of 9%
NI195c: % of relevant land with levels of graffiti below acceptable standards.	2%	2%	8% (1st survey result)	4.0% (2nd survey result)	No survey in Q3	4.7%	09/10 target of 4%
BV89: % of people satisfied with local cleanliness	67%	72%	not available	not available	Not available	67%	09/10 target of 75% satisfaction

Local Environmental Quality Overall assessment: 30%

- Poor year in relation to targets. All 5 of the NPI195 and 196 measures missed their targets.
- A number of the actions also missed.
- Toilet strategy review has not reported to time – and Silver Street delayed.
- Review of mechanical sweepers use has not happened.
- However significant preparatory work done alongside Easy programme colleagues.

Perceptions:

TA 31 survey in summer 2008 showed improved perception across a number of elements of LEQ – including rating cleanliness of street as good or excellent. Place Survey results (BV89) stayed stable.

NS12: Waste management corporate priority

Actions	Milestone	Progress in Q1	Progress in Q2	Progress in Q3	Year End
Explore options for kerbside recycling service, including the Groves pilot (to meet central gov targets).	ongoing	Waste Strategy report to EMAP in September.	Waste Strategy reports accepted by Executive. Groves pilot Phase 2 (terraces) implemented. Good start re collection rates (61% participation, 2.2 tonnes recycled, good presentation) and small number black sacks. Phase 1 (flats) delayed, but will start mid-November. Phase 1 kit ordered, know locations – just need to sort out fixing with Civils.	Reviewing performance. All containers and collections in place. Evaluation report being written with recommendations to change collection types in phase 1 and 2 areas. Phase 3 to roll out in spring, planning for this now.	Phase 1 & 2 complete. First collection on phase 2 wheelie bins took place at the end of March. Phase 3 to roll out early May.
Continue to embed enhanced recycling to schools and council offices (linked to NS13).	ongoing	Continuing.	75 schools and council office sites can now recycle all their paper, cardboard, plastic bottles and cans. Yorwaste is undertaking collection for us and we need to bring this in house.	Back in house as of 01/01/09. By early February commercial recycling to be added using school vehicle.	Ongoing.
Continue to implement the review of commercial waste (linked to NS13).	ongoing	The Waste Strategy now incorporates the commercial waste recycling and this line of business will continue for the foreseeable future.	Commercial recycling: looking to roll out to 150 businesses (SP target of 100) during 2nd half of year. Overall should boost the CW business.	Mail shots to commercial customers just about to start. Anticipate roll out to 150 businesses.	Mail shot complete, some responses received. Partnership agreement with YorWaste now agreed.
Complete procurement to provide access to a short-term waste treatment facility.	Sep-08	By April 2009, a partial interim solution will be operational, but with limited capacity. Therefore the partnership is exploring the opportunities for a further interim solution to resolve the LATS issue prior to the final solution.	Interim solution should be operational April 2009. This will take 25000 tonnes of partnership's waste in 09/10 - 25% of this is York's allowance. Looking at ways to exchange the 09/10 allowance for 10/11 when we will need it. Meanwhile PFI process continuing.	As Q2.	Given waste minimisation – no requirement for an interim solution. Therefore complete.

Refresh waste strategy for York, in line with the findings of an equality impact assessment.	Dec-08	Emap report September	Executive reports in September set out a refreshed waste strategy. 7 of 9 EIAs completed - and service taking these to a SIWG consultation day on 5th November.	8 of 9 equality impact assessments (EIAs) have been completed, a further EIA will be completed in 09/10. Following the consultation event in November an overview of the completed EIAs for the Public is being written with the Equalities team. An action plan to be incorporated into Waste Services, Service Plan is to be completed.	EIA incorporated into Waste Service Plan.
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Measures	Baseline	08/09 Target	Q1 figure	Q2 figure	Q3 figure	Year end	Commentary
NPI191 –Tonnes of residual household waste per household (LAA indicator)	660kg	640kg	633kg (forecast)	624kg (forecast)	626kg (forecast)	629kg	Massive improvement on last year
NPI192 – percentage of household waste sent for reuse, recycling and composting	43.37%	45.13%	45.07% (forecast)	45.17% (forecast)	45.13% (forecast)	45.13%	Hit target
NPI193 – percentage of municipal waste landfilled	57.45%	55.30%	55.39% (forecast)	55.97% (forecast)	55.46% (forecast)	55.14%	Hit target
BV90a – satisfaction with household waste collection	75%	76%	not available	not available	Not available until Q4	79%	
BV90b – satisfaction with doorstep recycling facilities	74%	No target set	not available	not available	Not available	74%	

Waste Management Overall assessment: 90%

- Exceeded the NPI191 LAA target.
- Improved on performance on NPI192, 193 in line with targets set. Therefore overall another successful year.
- Groves pilot underway – timescales slipped slightly but clear path forward to meet government targets around kerbside recycling.
- Perception data around waste is needed. Very limited in year perception data received.

