

Safer City – anti-social behaviour

	2006/07 Result	2007/08 latest (5 months)	2007/08 forecast	Improving?
Vehicle interference incidents	492	123	295	Yes
Theft from a vehicle incidents	2363	748	1795	Yes
Theft of a cycle incidents	1414	659	1582	No
Criminal damage incidents	4189	1549	3718	Yes
Common Assault incidents	748	298	715	Yes
Woundings incidents	1800	670	1608	Stable

Headlines on supporting actions

- *CSP*: March 2008 is the end of the 3-year Community Safety Plan period, when the targets set by the home office will reach a conclusion. These were very challenging targets with the overall aim being to reduce crime in the city by 24% by 2008. We have made extremely good progress towards all these targets and the vast majority will be achieved or exceeded. To put this achievement into context, our target for 2007/08 was 13,600 crimes or less. Current forecasts predict that we will end up with around 11,600 crimes. If achieved, this would represent a 35% reduction over the period which started with nearly 18,000 crimes in 2004/05.
- *Headline results*: Key performance results for this monitor include:
 - ‘Vehicle interference’ and ‘theft from a vehicle’ incidents continue to drop and are now running around half that experienced last year.
 - Cycle theft is still a problem in the city. Theft levels have been high over the first 4 months of 2007/08, but there has been a significant drop in August (just 89 thefts compared to 165 in May).
 - Wounding incidents are fairly high in York, but are running below last year’s levels.
- *SYP*: A review of the Safer York Partnership resulted in improvements to the CDRP structure and partnership working. Plans have been agreed to co-locate the Safer York Partnership (SYP) team and the council’s crime prevention teams to help improve joint delivery. The government office recently commented that the work of our partnership should be promoted throughout the UK as an example of excellence.
- *Community safety*: A three-month campaign called ‘feeling and being safe in York’ has been held in York to help develop and increase a sense of community safety in York. Policing also continues to improve at a neighbourhood level with the rollout of more than 70 additional PCSO’s (Police Community Safety Officers).
- *ASB*: A business plan for SYP and a draft Anti Social Behaviour policy have been produced and will be launched at the end of the year. SYP is also working more closely with the North Yorkshire CDRP to develop and deliver joint initiatives on crime reduction and drugs related issues. Generally the partnership is performing more effectively, which is having a positive impact on crime reduction.

Decreasing landfill and increase recycling

	2005/06 result	2006/07 result	2007/08 latest (1 st Q)	2007/08 forecast	Improving?
Household waste recycled and composted	24.08%	39.93%	41.8%	42%	Yes
Waste landfilled (tonnage)	74,070	60,430	14,420	59,150	Yes
Waste collected per head of population	526.78kg	538.54kg	N/A	540.3kg	No

Headlines on supporting actions

- *Recycling:* Waste recycling (including composting) has increased and landfill levels continue to decline, despite an increase in the amount of household waste collected. Members are due to consider a report in October which sets out options to extend recycling to terraced properties.
- *Office recycling:* The council has introduced a 'pilot office recycling scheme' operating at the EcoDepot, which will complete the rollout to York's remaining offices and schools. Approval for Neighbourhood Services to buy more vehicles to help collect this material was approved in September 2007.
- *Waste collection:* The Audit Commission assess the levels of waste collected in terms of lower is better. Whilst this makes sense from a general environmental perspective, the fact that we are now offering more comprehensive waste services to residents may be having an impact on how much waste is collected.

Life changes of disadvantage and disaffected children

	2005/06 Result	2006/07 Result	2007/08 latest	Target	Improving?
Number of families attending targeted parenting programmes	N/A	42	69 (July)	60	Yes
% of Core Assessments completed within 35 working days	19.57%	90.9%	94.3%	45%	Yes
% of initial assessments completed within 7 days	53.51%	66.5%	65.7%	70%	Stable

Headlines on supporting actions

- *Families attending parent programmes:* By July this year, 69 families had engaged in targeted parenting programmes. There has also been media coverage of the programme, which has led to interest from professional groups and other families. Programme co-ordinators are now running full year accredited courses and evening courses lasting for 20 weeks. Nine further programmes are now heavily subscribed and we are confident that the 2 year target of 124 by 2008/09 will be achieved.
- *Core assessments:* Further improvements have been made regarding the % of core assessments completed on time as a result of new systems being introduced earlier in the year. However, performance will drop over time as we seek to increase the volume of assessments.
- *Schools with dedicated counselling:* We set a target of 12 schools for 2007/08 and we have already recorded 9 after the first 4 months.

