

**Safer City – anti-social behaviour**

	<b>2005/06</b>	<b>2006/07</b>	<b>2007/08</b>	<b>06/07 – 07/08 % change</b>
% of people who think York is a safe place to live	51%	53%	56%	+3 percentiles
% of people who feel noisy neighbours are a problem	13%	14%	12%	- 2 percentiles
% of people willing to report crime and anti-social behaviour	76%	70%	69%	- 1 percentile
Domestic burglaries per 1000 population	13.08	12.76	11.66	-8.62%
All violent crime per 1000 population	21.97	19.20	18.15	-5.47%
Number of criminal damage cases	4381	4189	3697	-11.75%
Robberies per 1000 population	0.67	0.70	0.69	-1.43%
Vehicle crimes per 1000 population	16.65	19.03	13.08	-31.27%

**Improvement headlines**

In accordance with the recommendations in an independent consultant’s review of Safer York Partnership, the roles and responsibilities within the SYP support team have been reviewed and incorporated into the Neighbourhood Services Directorate. The Council has contributed to the Joint Strategic Intelligence Assessment and development of the new Community Safety Strategy 2008-11.

Greater cohesion now exists between the Council and Safer Neighbourhoods Policing Teams through the implementation of the Community Engagement Strategy. Work is ongoing to develop the final draft of the Anti-Social Behaviour Strategy and to develop the SYP Board’s DAAT responsibilities.

Other key results to note:

- Feeling and Being Safe in York Campaign during July-September 2007 resulted in a 7% decrease in crime during a period when crime historically rises.
- York has achieved the lowest rank in the family of most similar CDRPs.
- Reviewed the structure of the SYP team and integrated the Council and Police community safety staff into one team.
- 3% reduction in Common Assault
- 12% reduction in Criminal Damage
- 16% reduction in Woundings

## Cleaner streets and open spaces

% of sites with unacceptable levels of:	2006/7	2007/8 target	2007/8 1 <sup>st</sup> survey (May 07)	2007/8 2 <sup>nd</sup> survey (Oct 07)	2007/8 3 <sup>rd</sup> survey (Feb 08)	2007/8 final result
BV199 a Litter fail rate	15%	None set	4%	13%	21%	12%
BV199a Detritus fail rate	24%	None set	7%	7%	31%	15%
BV199a: Combined litter and detritus	19.2%	17.0%	5%	10%	24%	13.5%
BV199b: Graffiti	6%	4%	1%	5%	6%	4%
BV199c: Fly-posting	0%	1%	0%	1%	1%	1%

The following table also demonstrates significant improvements that have been made regarding the cleanliness of roads, streets and opens spaces:

Key measures from Directorate Plan:	2006/7	1 <sup>st</sup> survey (May)	2 <sup>nd</sup> survey (Oct)	3 <sup>rd</sup> survey (Feb)	2007/8 outturn	2007/8 target	2008/9 Target
BV199a: % of relevant land with levels of litter and detritus below acceptable standards.	19.2%	5%	10%	24%	13.5%	17%	16%*
BV89: % of people satisfied with local cleanliness	71%				67%	70%	72%

\* The 2008/09 target that was set in 2006/07 has been achieved already although realistically it will be difficult to further improve performance without additional resources being provided. The challenge now is to maintain current performance, improve customer satisfaction and to manage the growing problem of graffiti.

### Improvement headlines

There has been significant progress under this priority in 2007/08. The main performance indicator (BVPI 199) has improved from 19% of areas not meeting an A or B standards to 13.5%. BV199 measures the cleanliness of the local area as members of the public would perceive it. The measure is based on a survey of at least 900 sites across the city – at which we check levels of litter, detritus, graffiti and fly-posting. Each year we do three surveys – each covering about 300 sites in 5 city wards. The final annual survey was completed in February 2008 and covered Acomb, Heworth, Huntington & New Earswick, Hull Road and Strensall wards.

While the winter survey generally gives the poorest result, and the survey was carried out during and after particularly stormy periods of weather, the fail rate of 24% is disappointing. The detritus score in particular was disappointing and has been the subject of discussion with operatives throughout the spring. Overall though the service has dramatically improved on the 2006/07 level of 19%, with a final overall result of 13.5% over the year. More details are set out below.

Satisfaction with local cleanliness (BV89) dropped slightly despite the improved level of cleanliness in the city. The graph above suggests that while we appear to have made a fairly significant change in cleanliness levels (we are disappointed now with a result we

would have been delighted with 2 years ago), public satisfaction has not moved significantly.

Graffiti and fly-posting are also measured using the BV199 survey. The measured level of graffiti has risen. 50% of the areas surveyed in February 2008 contained some level of graffiti compared with 28% in the winter survey last year. Under the survey method used, the level of graffiti must be significant in order to fail (below acceptable standard) – and just 6% of the areas surveyed had graffiti bad enough to fail.

Litter and graffiti were a particular problem at 'secondary retail', 'other highways' and 'recreation areas' with fail rates well above the overall level. In response the spring clean campaign, which ran during May, has targeted shopping areas, snickleways and recreation areas in various parts of the city for extra cleaning. However long term solutions to combat litter and graffiti in these areas need to be considered and are highlighted below. The 2007/8 surveys have highlighted once again, that detritus is a particular problem in high density residential areas where staff have difficulty cleaning due to parked cars.

The survey results and ongoing intelligence about other environmental problems drives the street environment service's proactive work plan. The service is currently working on improvements in service delivery in response to the 18 ward neighbourhood action plans (NAPs) devised through the neighbourhood management team. Findings and trends identified in the latest BV199 survey (and also found in BV199 results since its introduction in 2003), and other surveys across the city are being used to help develop a ward-level response to environmental issues. The majority of NAPs identified safety and the environment as priorities in the wards, and the street environment service will contribute to addressing these priorities.