NS13: Waste Service Directorate Priority

Actions	Milestone	Progress in Q1	Progress in Q2	Progress in Q3	Year End
Continue to embed enhanced recycling to schools and council offices (linked to NS12)	ongoing	Recycling service at about 90 sites has been improved with range of materials collected expanding from paper only to paper, cardboard, plastic bottles and cans. Total amount of recyclables collected has increased from 1 to 6 tonnes per week.	75 schools and council office sites can now recycle all their paper, cardboard, plastic bottles and cans. Yorwaste is undertaking collection for us and we need to bring this in house.	Back in house as of 01/01/09. By early February commercial recycling to be added using school vehicle.	Ongoing.
Continue to implement the review of commercial waste (linked to NS12)	ongoing	Partnership plan being developed with Yorwaste, to be implemented by year end.	Commercial recycling: looking to roll out to 150 businesses (target of 100) Q3 / Q4. Overall should boost the CW business.	Mail shots to commercial customers just about to start. Anticipate roll out to 150 businesses.	Mail shot complete, some responses received. Partnership agreement with YorWaste now agreed.
Implement new integrated commercial waste management system	Jun-08	Computer system "whitespace" has been developed, training providers have encountered problems relating to FMS.	Teething problems continuing. Working with the supplier to overcome these initial difficulties.	Addressing issues with software but should be operational by end of March.	Go live 1 June. Currently in user acceptance testing.
Review working patterns in light of developing waste strategy and pay and grading, and implement.	July 08 + ongoing	Work not started.	Round data is being collated with a view to a possible round rebalancing, which would then help ensure that changed work processes via the Easy Phase 2 programme would deliver improved refuse service performance and customer response.	Have been discussing policy with Easy Stage 2. A feasibility study is also being carried out.	Ongoing and awaiting outcome of Kendrick Ash efficiency savings report. Work delayed by P&G, NKA and Easy reviews.
Review policy on assisted collection, linked to completion of the equality impact assessment.	Dec-08	EIA on this service is complete, action plan being developed.	EIA (alongside other waste EIAs) being taken to a SIWG consultation day on 5th November. Consultation on this day will start to explore the consultation effort required to review the policies and service.	Consultation Event completed 5th November with results being used to full complete the EIAs. This event provided contacts for groups of people to contact if we need to carry out any further consultation. The general consensus of the day was that if we needed to write to residents as part of a review of the assisted collection service that they would be happy for this to happen.	Rolling into 2009/10.

Measures	Baseline	08/09 Target	Q1 figure	Q2 figure	Q3 figure	Year End	Commentary
COLI3: Missed bins per 100,000 collections	50.6	40	48.8	39 (YTD figure of 44)	34 (YTD 41)	41.25	This was a stretched target and was achieved for 6 months of the year, unfortunately because of the way we operated over the Christmas period there was a lot of confusion from residents as to collection days, this impacted on the figures. Still a good result and improvement on last year.
VW19: Missed bins put right by end of next working day.	79.86%	99%	98%	94% (YTD figure of 96%)	99% (YTD 97%)	96.89%	Significant improvement on last year.
BV90a: % of people satisfied with household waste collection	75%	76%	not available	not available	not available	79%	Awaiting results of Place survey.
Number of CRM system complaints	51.7 per month	<50 per month	141 (47 per month)	122 (41 per month) (YTD 44 per month)	149 (50 per month) (YTD 46 per month)	579 (48 per month)	Target reached, Christmas working had an impact as we received a lot more complaints than usual due to confusion over dates. On a positive note since the commencement of NVQ training in March 09 the number of crew related complaints has dropped significantly and we are hoping to improve further in 09/10.

Waste Service Overall assessment: 56%

- Good progress made on service quality PIs. COLI3, VW19 and CRM system complaints indicators all improved on last year. CRM complaints indicator has had a tough target set for 2009/10 within the Service Plan.
- Three of the development actions delayed (whitespace, review of working patterns, review of assisted collections).
- Very limited satisfaction data now available as Place Survey has replaced RESOP.



**Neighbourhood Services
Directorate Plan
2009/10**

**March 2009
(updated May 2009 following
agreement of Corporate Strategy)**

Foreword from Director of Neighbourhood Services

Neighbourhood Services is at the heart of York's community life. We deliver a range of front line services that make a real difference to every household in York. Whether you spend your time collecting waste, undertaking housing repairs, cleaning York's streets, inspecting the city's businesses, running our community engagement activities, or supporting front line staff in an administrative role, you are all doing an important job as part of a larger team. All of us are using public money, and we all have a responsibility to the rest of our teams, members and residents to act as ambassadors for the directorate and the council.

A lot of progress has been made in the last few years. Neighbourhood Services is a very young and complicated organization - but has quickly gained a reputation for strong front line delivery and problem solving. Our next challenge is to continue to develop and improve, by ambitiously joining up services and becoming more proactive and flexible in how we work for our residents and communities.

This Directorate Plan is an important document that all staff who work for Neighbourhood Services need to take notice of, as it sets out our priority actions and measures for 2009/10.

A key driver for 2009/10 is to improve the sort of organisation we are. It is important that we improve issues like health and safety, communications and staff development in 2009/10. Better trained and informed staff will deliver even better services. I want to develop a process that allows staff to drive this improvement themselves.

This plan also sets out the key things that this directorate will deliver for our residents and communities in 2009/10. Our service priorities show how we contribute to delivering the communities' ambitions set out in York's sustainable community strategy.

The work of every member of staff is covered by two documents: this directorate plan, and their own service's service plan. Taken together these two documents show what your team is responsible for delivering. Take time to understand them through your appraisal – either as an individual or as part of a group. I want everyone inside and outside the directorate to understand why Neighbourhood Services is here, and what we intend to deliver in 2009/10.