- *Key stage results for English & Maths:* Early in-year data suggest we have made excellent improvements, not just in comparison to last year's results, but also that we are well ahead of national comparators. In particular, there was a 6% increase in GCSE performance across schools in our most disadvantaged communities, with some areas recording a 16% improvement.

Environmentally friendly transport

	2004/05 result	2005/06 result	2006/07 Result	Improving?
Walking around city centre (Weekday avg)	N/A	40249	41161	Yes
Cycling (12 hour)	10634	10864	10690	No
Bus Patronage	14,450,577	14,493,549	15,144,371	Yes
Park and Ride Patronage	2,376,242	2,684,156	3,137,467	Yes

Headlines on supporting actions

- *Road Safety:* We have now developed and implemented the 'Smarter Choice' campaign aimed at road safety of young drivers and young children. This was done in partnership with Police, Fire & Rescue.
- *Bus usage:* We re-launched the Quality Bus Partnership and working group at the end of August. Tendering of the Park & Ride Bus Service was also completed in July.
- *EF review:* City Strategy recently completed a review on the use of environmentally friendly vehicles. The results show that:
 - Technology has not yet caught up with people's aspirations for truly green vehicles.
 - We should introduce public transport vehicles with the best omission engines (currently diesel).
 - There are hybrid vehicles currently available, but these aren't yet green enough to warrant the investment they require. Nevertheless we are now looking into replacing park & ride bus engines with the greenest available.

Cleaner streets and open spaces

	2005/06 result	2006/07 Result	200708 latest	Improving?
% of land & highways with litter/detritus	22.5%	19.2%	5% (first survey)	Yes
% of land & highways with graffiti	7.8%	6%	1%	Yes
% of land & highways with fly-posting	1%	1%	0%	Yes

Headlines on supporting actions

- *York Pride:* Our main York Pride indicators continue to show excellent improvement since 2006, when the corporate strategy period started. The first of 3 surveys for highway cleanliness show extremely encouraging results. This survey was carried out in specific city areas and the % may increase slightly after the 2nd and 3rd surveys have been completed. However, if we could achieve 8% or less, this would move us from 4th to top quartile in terms of unitary comparative performance.
- *NPU:* Working practices in the Neighbourhood Pride Services have now changed resulting in a much more visible, customer focused service. Regular focus groups with staff have taken place throughout the construction of the new service. New uniforms

have been provided for the staff, to help present a much more modern and positive image. An enforcement team has also been established to help tackle enviro' crime.

- *Outside influence:* Working with ENCAMS, the council is now involved into two national campaigns targeting cigarette and fast food related litter (see para 75). The council also received a silver gilt in this years Yorkshire in Bloom competition which recognised the high level of environmental maintenance we carry out in the city.

Affordable homes

	2005/06 Result	2006/07 Result	200708 latest	Target	Improving?
Average time taken to re-let local authority housing	32 days	24 days	21 days	21 days	Yes
Average length of stay in B&B accommodation of homeless households	4.6 wks	3.3 wks	Available Monitor 2	3 wks	N/A
Proportion of successful homelessness prevention cases (in proportion to York households)	2	3.43	Available Monitor 2	2.4	N/A
Number of private sector rented homes made decent	New for 06/07	38	Available Monitor 2	35	N/A
% of tenants in arrears who have had notices seeking repossession	17.65%	20.50%	Available Monitor 2	18.50%	N/A