During summer 2008, the street environment officers (SEOs) will produce an environmental action plan to address local graffiti and cleanliness problems. The 2007-08 surveys identified a slight increase in fly posting and graffiti, particularly in 'other highways' and 'secondary retail' areas. In response both the SEOs and the environmental enforcement officers will carry out more frequent inspections of these areas to ensure timely removal. Preventative work with the community will also be included in the plan on top of the on-going work with safer neighbourhood teams. SEOs will work with barrow staff to identify streets in high-density areas that have particular problems with detritus. Actions to address the problem will include additional street closures to facilitate access. Progress with these plans will be brought to ward planning meetings to be shared with councillors and other partners. Draft plans will also be shared with residents and local stakeholders to ensure that the plans reflect the views of the local community.

Throughout 2007/08, the two new environmental enforcement officers (EEOs) have been trained in various aspects of environmental law, and have established a work plan for combating environmental crime that ensures all wards benefit. In 2007/08, the officers have monitored and investigated fly tipping, with about 10 investigations ongoing each month. 86 duty of care inspections have been carried out in businesses – with the majority of businesses compliant in the duty of care for the waste they produce. 45 FPNs have been issued for litter, with routine monitoring going on around schools and secondary retail areas each week. Monitoring of early refuse presentation goes on each week with now about 2% of residents presenting refuse early. Working with local communities, landlords and residents to reduce early refuse presentation will continue to be a large part of the EEOs' role. Further development of the EEO role will continue in 2008/09.

The Council has worked in partnership with EnCams whilst various initiatives have been introduced to improve the local environmental quality of areas within York.

Other key improvements to note include:

- An independent review of the service was held by EnCams, who reported their findings to the Neighbourhood Services EMAP.
- City centre cleaning was extended during the summer months into the evening.
- New street cleaning arrangements were introduced for the residential areas in the city centre.
- A series of environmental campaigns were held to support the service.
- Caring for your Environment awards were introduced.
- The Council participated in Yorkshire in Bloom and were awarded a silver gilt award.
- Regular feedback and consultation sessions were held with staff and Member updates on operations was introduced.

### **Decreasing landfill and increase recycling**

	2005/06	2006/07	2007/08
Household waste recycled and composted	24.08%	39.93%	43.29%
Waste land filled ( <i>tonnage</i> )	74,070	74,210	68,010
Waste collected per head of population	526.78kg	538.54kg	536.3kg

	2006/07	2007/08
Tonnes of household waste collected	100,600	98,150
Tonnes of Commercial waste Collected	21,780	20,240
Tonnes of household waste recycled	23,440	25,400
Percentage of all waste recycled	39.93%	43.29%
Tonnes of BMW land filled below the (reducing) government targets	-13,170	-11,700

### **Improvement headlines**

- Recycling: Waste recycling (including composting) has increased and landfill levels continue to decline, despite an increase in the amount of household waste collected. Members considered a report in October 2007, which set out options to extend recycling to terraced properties. Pilot schemes in the Groves area will commence on October 08.
- Office recycling: Since the beginning of the year, office managers have been heavily involved in implementing a new scheme in their own buildings where desk side waste bins have been either removed or used solely for paper/cardboard. Additional bins have been provided for plastic bottles and cans. The new scheme is focused on the main city centre administrative buildings (De Grey House, 10-12 George Hudson Street, Guildhall, Mill House, 2-9 St Leonard's, IT&T Museum Street, Finance office) and this covers over 70 % of all of the Council's office based workers. We are delighted with the reception that the scheme has received from staff, despite some initial hiccups. All the offices visited have taken up the scheme and posters are on display for staff to see. People spoken to are enthusiastic about the scheme, and are

keen to make suggestions to improve the scheme further. Since the scheme started we have collected an estimated one tonne per week of extra recyclable material.

- Schools and Commercial Waste Recycling commenced during the year. All schools are now successfully recycling and business organisations are being signed up to the service.
- Waste Minimisation Strategy has been delivered with considerable success with total waste arising falling from 122,380 tonnes in 2006/07 to 118,390 tonnes in 2007/08. This represents a 3.2% reduction at a time when the numbers of properties increased by 1.5%.

### **Life chances of disadvantage and disaffected children**

	2005/06	2006/07	2007/08	Target	Improving?
% of pupils living in the 30% most deprived areas in the country (IDACI) gaining L4+ in English at KS2	66%	67%	69%	72%	Yes
% of pupils living in the 30% most deprived areas in the country (IDACI) gaining L4+ in maths at KS2.	62%	64%	68%	71%	Yes
% of pupils living in the 30% most deprived areas in the country (IDACI) gaining L4+ in science at KS2.	76%	75%	78%	79%	Yes
Reduction in the number of conceptions recorded for females aged 15-18 years old, per 1000 residents in the area, from 1998 recorded figures.	3.5%	24.3%	15.3%	-23.3%	Yes
Average number of offences committed per young offender, whilst subject to a bail or remand episode during the specified year.	3.0	N/A	2.7	2.8	Yes
% of 3-year-olds receiving a good quality, free, early years education place in the voluntary, private or maintained sectors	101.1%	104.1%	102.5%	100%	Stable

### **Improvement headlines**

- Services have worked successfully to narrow the gap at all key stages for pupils working below age related expectations. Innovative and targeted intervention at school and pupil level has accelerated the progress of under achieving and low achieving pupils, confirming a four-year trend, which shows reduced numbers of pupils below threshold at each key stage in core subjects. Key stage 2 results have significantly improved compared to last year, and in particular schools in deprived areas – Westfield, Haxby Road and Hob Moor Primary schools.
- Teenage pregnancies: More encouraging signs of progress against teenage pregnancy targets with latest figures at least evidencing fewer conceptions in 2006 compared to 2005. That improvement takes the authority to clearly below the national comparative figure for under 18 pregnancies. The performance for under 16s conceptions had always been below national comparators.