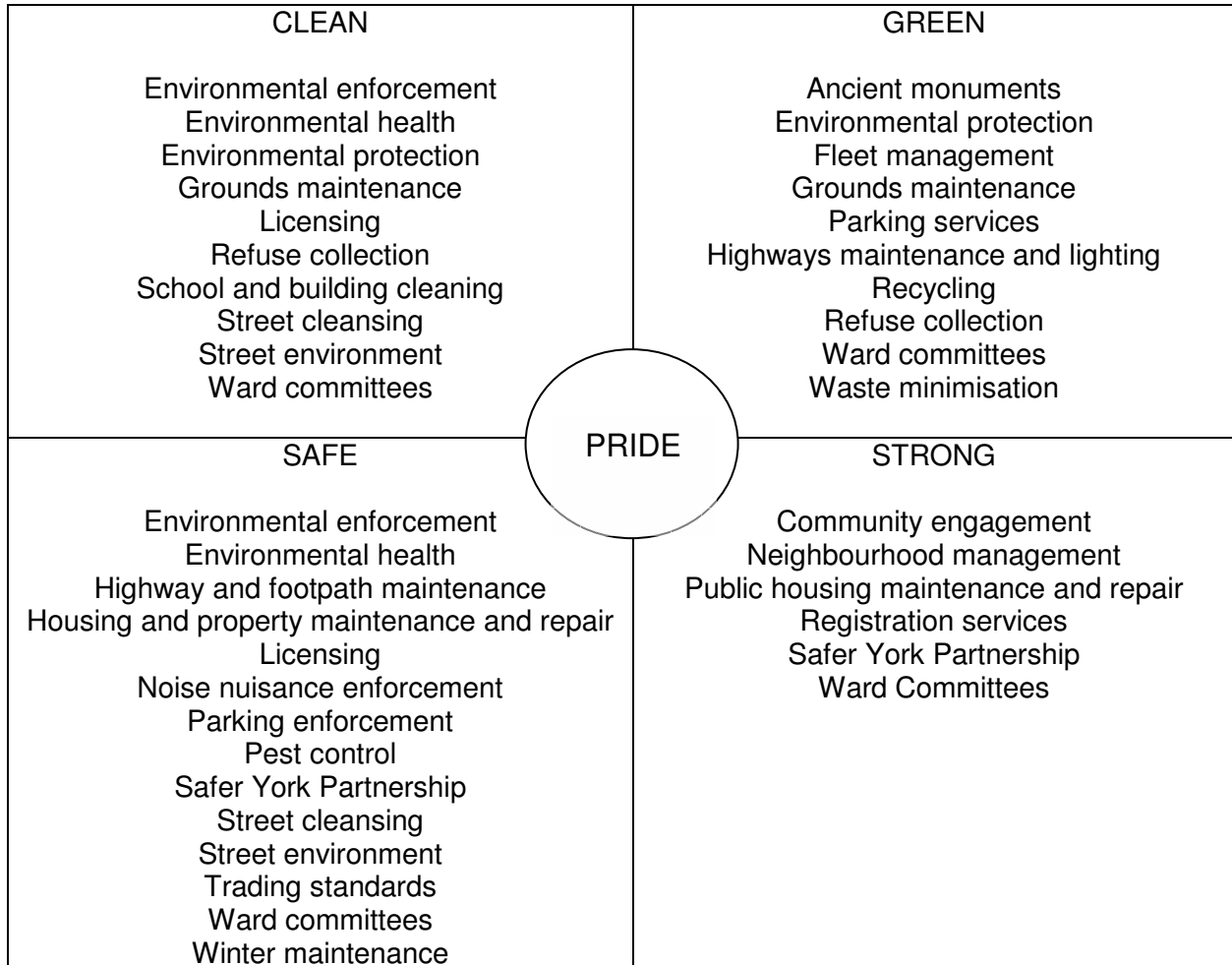
I want to thank you for your continued hard work and commitment. I look forward to working with you in the coming year.

Adam Wilkinson
Interim Director of Neighbourhood Services

Directorate overview

VISION AND PURPOSE OF NEIGHBOURHOOD SERVICES

Neighbourhood Services – proudly working towards a clean, green, safe and strong York
through providing a range of interconnected services.....



Neighbourhood Service was formed to deliver a range of front line services to residents and communities in York. Our role is to improve the local environment that residents and communities experience every day - as soon as people go outside their front door. We take responsibility for how residents and visitors experience York. We sum this up by saying that Neighbourhood Services is working towards a clean, green, safe and strong York.

NEIGHBOURHOOD SERVICES EXPLAINED

The directorate is the council's 'front end' on clean, green, safe and strong issues in York. Our staff and their vehicles can be seen out and about round the city every day – cleaning and maintaining roads and pavements, parks, rivers and open spaces, collecting waste and recycling, enforcing parking regulations, maintaining the city walls, cleaning up after events and floods, gritting and snow clearing. Neighbourhood Services also supports the community through ward committees, residents associations and community centres, either directly, or working alongside partners such as the Neighbourhood Policing Teams. Staff in our regulatory services teams such as Trading Standards and Food Safety work with local businesses and traders to ensure a fair, safe and strong local economy. While

Neighbourhoods delivers a range of services, a common theme is the practical impact that everything we do has on everyday life of local communities. It is vital to maintain the pride that our staff take in their city and to encourage the same from the communities they serve.

The directorate has 900 or so staff based at twelve locations. In addition teams provide services in schools, community centres, and other council buildings. Teams making up the directorate came from the old Commercial Services (most now based at Eco Depot), and City Strategy and Chief Executives directorates (now largely based at DeGrey House). In addition Licensing Services are based at Kings Court, Parking Services are based at 9 St Leonard's Place, Safer York Partnership is based at Friargate, and the directorate is also responsible for the Registrars office and the Crematorium. Developing our highly diverse workforce into a set of teams with a strengthened single vision and purpose is an important next step.

In other councils, some of the services that Neighbourhood Services provide are delivered by the private sector. We use a range of delivery models. We have removed the client contractor split in a number of areas such as waste, highways maintenance, winter maintenance, cleansing and grounds maintenance. In other areas such as housing repairs and ancient monuments we work via a partnership model with internal clients. A number of services have been outsourced (e.g. toilet cleaning, fleet maintenance), while a number of services compete for business with private sector competitors (e.g. commercial waste, highways maintenance, drainage, pest control and school cleaning).

The next pages include a structure chart and an overview of the directorate's budget, which will give an impression of the size and scope of Neighbourhood Services.

LINK TO THE SUSTAINABLE COMMUNITY STRATEGY

We are a key delivery partner for five of the Sustainable Community Strategy's seven strategic partnerships. We support delivery of six LAA measures – one directly (NPI191), and the others (NPIs4,16,17,30,38) alongside our key partners York Council for Voluntary Service, North Yorkshire Police, Probation, Drug and Alcohol Action Team.

NEXT STEPS – IMPROVEMENT DRIVERS for NEIGHBOURHOOD SERVICES

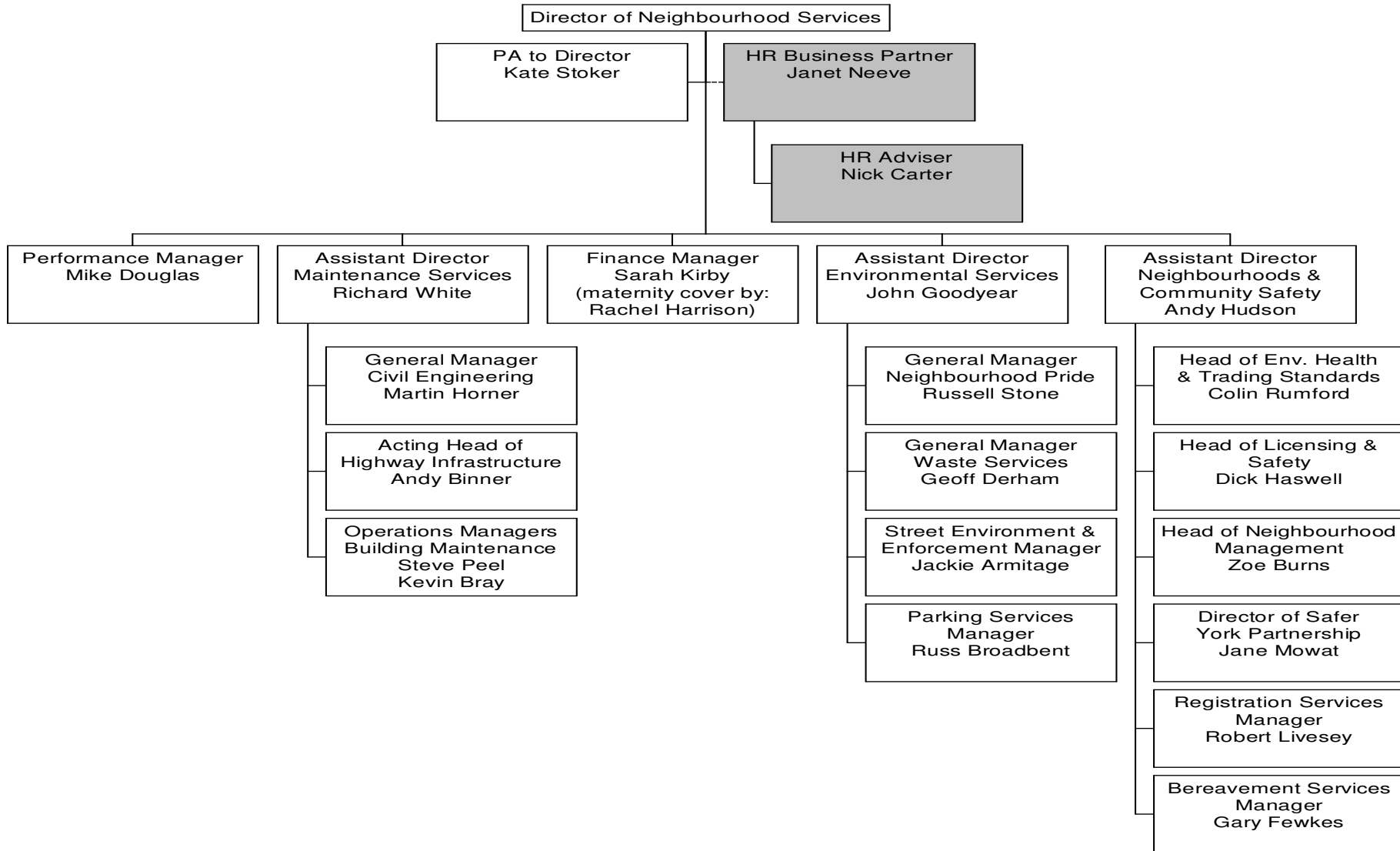
In developing this directorate plan, we considered the opportunities, challenges and risks we face. That planning process has clarified a number of issues that drive the further development of our services. They are the need to:

- Provide more for less – in light of the council's approach to the efficiency agenda, and potential partnership with Kendric Ash.
- Strengthen our focus on providing high quality customer service, to all of the diverse communities in York.
- Work more jointly and cohesively, especially in our dealings with other directorates and partner organisations.
- Develop better and simpler systems for anybody to report problems on the street to any of our services, and ensure that they are responded to.
- Develop more proactive ways of working, with staff acting as eyes and ears on the ground.
- Improve our organisational culture by empowering staff to become representatives of the council, able to flexibly respond to the different situations they face.
- Widen the leadership of the directorate.
- Act as a good practice exemplar within the council in relation to the community engagement and localism agendas.

The action plans at pages 11-16 show how we will address these issues in 2009/10.

DIRECTORATE STRUCTURE CHART

(1st April 2009)



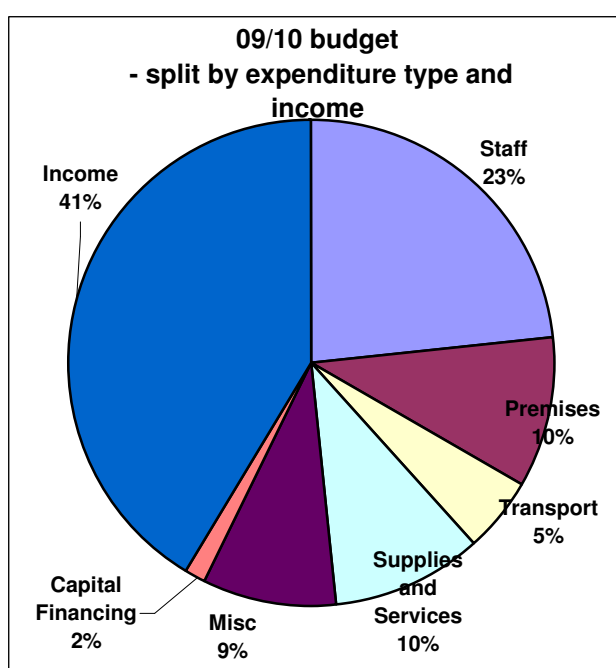
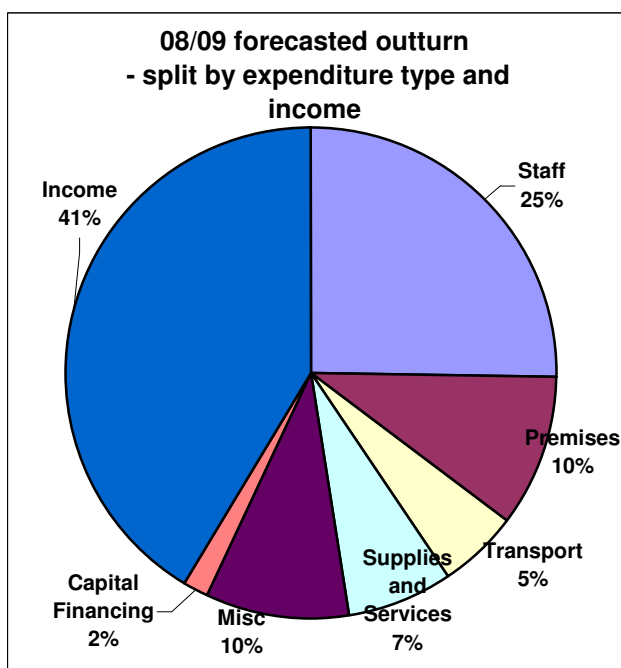
Neighbourhood Services Budget Overview