- As we reduce NEET figures we expect to see an increased % representation within young people with learning difficulties/disabilities (LDD). There have also been important new developments at the Skills Centre/Applied Learning Centre at Archbishop Holgate School with introduction of a new post 16 future commissioning role for the authority.
- CLA: A sharp and sustained focus on the educational support and progress of looked after children has helped to achieve more children with at least 1 pass in a GCSE or equivalent reflecting our success in maximising children's potential, given their history prior to care.
- Parenting Programmes: 248 families have engaged in targeted parenting programmes. These programmes are intensive and range from 12 week to full year courses. The excellent uptake is in direct response to the additional funding secured via pathfinder status funding which had enabled us to provide an expanded set of programmes.
- Children's Centres: York now has 8 accredited Children's Centres - Hob Moor & Clifton Children's Centres designated by DCSF on 20th July 2007; New Earswick and Westfield on 29 February 2008; Carr, Haxby Road, The Avenues, St. Lawrence's on 12 March 2008. There are also other major capital school builds on line:
  - ✓ Danesgate Skill Centre opened.
  - ✓ YorOk website launched providing easier access to information and advice.
- Exclusion: Good progress has been made to in reduce the numbers of young people outside of mainstream educational provision, but we face more challenges to ensure they receive the newly defined requirement for full engagement.
- Significant success in delivering targeted free childcare provision to 2, 3 and 4 year olds.
- For the second year running we have seen a decrease in the number of pupils on the 'Education Otherwise' roll; this is despite an increase in the number of pupils being permanently excluded.
- A survey of secondary schools took place in regard to their use of the *Beat the Bullies Teaching Pack*. Although the use of the pack was not widespread, since the survey all secondary schools have requested additional copies of pack.
- Alternative Learning Programmes an intensive education resource provided by the Youth Service, have been highly effective in supporting the reintroduction of children into school and other mainstream education, and will be rolled out further.

### **Health & lifestyles**

	2005/06	2006/07	2007/08	Improving?
% of school children (5-16) doing at least 2 hours sport per week	62%	71%	90%	Yes
% of adults participating in at least 30 mins moderate intensity sport & active recreation	New for 06/07	24.8%	Not yet available	N/A Target -27.8%

### **Improvement headlines**

- *Neighbourhood planning model*: In 2007/08 we developed a model designed specifically to be used within the neighbourhood planning process to enable local members to:

- ✓ identify community health issues at ward level that the Council can influence based on 10 “key determinants” of health
- ✓ have at their finger tips relevant ward level information across the 10 determinants
- ✓ identify local issues and priorities arising from the information
- ✓ identify Council services that may get involved in neighbourhood plans in order to address the issues identified

This approach will be piloted imminently in one ward and from there rolled out to all wards over the rest of this year.

- *Physical Activity Strategy* : Active York has reconvened the physical activity forum to pursue the city’s physical activity strategy. Working with key personnel from the PCT discussions have begun about commissioning services around a physical activity *buddying* scheme
- *Active Travel* : A bid has been submitted to become a cycling England “Cycle City” and we have reached the interview stage. A significant part of the bid focuses on projects to improve physical activity rates. A strong consultation process has engaged a range of health partners
- *Physical activity coordinators* : We have deployed two full time physical activity coordinators working within the Sport and Active Leisure team. Working to increase the sport and physical activity participation rates of adults (16+) across the city, these coordinators have facilitated and supported a variety of opportunities and sessions in particular for those whose participation is too low to derive any health benefit. Examples include; organisation of the 50+ games, community based exercise leaders working with sure start to encourage young mums to engage in dance and physical activity, Provision of a permanent chair based exercise instructor at Oaklands running classes for new participants.
- *Disability sports Coach* : Short term external funding has allowed the deployment of a community sports coach to address the low participation rates of residents in the city with physical and learning disabilities (currently 12% lower than the city average for adults and as significantly low for young people). Work has included: training of 12 new coaches and instructors through the inclusive fitness initiative and the Mencap “get together” scheme to enable disabled individuals to utilize the purpose provided fitness equipment at our facilities, adult and junior boccia clubs working towards Special Olympics registration, soccability at Copmanthorpe, tennisability at York tennis club and tagability with the York City Knights. A new link to the physiotherapists at York hospital has also been made resulting in a stability and balance session running at Hob Moor for young people with special needs.

External funding for these posts is only short term to 2009 and it is imperative that further funding can be found after this period to enable continuation of this work. Effecting a step change in residents’ attitudes towards physical activity and subsequently activity habits requires a long-term approach. Evidential data will be available with regard to the impact of these interventions from 2010 at the earliest.

- *Corporate health* : Work has begun on identifying work place initiatives to increase physical activity. Work place assessments, *fit* building design, individual action plans, corporate benefits to sports facilities, active travel, lunchtime led walks, pedometer challenges and work team competition are all initiatives which we are currently sourcing funding for.