2009/10 Budget

Savings/Growth: The Directorate has identified £503k worth of savings for the 2009/10 budget to help fund council budget pressures. Savings agreed include £115k from waste disposal as a result of reducing the amount of waste sent to landfill, and £52k of additional income from various areas within the directorate. Growth of £445k was granted, with £210k growth to fund further rollout of kerbside recycling and £90k for replacement bins and containers being approved.

2008/09 forecasted out-turn: Information at month 9 is projecting the 2008/09 year end out-turn to be an underspend position of £115k (0.8% variance).

NS	Expenditure Budget £000	Income Budget £000	Net Budget £000	Projected Outturn £000	Under spend £000	%
Total	46,291	32,371	13,920	13,805	115	0.8



Budget 2009/10 - Neighbourhood Services* (£000s)

Employees*	£19,535
Premises	£8,175
Transport	£4,219
Supplies and Services	£8,392
Miscellaneous:	
- Recharges	£4,957
- Other	£2,338
Capital Financing	£1,307

Gross cost	£48,923
Less Income	£34,468
Net cost	£14,454

*Subject to amendment on employees budget for impact of job evaluation

Service descriptions, structure charts and budgets are contained in individual service plans. These can be viewed within the Neighbourhood Services section of the CouncilNet.

Corporate Planning System

This page summarises York's corporate planning system. York's sustainable community strategy sets out a long term vision. The council's corporate strategy, and Neighbourhood Services' directorate plan and service plans link around the eight themes from the higher level plans. These links ensure that individuals and teams work towards clear objectives that help to deliver the priorities set out in higher level strategies.

<p style="text-align: center;">Sustainable Community Strategy 2008-2025</p>	<p>Without Walls (York's Local Strategic Partnership) has produced a Sustainable Community Strategy, which sets out a long term vision for the city. The strategy is backed up by a Local Area Agreement which contains about 50 performance indicators. Both documents were agreed in 2008, and are available at: www.yorkwow.org.uk.</p>
<p style="text-align: center;">Corporate Strategy 2009-2012</p>	<p>This document defines City of York Council's short and medium term contribution to delivering the long term vision for York. The document is set out under the seven strategic themes from the Community Strategy, as well as an internal Organisational Effectiveness theme. It is available at: www.york.gov.uk/xxxxxxxxxxxxxxxx (tbc)</p>
<p style="text-align: center;">Strategic Plans Business Plans Financial Plans</p>	<p>Neighbourhood Services Directorate Plan which:</p> <ul style="list-style-type: none"> ○ Sets out eleven priorities for Neighbourhood Services – across service development and organisational development. ○ Shows how our other services contribute to the community and corporate agenda. <p>Neighbourhood Services also has a number of high level strategic plans:</p> <p>Waste Strategy. Waste Minimisation Strategy. Community Safety Strategy.</p>
<p style="text-align: center;">Service Plans / Team Workplans</p>	<p>Neighbourhood Services has 12 service plans. Taken together these set out what the directorate will deliver in 2009/10. The 12 plans cover:</p> <p>Bereavement Services, Building Maintenance, Cleaning Services, Environmental Health and Trading Standards (EHTS), Highway Maintenance, Licensing & Safety, Neighbourhood Management Unit (NMU), Neighbourhood Pride Service (NPS), Parking Services, Registration Services, Street Environment & Enforcement Services (SEES), Waste Services.</p>
<p style="text-align: center;">Personal Objectives for all Staff <i>(Performance & Development Review for Staff)</i></p>	<p>It is the Council's target to ensure that all staff have an annual Performance and Development Review to set objectives for each member of staff, which link to service plans, that in turn help deliver the higher level objectives.</p>

NEIGHBOURHOOD SERVICES PRIORITIES - LINKS TO THE COMMUNITY and CORPORATE STRATEGIES

Neighbourhood Services plays a key role in delivering services under five of the seven Community Strategy themes:

<i>Community / Corporate Strategy Themes</i>	<i>Neighbourhood Services Priorities (Directorate Plan)</i>	<i>Other Neighbourhood Services that contribute to the Strategy Theme (Service Plans)</i>
<i>Healthy City</i>	We undertake a range of work, especially under environmental health, that contribute to making York a healthy city. While not chosen as a directorate priority, the relevant service plans show the work being done in the following areas:	Drainage and pest control services (Highway Maintenance SP) Environmental health services (EHTS SP) Food safety inspection service (EHTS SP) Public housing repair and maintenance (Building Maintenance SP) Statutory health and safety inspection service (EHTS SP) Ward committee health based improvement schemes (NMU SP)
<i>Inclusive City</i>	<i>‘Strong’ element of NS vision</i> NS1: Support effective community engagement: develop the services provided by Neighbourhood Management Unit.	Community centres (NMU SP) Engagement and involvement opportunities (NMU SP) Involvement opportunities for young people (NMU SP) Public housing repair and maintenance (Building Maintenance SP) Registrars service (Registrars SP) Support for tenants and residents associations (NMU SP) Ward committee community-based improvement schemes (NMU SP)
<i>Safer City</i>	<i>‘Safe’ element of NS vision</i> NS2: Make York Safe: work with partners to tackle violent crime, acquisitive crime and anti-social behaviour.	Alcohol abuse reduction initiatives (Safer York Partnership) Cold calling control zones (EHTS SP) Environmental enforcement work - graffiti, litter, fly-tipping (SEES SP) Health and safety inspections and enforcement (EHTS SP) Licensing - public entertainment (Licensing and Safety SP) Noise nuisance (EHTS SP) Partner engagement and Community Safety Strategy (Safer York Partnership) Regional Scambusting team (EHTS SP) Target hardening schemes (NMU SP) Underage sales testing (EHTS SP) Ward committees - safety improvement schemes (NMU, SEES SP)

Community / Corporate Strategy Themes	Neighbourhood Services Priorities (Directorate Plan)	Other Neighbourhood Services that contribute (Service Plans)
Sustainable City	<p>‘Clean and Green’ elements of NS vision</p> <p>NS3: Reduce biodegradable waste and recyclable products going to landfill: deliver the Waste and Waste Minimisation Strategies.</p> <p>NS4: Keep traffic moving: review and develop Parking Services.</p> <p>NS5: Improve local environmental quality: improve the actual and perceived condition and appearance of the city’s streets, housing estates and public spaces.</p> <p>NS6: Improve our roads and pavements: review and develop Highway Maintenance Services.</p>	<p>Air Quality Management Area (EHTS SP) City Walls maintenance (Highway maintenance SP) Environmental Protection Unit (EHTS SP) Highway and footpath condition (Highway Maintenance SP) Local environmental quality (NPS, SEES SPs) Neighbourhood Action Plans (NMU SP) Parking enforcement (Parking SP) School and building cleaning (Cleaning Services SP) Street cleansing (NPS SP) Taxi licensing (Licensing and Safety SP) Ward Committee environmental improvement schemes (NMU, SEES SPs) Waste management services (Waste SP) York Crematorium (Bereavement Services SP)</p>
Thriving City	<p>We undertake a range of work, especially under environmental health and trading standards, that contribute to York’s economic health. While not chosen as a directorate priority, the relevant service plans set out how what detailed work is being undertaken</p>	<p>Animal health (EHTS SP) Car parking (Parking SP) Commercial waste service (Waste SP) Consumer advice (EHTS SP) Food safety inspection service (EHTS SP) Review of public toilets (NPS SP) Trading standards (EHTS SP)</p>

Neighbourhood Services' plays a role in delivering six of the Single Improvement Programme projects

Corporate Strategy Theme: Effective Organisation	Single Improvement Programme Project	Neighbourhood Services Priorities (Directorate Plan)
SIP: Staffing Issues	Improve HR Management Improve attendance management Improve Health and Safety procedures and culture	NS7: Build a healthy organisational culture around staff and customers. NS8: Safeguard the health, safety and well-being of staff. NS9: Implement a fair pay structure.
SIP Heading: Equality and Diversity	Improve the council's approach to Equality and Diversity	NS10: Build a strong culture of fairness and inclusion.
SIP: Financial Management	Introduce improved budget setting process which better aligns priorities to budget allocation and efficiencies Improve budget monitoring arrangements	NS11: Improve financial management and value for money

Service Development Priority Action Plan 2009/10

Inclusive City (Strong element of NS Vision)		
NS1 Support effective community engagement: develop the services provided by Neighbourhood Management Unit		Milestones
Key action: Review the structure of the Neighbourhood Management Unit to ensure that the unit can be fit for purpose to deliver demands placed upon it..		Sept 09
	Baseline	20010/11 Target
LAA Measure NPI4 Proportion of residents who feel they can influence decisions affecting their area	No baseline	34.3%

Safer City (Safe element of NS vision):		
NS2: Make York Safe: work with partners to tackle violent crime, acquisitive crime and anti-social behaviour		Milestones
Key actions: Develop at least 3 capable guardian initiatives in high crime rate wards throughout the City.		Oct 09
Implement the ALTN8 targeted initiatives to reduce alcohol related night time violence.		Feb 10
Continue to tackle under age alcohol sales using targeted Test Purchase Programme.		Feb 10
Adopt another 40 cold calling controlled zones.		March 10
Complete alleygating schemes in South Bank and Leeman Road areas.		March 10
Create a target hardening fund for CYC tenants who are burglary victims, to replicatre and complement the existing Home Security Grant.		March 10
	Baseline	2009/10 Target
LAA Measures		
NPI16 Number of serious acquisitive crimes	4311 (06/07)	3696
NPI17 Perception of anti-social behaviour* (no target set within LAA)	11.2% (08/09)	9.4% (10/11)
Other measures		
Total Crime (BCS total crime)	10010 (07/08)	10354
NPI15 Number of serious violent crimes	96 (07/08)	89
CC2: % of residents who feel that York is a safe city to live. (Place survey measure)	64% (07/08)	68% (10/11)
COLI104: % of residents reporting noisy neighbours causing a problem (Place survey measure)	14% (08/09)	12% (10/11)
NPI21 who agree that police and other local services are successfully dealing with ASB and crime in their local area. (Place survey measure)	29.3% (08/09)	31.9% (10/11)

* noisy neighbours; groups of people hanging about; rubbish and litter; drunkenness and rowdiness; abandoned or burnt out cars; vandalism, graffiti and other damage; using or dealing drugs.