## Increasing local skills & knowledge

Statement	Measures	2005/06	2006/07	2007/08	Improving?
	York's unemployment rate compared to national average	1.3% below	1.2% below	1% below	Slight decrease
	York's unemployment rate compared to regional average	1.5% below	1.5% below	1.2% below	Decrease
	Number of working age population achieving NVQ 4		31.7% (till Dec 06)	Not released yet	N/A
An increase in the number of adults achieving basic literacy, numeracy and ICT classes and achieving qualifications	Number of adults registering and completing courses through our public libraries	763	897	1002	Yes
	Number of adults achieving entry level 1, 2 or 3 qualifications as part of Skills for Life	215	236	282	Yes
A significant increase in youngsters accessing and succeeding in gaining vocational qualifications	% of young people achieving vocational qualifications at age 16.	33.3%	40.5%	42%	Yes
	Number of entries taking vocational subjects at KS4	551	787	1034	Yes
A decrease in the % of young people not accessing education, employment or training	Decreased %of NEET numbers	5.2%	5.9%	3.87%	Yes
A narrowing of the gap between those leaving school with minimal qualifications and high achievers	% of pupils living in the 30% deprived areas in the country (IDACI) gaining L4+ in English at KS2	66%	67%	69%	Yes
	% of pupils living in the 30% deprived areas in the country (IDACI) gaining L4+ in Maths at KS2	62%	64%	71%	Yes
	% of pupils living in the 30% deprived areas in the country (IDACI) gaining L4+ in science at KS2	76%	75%	78%	Yes
	% of pupils living in the 30% deprived areas in the country (IDACI) gaining 5 A*-C inc English and Maths at GCSE	26%	25%	29%	Yes

### Improvement headlines

- There has been a reduction in the number of people who are NEET (not in employment, education or training) despite York already being well below the national average. This is however, an increased representation within this group of young people with learning difficulties/disabilities (LDD). This factor will continue to influence post 16 commissioning, provision and work with providers.



- The numbers of adults completing basic literacy, numeracy and ICT classes and achieving qualifications has steadily increased from 2005/06 with a 20% increase in the numbers achieving the overall target in 06/07. However, to achieve a similar level of performance in academic year 2007/08 (which would still mean a further substantial increase), that would still leave us short of the target by some 180 learners. Currently some remedial measures are being implemented but at this stage it is unclear as to whether they are going to have enough of an impact and produce the numbers required to achieve the target.
- Parenting Programmes: 248 families have engaged in targeted parenting programmes. These programmes are intensive and range from 12 week to full year courses. The excellent uptake is in direct response to the additional funding secured via pathfinder status funding which had enabled an expanded set of programmes being available.
- There has been increased ESOL (English for speakers of other languages) provision over the year including the introduction of programmes aimed specifically at the Polish community, alongside a Beginners Polish programme to learn Polish.
- “Explore” which is the Acomb Library Learning Centre has been completed. It opened in February 2008. This has led to a huge increase in people visiting the library with over 600 people a day and very encouraging participation in adult education programmes.
- The Danesgate Skills Centre opened in January 2008 offering Horticulture, Health and Beauty and Construction for a total of 38 learners. The Centre was officially opened in May 2008.
- York had a successful gateway 2 application and will be delivering 8 of the 10 available diplomas from September 2009.
- The new build for Manor School is ahead of target, the building work at York High is on target and plans for the Joseph Rowntree School continue.

### **A stronger economy**

- Following the conclusion of the Future York Group report, the City of York Council has been leading on the response to its recommendations. Central to this has been the refresh of the Sustainable Community Strategy and a revised Local Area Agreement. These have been incorporated into the Service Plan for Economic Development and Partnerships and the Directorate Plan for City Strategy. A revised economic development strategy will be produced in draft form by July 2008, to coincide with revisions to partnership working in the City with respect to economic development matters.
- The Corporate Assessment states: “there have been good achievements in terms of the local economy. York outperforms its regional comparators in relation to employment, earning and skills. Income inequalities are lower than comparable areas and strong plans for the future are in place.”
- Science City York has now been established as a Company Limited by Guarantee to develop knowledge led businesses in the City and beyond.
- Visit York has also been established as a Company Limited by Guarantee to further develop tourism in the City and enhance its economic impact.

- Further work has been done through both Future Prospects and the York Training Centre to improve the skills and employability of local residents, with a particular focus on those most marginalised in the labour market.
- Average earnings in York for 2007 (Gross weekly pay = £451.2) are above regional rates (Yorkshire and Humberside = £422.3), ie 106.8% above regional rates but slightly below national rates (Great Britain = £458.6), i.e. 98.4% of national rate. The trend over time is for average earnings in York to be improving against national rates. These have now been translated into targets against NI166 and included in the LAA. Income differentials within the City are narrowing with the percentage difference between the 25th percentile and the median for earnings now being 71.9%. This has also been included as a local indicator in the LAA.
- Support for the York City Centre Partnership has continued to help enhance the economic vitality and viability of the City Centre.
- There has been an increasing amount of work to support the Leeds City region, particularly through the development of a Multi Area Agreement focussed on skills, transport and labour market mobility.

### **A sustainable Council**

This is the first year that this area has been given corporate priority status. However, a number of actions and improvements took place in 2007/08, including:

- The creation of the Environmental Sustainability Strategy & Action Plan towards a Climate Change Strategy for York. This strategy sets out actions for the City of York Council to tackle the pressing environmental challenges facing the city. It incorporates the areas of control and influence that the council has and puts a priority on leading the development and implementation of a citywide climate change strategy.
- The creation of the Sustainable Design and Construction Interim Planning Statement. This document sets out what is expected from applicants and outlines standards for achieving sustainable design and construction in all types of developments.
- The completion of the Carbon Management Programme – Strategy & Implementation Plan. This document sets targets for reduction of carbon dioxide emissions from City of York Council activities and outlines a project structure enabling these targets to be achieved.
- The implementation of the ‘Switch off’ campaign. This council-wide initiative was introduced to encourage energy efficient practice across the council’s directorates.
- The review of the council’s Sustainable Communities Strategy. This work resulted in the creation of a Sustainable City chapter within this strategy. Work has also begun on creating an action plan for ensuring the LSP and council collectively achieve this goal.