Sustainable City (Cleaner and Greener element of NS Vision):

<p>NS3: Reduce biodegradable waste and recyclable products going to landfill: deliver the Waste and Waste Minimisation Strategies.</p> <p>NS4: Keep traffic moving: review and develop Parking Services.</p> <p>NS5: Improve local environmental quality: improve the actual and perceived condition and appearance of the city's streets, housing estates and public spaces.</p> <p>NS6: Improve our roads and pavements: review and develop Highway Maintenance Services.</p>	Milestones
<ul style="list-style-type: none"> • Key actions: <ul style="list-style-type: none"> Continue to develop environmental action plans that support ward based delivery of the environmental aspects of the 18 neighbourhood action plans. Complete the review of provision of public toilets, and present an options appraisal. Start to implement based on members decisions. Evaluate and expand the Groves trial to assess the different methods of storage, presentation and collection of household waste and recycling from terraced and multi-occupancy dwellings. Integrate the former highway management client and contractor services in order to reduce duplication and improve service delivery. Carry out customer care training for Parking Services staff as part of a review of customer standards Use the results of the Groves trial to plan and roll-out an alternative week refuse and recycling to the remainder of the city. Increase participation in recycling by those who do not have collection services available, or who do not participate. Undertake a full review of parking services under Easy@York project. Complete the review of waste, neighbourhood pride and street environment services under Easy@York project, and implement new ways of working. Implement mobile working for waste, neighbourhood pride and street environment services. Improve joint working between waste and neighbourhood pride services. Carry out customer satisfaction survey of the residential parking service Undertake a full review of the highways maintenance services under Easy@York project. Explore how to reduce energy use from street lighting. Increase school and office recycling provision and participation to reach 60% recycling during 2009/10. Keep the approach to street cleansing under review, and implement ongoing improvements as appropriate. 	<p>June 09</p> <p>Options by June 09 + ongoing</p> <p>Evaluate by Summer 2009,</p> <p>Initial report by July 09</p> <p>Sept 09</p> <p>Roll out from Sept 2009 to Dec 2010</p> <p>Sept 09 – March 10 + ongoing</p> <p>Review by summer 09</p> <p>Sept 09-Dec09</p> <p>Sept 09-Dec09</p> <p>Dec 09</p> <p>Review by Feb 10, implement through 10/11</p> <p>March 10</p> <p>March 10</p> <p>March 10</p>

	Baseline	2009/10 Target
<p>LAA Measure (Waste)</p> <p>NPI191 –Tonnes of residual household waste per household</p> <p>Other Measures (Waste)</p> <p>NPI192 – percentage of household waste sent for reuse, recycling and composting</p> <p>NPI193 – percentage of municipal waste landfilled</p> <p>BV90a – satisfaction with household waste collection (Place Survey measure)</p> <p>Satisfaction with doorstep recycling (Place Survey measure)</p> <p>BV91b – Proportion of properties offered two kerbside recycle collections</p> <p>COLI3 – Missed bins per 100000 collections</p> <p>VW19 – Proportion of missed bins put right by next working day</p> <p>Number of CRM system complaints per month</p>	<p>663kg (07/08)</p> <p>43.37% (07/08)</p> <p>57.45% (07/08)</p> <p>75% (07/08)</p> <p>74% (07/08)</p> <p>86.98% (07/08)</p> <p>50.6 (07/08)</p> <p>79.9% (07/08)</p> <p>51.7 (07/08)</p>	<p>591kg (617kg in LAA)</p> <p>47.86%</p> <p>51.62%</p> <p>78%</p> <p>76%</p> <p>92%</p> <p>35</p> <p>98%</p> <p><40</p>
<p>Key Measures (Parking)</p> <p>Proportion of hotline calls responded to within 45 minutes</p> <p>Proportion of Penalty Charge Notices that result in objections from the public</p> <p>Proportion of objections against Penalty Charge Notices that are accepted</p> <p>Proportion of Penalty Charge Notices that result in successful appeals to the National Parking Arbitration Service</p> <p>Proportion of Penalty Charge Notices cancelled due to Council policies.</p>	<p>78% (07/08)</p> <p>23% (07/08)</p> <p>13% (07/08)</p> <p>0.05% (07/08)</p> <p>12.75% (07/08)</p>	<p>90%</p> <p>20%</p> <p>10%</p> <p>0%</p> <p>10%</p>
<p>Key Measures (LEQ)</p> <p>NI195a: % of relevant land with levels of litter below acceptable standards.</p> <p>NI195b: % of relevant land with levels of detritus below acceptable standards.</p> <p>NI195c: % of relevant land with levels of graffiti below acceptable standards.</p> <p>BV89: % of people satisfied with local cleanliness (Place Survey measure)</p>	<p>8% (07/08)</p> <p>9% (07/08)</p> <p>2% (07/08)</p> <p>67% (07/08)</p>	<p>7.5%</p> <p>9%</p> <p>4%</p> <p>75%</p>
<p>Key Measures (Highways Maintenance)</p> <p>VH37: % of people satisfied with the condition of roads and pavements.</p> <p>NPI168: Proportion of principal roads where maintenance should be considered.</p> <p>G14: Number of highway inspections completed within 4 working days of being reported</p> <p>G15: Proportion of highway emergency work carried out within 24 hours of the decision to proceed.</p> <p>COLI33: Proportion of streetlamps not working as planned:</p>	<p>50% (07/08)</p> <p>4% (07/08)</p> <p>99.34% (07/08)</p> <p>97.91% (07/08)</p> <p>0.84% (07/08)</p>	<p>50%</p> <p>4%</p> <p>98%</p> <p>97%</p> <p>1%</p>

Neighbourhood Services Priority Action Plan for 2009/10 Organisational Development Priorities – Excellence in Everything

Neighbourhood Service will develop an 'Excellence in Everything' Organisational Development programme by June 2009, and then build this programme to become a core way of working within the directorate. The programme will be built by and around staff who will be encouraged and supported to develop a better working culture. The five organisational development priorities set out below will be brought within the 'Excellence in Everything' programme.

Effective Organisation: Staffing Issues	
NS7: Build a healthy organisational culture around staff and customers.	Milestones
NS8: Safeguard the health, safety and well-being of staff.	
NS9: Implement a fair pay structure.	
<p><u>'Excellence in Everything' actions:</u> Develop a comprehensive staff-based 'Excellence in Everything' organisational development programme. To include following actions:</p> <p>Recruit staff based improvement teams to work on:</p> <ul style="list-style-type: none"> ○ Health & Safety, ○ Learning & Development, ○ Equalities, ○ Business Process Improvement ○ Communications <p>Develop improvement teams and support them to research best practice models in each area.</p> <p>Improvement teams to develop baselines and improvement action plans in each area.</p> <p>Implement action plans for each issue.</p> <p>Review Excellence in Everything model, refocus and start cycle again.</p>	<p>April 09,</p> <p>May 09</p> <p>July 09</p> <p>July 09 - March 11</p> <p>March 10</p>
<p><u>Other Key actions:</u></p> <p>Implement the revised corporate customer strategy.</p> <p>Engage with Easy@York transformation projects in Environmental Services and Highways Maintenance.</p> <p>Engage with Easy@York transformation projects in Parking Services, Licensing and Housing Maintenance.</p> <p>Continue to support staff through the P&G appeals process.</p> <p>Continue to develop proactive approaches to staff health and well-being.</p> <p>Monitor effect of new pay structure, and where necessary review structures in areas where delivery of service is adversely effected.</p>	<p>Sept 09 and ongoing</p> <p>Review by Dec 09, implement through 09/10</p> <p>Reviews to start during 09/10, to complete during 10/11</p> <p>March 10</p> <p>March 10</p> <p>March 10</p>

	Baseline	2009/10 Target
<ul style="list-style-type: none"> Key Measure(s) 		
Staff survey: Overall satisfaction with present job.	69% (April 07) (CYC 72% in April 07)	75%*
Staff survey: Line managers reporting that the council gives opportunities to develop people management skills.	76% (April 07) (CYC 71% in April 07)	82%*
Staff survey: Staff reporting they are well informed.	72% (April 07) (CYC 81% in April 07)	78%*
Staff survey: Staff reporting they are currently being bullied / harassed	10% (April 07) (CYC 5% in April 07)	5%*
Staff survey: I am able to cope with the demands of my job	78% (April 07) (CYC 80% in April 07)	84%*
Staff receiving an appraisal (PDR) – (excluding temporary staff and staff on long term sickness)	92% (07/08)	100%
Number of Days/shifts lost to sickness.	15.5 (07/08) 12.5-13.5 forecast (08/09)	11 days
Number of days lost to stress related illness	2.5 (07/08) 1.8-2.2 forecast (08/09)	1.6 days
Percentage of planned health surveillance programme achieved	no baseline	100%
H&S: Total number of accidents reported	127 (07/08)	10% reduction
H&S: Number of RIDDOR reports	30 (07/08)	10% reduction
H&S: Number of RIDDOR major injuries	2 (07/08)	50% reduction
H&S: Number of RIDDOR dangerous occurrences.	2 (07/08)	50% reduction

* These targets will be reassessed after we receive the results of the February 2009 Staff Survey, and if necessary reset for the Autumn 2010 Staff Survey.

Effective Organisation : Equality and Diversity

NS10: Build a strong culture of fairness and inclusion		Milestones	
<ul style="list-style-type: none"> Key actions: <ul style="list-style-type: none"> Complete Equality Impact Assessment (EIA) programme set out in interim (Nov 2008-June 2009) directorate equality plan. Develop a 3 year equality plan for Neighbourhood Services, as required by the Corporate Equality Recovery Plan, to support a new corporate equality strategy. Incorporate actions developed by the 'Excellence in Everything' equalities improvement group. Complete set of 2009/10 Equality Impact Assessments, ready for inclusion of improvement actions into 2010/11 service plans. Deliver actions within the 3 year directorate equality plan 		June 09	
			July 09
			Dec 09
			March 10
	Baseline	2009/10 Target	
<ul style="list-style-type: none"> Key Measure(s) <ul style="list-style-type: none"> Proportion of annual EIA programme completed 	No baseline	100%	

Effective Organisation: Financial Management

NS11: Improve Financial Management and Value for Money		Milestones	
<ul style="list-style-type: none"> Key actions: <ul style="list-style-type: none"> Implement new FMS, including providing training for finance staff and budget managers. Explore greater use of performance and cost benchmarking. Replace current vehicle maintenance contract. Contribute to delivery of savings within the CYC efficiency agenda Provide ongoing financial regulation, procurement, and budget monitoring training for staff. 		April 09	
			June 09
			March 10
			March 10
			March 10
	Baseline	2009/10 Target	
<ul style="list-style-type: none"> Key Measure(s) <ul style="list-style-type: none"> Outturn variance against budget 	£162k underspend (1.2% variance) (07/08)	+/- 1%	

Monitoring and Reporting Arrangements
(Section will be completed once we know how performance will be reported to members following removal of EMAPs.)

Community Safety Overview & Scrutiny Committee Work Plan 2009-10

Meeting Date	Work Programme
7 July 2009	<ol style="list-style-type: none"> 1. Report on Overview & Scrutiny Committees - Terms of Reference 2. Guidance on Scrutinising Crime & Disorder Issues 3. 2008/09 Year End Outturn Report 4. Corporate Strategy – Key Performance Indicators & Actions for 2009/10 – Understanding the corporate priorities relevant to the Committee’s ‘terms of reference’ in order to establish a baseline for making proposals for changes to the Corporate Priorities in 2010/11
22 September 2009	<ol style="list-style-type: none"> 1. First Quarter Monitoring Report
1 December 2009	<ol style="list-style-type: none"> 1. Second quarter Monitoring Report
19 January 2010	<ol style="list-style-type: none"> 1. Budget Consultation 2. Audit Commission Report on Use of Resources
2 March 2010	<ol style="list-style-type: none"> 1. Third Quarter Monitoring Report 2. Annual Report from relevant Local Strategic Partners

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