Work on developing a sustainable council continues and there are a number of ongoing actions taking place in 2008/09:

- As part of the LDF process all documents, including the Core Strategy are subject to Sustainability Appraisal (SA). CYC is one of the few Councils to include Ecological Footprinting as a part of this process. SA documents produced so far include: Scoping Reports for the Core Strategy, Allocations Development Plan Document and

York Northwest Area Action Plan. In addition Sustainability Statements have also been produced to accompany the Core Strategy Issues and Options Consultation on the Core Strategy and the York Northwest Area Action Plan.

- The development of the Climate Change Strategy for York. This work is currently under way and led by the Council. It will provide a detailed plan of how the city will mitigate and adapt to climate change in the future.

The work mentioned above provides a framework and a series of policies which will provide the platform for future improvements. As such it will take time to demonstrate real reductions in behaviour and activities of the council and others. This has however provided a way forward, detailing a road map as to how the key actions will be achieved in the future, and in particular how the council will reduce carbon emissions and how the city will mitigate and adapt to future climate change. Importantly it sets a number of targets to measure future success. It is worth noting that the work undertaken in 2007/2008 will have greatly raised awareness towards reducing environmental impacts and to the issues surrounding climate change and sustainable development.

### **Affordable homes**

Significant progress has been made under this priority for 2007/08 in delivering the actions related to this Improvement Priority. These include:

- Developing a corporate approach to CYC land / asset disposals where the potential for affordable housing provision is actively considered as priority.
- Development of a new Private Sector Renewal Strategy and a new Housing Strategy.
- Publication of a Strategic Land Availability Assessment.
- Appointed a developer partner to redevelop the Discus Bungalow sites redelivering 195 dwellings to replace the 100 Discus bungalows, 100 of which are affordable housing delivered through Social Housing Grant and Housing Association funding. Of the remaining 95 dwellings, 50% are new affordable homes.
- Appointed a Rural Housing Enabler as part of a sub-regional bid to support delivery of new affordable homes within the rural areas of York.
- A comprehensive private sector stock condition survey has been undertaken and the results will be available to CYC mid June.
- A sub-regional investment bid for affordable housing, private sector & LA home improvements for 2008-11 has been submitted which will deliver approximately £22m of government grant and £24m of match funding from Housing Association to deliver these improvements / new homes.
- Redevelopment of Peasholme resettlement centre has started.
- A void quality standard for the councils own stock has been introduced.
- The City of York Council is part of a sub regional partnership, which will deliver Choice Based Lettings of the majority of our stock. This has attracted £100,000 of government grant funding.
- Refurbishment of three travellers sites in York has now been completed.
- The number of CYC homes that fail the decent homes standard has been reduced in line with the HRA business Plan

- A bid for New Growth Point status as part of the Leeds City Region for York North West has been submitted. A decision is due summer 2008
- Working with the Leeds City Region together with the Housing and Sustainable Communities Group, a bid for an Eco Town within the Leeds City Region has been shortlisted (in the first 15). An assessment of suitable sites was presented to the City Region Leaders on the 12th June 08.
- Two National Performance Indicators (NPIs) have been included as key improvement targets within York's 2008/09 LAA.
  - NPI 155 – Number of affordable homes delivered in York (target is 185 by March 2009 and 350 by March 2011).
  - NPI 187 – Tackling fuel poverty by reducing the number of people receiving income based benefits living in homes with low energy efficiency.

### **Environmentally friendly transport**

	2004/05	2005/06	2006/07	2007/8
Walking around city centre (Weekday avg)	N/A	40249	41161	Survey complete, results awaited
Cycling (12 hour)	10634	10864	10690	Survey complete, results awaited
Concessionary Bus Trips	N/A	2,085,000	2,833,000	3,069,000
Park and Ride Trips *	2,376,242	2,684,156	3,137,467	3,135,740
Total Bus Trips *	14,450,577	14,493,549	15,144,371	14,650,000

\* including concessionary trips

### **Improvement headlines**

There have been a number of notable successes in 2007/8 toward delivering on this priority including, a successful bid to the Regional Transport Board for Phase 1 of the Access York Project to increase the number of park and ride sites from 5 to 7. We submitted a bid to Cycling England to become a Cycling Demonstration Town and expect news of our success shortly.

A new park and ride bus services contract was awarded to First York for a new generation of environmentally friendly buses. A publicity campaign "Live life in the us lane" promoting the use of buses was successfully run at the end of the year. Whilst there have been a number of new initiatives and projects last year, the numbers using public transport and other environmentally modes has levelled out. New initiatives are needed for implementation this year if numbers are to increase.

This priority seeks to encourage the use of public transport, cycling and walking by enhancing the facilities and services available. It also looks at the controls the Council may impose upon the private use of the car to encourage a mode shift toward the alternative means of transport. Here's a review of progress across the different transport modes.

### **Trains**

- Progress the scheme to provide a Rail Halt at Haxby through the Regional Transport Board and the DfT. This scheme is currently not on the Regional Funding Allocation programme although DfT have agreed the project in principle subject to agreeing the

business case. The business case is awaiting confirmation from Network Rail that they will part fund the project and that there is an operational opportunity to introduce the service. Recent discussions with Network Rail have resulted in a significant increase in the costs and the operational opportunities not identified or resolved.

- Investigation into Tram Train for the Harrogate Line and for York. This is a City Region Scheme that would improve the service on the Harrogate Line and provide an opportunity to serve new developments at British Sugar and York Central as well as park and ride sites around the city. A feasibility scheme has recently been completed and submitted to the Council for comment. With the selection of the Sheffield to Huddersfield line by DfT as a trial for tram train it is not expected that this scheme will progress in the short term.

## Buses

- The Collaborative Transport Project seeks to make the Council and potentially other public sector transport more efficient and more effective with better management of resources and will be introduced over a 3 year period. That is an ongoing project expected to last for a further 2 years.
- A Review of Dial a Ride Service has been undertaken and short-term implementation of changes is planned for 2008/09 with the service ultimately being incorporated in the Collaborative Transport Project.
- Maintenance of the existing park and ride sites. Some of the sites are in need of planned maintenance to the sites for surfacing, soft landscaping, drainage and painting. This will be delivered over the next 2 years.
- Enhancement of the existing park and ride service with new city centre stops, improved customer information, new on site services. These are planned to take place over the next year.
- Following a successful tendering, First York were awarded the bus service provider contract for the park and ride service. Detailed negotiation of the contract is complete and will be signed shortly. The contract is for 5 years extendable to 8 years and will provide an enhanced service with new buses with the lowest emissions rating currently available. The new service will be launched in Autumn 2008 with the arrival of the new buses.
- Major changes were made to the location of the park and ride service at the Designer Outlet to locate the site at the front of the development. A new site office for the service has been designed and a planning application has already been submitted. The new building is “transferable” and incorporates a number of sustainable design and operation features.
- At the beginning of 2008 an opportunity arose to bid for funding through the Regional Funding Allocation. A bid was made for phase 1 of the Access York Project that includes new park and rides sites at Askham Bar, Poppleton, and Clifton Moor. These sites will increase the capacity of park and ride by an additional 2250 spaces. In addition there will be improvements to bus priorities on each of the radials as well as a new roundabout on the A1237 Outer Ring Road at its junction with the A59 Harrogate Road. The Regional Transport Board approved the project at the beginning of April. We are currently preparing the Major Scheme business case for DfT and are progressing the planning and information gathering to support the consultation and planning applications.

- Review of the commercial bus service routes. The Council in collaboration with the bus companies carried out a review of the commercial services in 2001 that resulted in the introduction of the Metro style service. It is proposed to review these services again this year to identify any changes in demand throughout the city and to encourage the operators to change their services to meet the demand. This review will also consider the issue of an orbital bus service for the city as described in LTP2.
- The majority of buses in the city are using euro 2 engines although some are using euro 4. All new vehicles from April 2008 will as a minimum be required to have euro 5 engines. The difference in emissions between the engines is significant and will have a hugely beneficial effect upon the city's air quality when the new vehicles are introduced. We will be encouraging bus companies to change to lower emission engines through the service review and through the quality bus partnership.
- The Quality Bus Partnership was relaunched in August and a number of work streams have been established to review services and integration. The government's proposed Local Transport Bill will enable local authorities to work with the bus operators either through quality contracts or quality partnerships to improve bus services particularly around timings, frequency and fares.
- Extension of MetroCard into York. MetroCard is a two-part travel card promoted by the West Yorkshire Passenger Transport Executive (Metro) for travel in West Yorkshire. It comprises a uniquely numbered PhotoCard and limited period travel ticket. MetroCard provides unlimited free travel on the services where the ticket is valid. MetroCard repays regular travellers within the Metro area by cutting the cost of travel. Work is currently being undertaken to extend the area to include Harrogate, Skipton, Selby and Barnsley. Extending the scheme into York would be complex and challenging because of the relationship to fares set by TransPennine.
- There are a number of bus operators in the city and transfer between operators could be improved if an integrated ticketing system was adopted. A study has been initiated and we expect the results at the end of June. Introduction of a citywide scheme is expected to be costly and take at least 2 years to introduce.
- As part of a City Region initiative we supported a successful bid to the Regional Assembly for the introduction of Yorcard across the region. There is currently a pilot project operating in South Yorkshire to assess the benefits and issues around the scheme that allows the use of an ITSO compliant smartcard for public transport. If the pilot project is successful the proposal is to rollout the scheme progressively across the region.
- The reliability of real time on - street bus information has been improved with the introduction of more reliable information into the database. When the new park and ride buses are introduced we expect to get coverage of all First buses in York, which will improve reliability and allow introduction of the mobile text service. We would also be seeking to enhance the number of stops with real time information and increasing the number city space columns.
- Coach Facilities in the city are limited and the numbers continues to grow each year. In addition coach parking can become a problem when this is indiscriminate around the city. A feasibility study has been commissioned and is due to be reported later in the summer.
- The national Concessionary Bus Travel Scheme was introduced in April 2008. The impact upon bus services into and out of the city is still being assessed. Distribution of travel passes is ongoing but the majority were issued before or around 1 April.

This will be major enhancement to the elderly and disabled to travel not just in their own city but in any city in England.

- A review of alternative fuels for buses was prepared and discussed by members at the traffic congestion scrutiny committee. There are no proposals to consider this issue further at this stage.
- Earlier this year working in collaboration with First York and Leeds and Bradford Airport, York Air Coach was introduced. The service is hourly and patronage continued to rise throughout the summer but through the winter patronage has fallen significantly.
- A feasibility study has been completed for bus priority and cycling on the A19 Fulford Road. The proposal was extensively consulted on and implementation of the first phase will be in 2008/09.
- We are actively considering the future transport needs for the city up to 2029 through the LDF core strategy consultation. It is proposed that next year an outline business case for Phase2 of the Access York Project will be prepared and submitted to the Regional Transport Board for inclusion on their programme and then to promote the scheme as a major scheme bid through the DfT. The scheme is likely to include increased capacity for the northern outer ring road and bus and cycle facilities on the radial routes into the city. The study is due for completion in the summer of 2008.

### Cycling

- The cycle network has evolved over time and there is a need to rationalise and prioritise it to ensure that key links are meeting the needs and demands of cyclists. A review is planned for later this year so that the priority network can be completed and enhanced in future years depending upon funding availability.
- Cycle storage and security in the city has been an issue that the Safer York Partnership have been addressing with some success this year. The Council has agreed to a scheme that includes partnership working with an external provider to convert the former Lendal Sub-Station as a secure cycle store, cycle repair and purchase facilities.
- A key section of the cycle network that needs to be completed is over Clifton Bridge on Water End. A scheme is currently being designed ready for consultation later this year. The scheme would create shared areas with pedestrians on either side of the bridge. The scheme would also be linked to a structural maintenance scheme for improving the parapets to modern standards. It is anticipated that the scheme would link up with the network at Salisbury Road and Clifton Green and would be implemented next year. A further scheme is planned to complete the Haxby route through the grounds of the hospital.
- At the end of the year the Council submitted a bid to Cycling England to become a Cycling Demonstration Town. Recently we were advised that we have been successful with our initial bid and moved to the second stage of the selection procedure. If we are successful then the project will start in September 2008 and run for 3 years. The bid is for £4.94m over 3 years and is to be match funded from Council resources. Key initiatives include filling the gaps in the existing network, raising of cycle awareness, additional secure cycle parking and storage, provision of major crossing points over the river. Major targets for the project include increasing cycling amongst low participation groups.

## Walking

- A review has been commissioned of the city centre foot streets. This review will identify what opportunities there may be to extend the foot streets and the implications of that. Capital schemes may be developed in the future to deliver the outcome of the review.
- A scheme is currently being prepared in conjunction with the Minster to create a piazza type area on Deangate and Minster Gates principally for pedestrians but also incorporating cyclist facilities. That scheme is planned for completion in Summer 2010.
- A review is required of all signalised pedestrian crossings in the city as some are old and in need of improvement. The review will look at the effectiveness of the crossings and if conversion from pelicans to puffins would be advantageous. An improvement programme will result from the review that will be implemented over several years.
- The maintenance of footways in the city will continue to be a priority for maintenance funding.

## Softer Measures

- In the past the Council have run successful campaigns encouraging the use of public transport, cycling and walking. If funding is provided in the future a further campaign will be implemented. The Council is also active in promoting cycling particularly to children. If funding allows we would like to develop a more intense Child Safety Cycling Campaign that could result in every child in the city receiving a leaflet advising on the do's and don'ts of cycling. We will continue to provide cycle training to all primary school children and are proposing to extend this to older children and adults. The council is also currently investigating the opportunities for creating a citywide cycle club to match with improved cycle facilities and enhanced network.
- We will continue working with schools to prepare and review green travel plans. We're also seeking to extend these to influence parents to reduce the impact of the "school run".
- A major bus promotional campaign was publicised "Live life in the bus lane". The campaign was well received both by the bus operators and by patrons.

## Traffic Management

- A review of the Car Parking service has been completed and the recommendations will be implemented shortly. Parking is an important tool for controlling demand and encouraging the shift of transport mode to other more sustainable means. Issues regarding capacity within the city and charges are constantly under review to ensure the balance toward other means is maintained.
- We will be looking at the opportunities for introducing environmentally friendly concessions to parking charges in the Council's off street car parks when we have access to a reliable database of car environmental credentials.
- Investigation of schemes for traffic demand management based upon restriction or charging for vehicles that do not achieve environmentally friendly standards.



- Walking and Cycling trips are not expected to improve on 06/07. However, concessionary bus trips have increased and park and ride has remained static but overall there has been a fall in bus trips. Reasons could be significant increases in fares. No recognisable modal shift back to cars.

### **Progress on 'Providing strong leadership'**

- Feedback captured at all levels of the council on corporate culture has given a clear picture of the issues and where we are on a continuum of improvement. The key group to focus on are the senior managers who seem to have the greatest need for support in managing improvement.
- Appraisal and induction is key to success in terms of achieving consistency across the council within the new Business Model. Directors need to ensure that PDRs reflect the Leadership and Management Standards agreed in York and the competencies needed to deliver them.
- The Senior Managers meeting needs to be attended by more than the 70% who normally attend and can be used to work on corporate improvements to leadership
- Analysis of staff survey results as they related to key DIP indicators on leadership to establish the baseline, including:
  - ✓ 'I think it is okay to speak up and challenge the way things are done'  
YES 36%
  - ✓ 'I think the different directorates co-operate to get work done'  
YES 26%
  - ✓ 'I have the authority I need to make service improvements'  
YES 31% (even at PO/CO level only 52% agreed)
- Pursuing these 3 issues in more detail in 2 workshops – one with middle managers and one with front line staff. We plan to report the findings to Corporate Management Team with recommendations on action to be taken.
- There will also be ongoing monitoring of staff opinions on key leadership issues identified in the DIP via the next Staff Survey (Autumn 2008) and 2 more workshops before the end of 2008.
- The role of the Leadership Champion will be modified as we move into mainstreaming this work within organisational development element of the Business Model

### **Progress on supporting and developing people**

We have made significant progress on this priority but still have a long way to go. Key developments include the launch of the new Health and Safety Management System, a complete review of Attendance Management in the Council with greater success than anticipated at the end of Phase One leaving us ready to move into Phase Two, which has an emphasis on the well-being agenda.

We have also made good progress in rolling out Equalities and Fairness training to a greater number of people than ever before. These are all developments which are in keeping with our single improvement plan.

### **Progress on encouraging improvement in everything we do**

The Gershon targets for 2005/06 to 2007/08 of £8.8m have been exceeded by £1.8m over the 3 year period of which £500k are cashable savings that can be carried forward into 2008/09 as a contribution to the new 3% all cashable targets. These efficiencies have been delivered through the savings part of the annual budget process.

The value for money part of the use of resources assessment has remained at a score of 3 (good). A corporate efficiency review programme and corporate procurement programme has now been approved by the council's executive and progress is being made on several of these projects to contribute towards the more challenging efficiency targets.

### **Progress on delivering what our customers want**

Since 2007/08 we have mainly been working on:

- Delivering Phase 2 of easy@york programme.
- Refreshing Customer First measures and standards.
- Improving the handling of Customer Complaints / Feedback.
- Customer Consultation/Customer Insight research (part of NPI 14).
- Leading the customer service delivery stream of the Admin Accom project to ensure the design supports customers' needs for the future.

### **Easy@york**

Implementation of easy@york Phase 1 has delivered major improvements to the quality of customer service leading to improvements in customer satisfaction. The introduction of the York Customer Centre to handle telephone contact and the development of a transactional web site have extended the channels of access and improved the quality and responsiveness of the Council's customer services. Commencement of phase 2 will extend the scope of these improvements over the next three years as additional services are redesigned and face to face customer contact is consolidated in Hungate.

### **York Customer Centre**

York Customer Centre (YCC) call handling has improved and calls are now answered more quickly, with service levels being met and fewer abandoned calls. We have also introduced extended hours of service for Council Tax billing and we now plan to extend opening hours and pilot Mon-Sat opening for 3 months at the end of 2008. Our next step is to explore the potential for delivering shared services via the YCC for other agencies/authorities.

### **Customer First measures and standards**

Development of refreshed customer standards and improved Customer feedback policies and processes have been delayed by the Governments delay in defining NI 14 - Reducing Avoidable Contact, as part of the new National Performance Framework. CYC are one of the pilot local authorities for NI 14, working with the Cabinet Office (CO), Dept of Communities and Local Government (DCLG) and IDeA to review, inform and shape this indicator. When this indicator is finalized it will be incorporated into the recommendations

for revised Customer First Standards/Measures as part of the Customer Strategy which is due to come to the Executive in October.

#### Customer Complaints / Feedback

A final draft of the corporate Customer Complaints/Feedback policy have been drafted and will also be incorporated into the Customer Strategy.

#### Customer Insight research

From initial consultation with customers through Talkabout we have evidence of the key drivers of satisfaction for our customers. These are being built into our Customer Strategy and designs for easy@york Phase 2 and the new York Customer Centre. The establishment of a single customer database as part of the easy programme gives us potential in the future to provide much more integrated services to customers by linking our back office services together.

#### Hungate – York Customer Centre

We are currently in the design phase of the construction of the York Customer Centre (YCC) in Hungate, which will deliver joined up, high quality services that our customers can access quickly, easily and conveniently in one place. To verify the customer access requirements for the YCC Hungate, we have undertaken a more comprehensive customer footfall survey to inform and shape customer provision in Hungate. As the service provision in YCC Hungate will be centred on meeting the needs and expectations of customers, we have developed a model for efficient and effective customer flow management which will be incorporated into the physical design and the customer journey.

Other headlines on delivery and improvement include:

- Easy Programme – Revenues Service go live, Benefits preparation – go live August 2008.
- Admin Accommodation Project - First stage YCC design complete.
- Procurement of corporate Mobile Working solution to extend reach and speed of customer service.
- Equalities Recovery Action Plan – including Equalities and Community Cohesion Strategy.
- YCC handled 410,535 calls in the year 2007/8.
- Customer satisfaction surveys - 99% of respondents were either 'fairly' or 'very satisfied' whilst the second survey showed an increase in those 'very satisfied' from 79% to 93%.
- Reduced number of abandoned calls by 96%, from 16.3% to 0.7%.
- Increased the percentage of calls answered in 20 seconds during the year by 105%, from 46.7% to 95.7%.
- Reduced the average speed of answer by 83%, from 41 to 7 seconds.
- Increased the average call handling time by 14%, from 1.39 to 1.59 seconds.

- Increased the number of service requests handled by 42%.
- The new web-site experienced 1,388,590 visits over the course of the year at an average of 3,793 per day representing 990,930 visitors.
- Transactional web site with 33k transactions processed.
- The YCC collected payments of £1.64m from nearly 13,000 transactions, up 97% on the previous year.
- 88% reduction in complaints in the YCC in 2007/8.
- 72% of Revenues transactions handled entirely at point of customer contact.
- 96% of all service requests completed within SLA – 98.91% completed within 1 day of the SLA (up from 92% last year).
- Council Tax call answering at year end billing time (for the months of March and April) radically improved – 91.4% calls answered in 20 seconds - up from 23.3% last year. During that period the abandoned call rate was just 0.7% this year compared to 39.3% last year.
- Processing times for Benefit claims have improved better than target – 29 days against a target of 32 days - on average 17% quicker than last year.
- Change of circumstances are handled 20% quicker - 12 days against a target of 14 and last years performance of 15.
- Collection rates are better than last year – Council Tax up by 0.52% and Business Rates by 0.13%.
- Achieved accreditation to the National Customer First Contact Centre accreditation scheme.