Headlines on supporting actions

- *Affordable homes:* Although we do not monitor the number of completed affordable homes on a quarterly basis, we do have a 3-year rolling target of 200 affordable homes per annum. When we introduced the 50% target for planning we anticipated that there would be a lull in the number of completions for the first couple of years. This is due to a rush of applications under the previous policy for long-term future developments and a slowing down of new development proposals whilst land prices decreased to reflect the new policy. Consequently, we anticipate 38 homes will be completed this year. However, there are nearly 1000 affordable homes that have already been granted planning permission to be delivered over the next 5 years with further major applications to be submitted in the near future. In 2009/10 we expect in excess of 300 homes and in 2010/11 in excess of 400 homes based purely on existing permissions.
- *Temporary Accommodation:* A Temporary Accommodation Action Plan is now in place to reduce the time spent in temporary accommodation to ensure the Government's 2010 target of 50% reduction is reached. This includes B&B accommodation, which has seen numbers reduce dramatically to 8 units in June 2007 compared to 36 in June 2005. The production of regular homeless performance reports, due to be completed in October 2007, will enable close monitoring and analysis to ensure these targets are met.
- *Homelessness Prevention:* The number of successful homeless preventions continues to increase. Actions have been identified from the recent homelessness review and included in 2007/08 team plans including additional work with private landlords to increase the availability of private rented accommodation and further promotion of prevention role to other agencies and service users. The work currently being undertaken for the new Homelessness Strategy will also identify areas for improvement, which will inform future service planning.
- *Rent Arrears:* The current 2007/08 plan identified the need to develop early intervention/preventative measures and reduce legal action. This includes the redesign

of the arrears leaflet, working with partner agencies to raise awareness and regular publicity campaigns.

Increasing local skills & knowledge

	2005/06 result	2006/07 Result	200708 latest	Improving?
York's unemployment rate compared to national average	1.3% below	1.2% below	1.2% below	Stable
York's unemployment rate compared to regional average	1.5% below	1.5% below	1.5% below	Stable
Number of adults registering and completing courses through our public libraries	763	897	Available Monitor 2	N/A Target - 840
Number of adults achieving entry level 1, 2 or 3 qualifications as part of Skills for Life	215	236	Available Monitor 2	N/A Target - 340
% of young people achieving vocational qualifications at age 16.	33.3%	40.5%	Available Monitor 2	N/A Target – 40%

Headlines on supporting actions

- *Course registration:* Although figures are still being collated, there are early indications that adults registering are significantly up on last year, although their completion rate is unknown at this moment. We will be able to report definite outcomes in Monitor 2. Details are still being collated for the numbers of adults achieving either a level 1, 2 or 3, but again early indications are showing an improvement. Further explanations will be available in Monitor 2.
- *Vocational qualifications:* Data on results achieved by young people achieving a vocational qualification is not released until October, we hope that the continued support of the 'Increased Flexibility Program' and increased range of apprenticeships will result in an improvement, but we do not know until later in Autumn.

Health & lifestyles

	2005/06 result	2006/07 Result	200708 latest	Improving?
% of school children (5-16) doing at least 2 hours sport per week	62%	71%	>80%	Yes
% of adults participating in at least 30 mins moderate intensity sport & active recreation	New for 06/07	24.8%	Available Monitor 2	N/A Target –27.8%

Headlines on improvement supporting actions

- *Indicators of health:* We have developed a model to identify “key determinants” of health relevant to Council services. Survey work has also been undertaken within the Council to identify those services contributing to the health agenda and any relevant data that could support potential transformational improvement.
- *Improving health in partnership:* We are working closely with the PCT to develop:
 - standard ward level data and a model for drawing out significance / key community issues.
 - a model for designing key questions to enable community engagement around the issues identified.

The aim will be to pilot the approach in the next quarter to be in a position to have a product ready for the next round of neighbourhood action planning. From there a health “toolkit” will be developed in order to provide a concerted health input to the delivery of Neighborhood Action Plans

Science City

	2004/05 result	2005/06 result	2006/07 Result	2007/08 Target
No of science based start-ups/new businesses generated through SCY	24	9	9	15
No of jobs created through SCY	134	135	190	350

Headlines on supporting actions

- *Limited Company:* Science City York (SCY) is now moving to a new level of activity through the development of a 'Limited Company by Guarantee' partnership between the council and the University of York. Both organisations will be the main shareholders and Yorkshire Forward will support it as observers on the new board and as major investors in the companies activities.
- *Chief Executive:* To support the development of the new company a new Chief Executive, Richard Hutchins, was appointed in August 2007.
- *Northern Way Funding:* In March, SCY signed a contract with Yorkshire Forward to utilise £2.3m of Northern Way funding to create a series of three 'Spokes' linked to the existing SCY 'business development hub', enabling it to deliver specialist services in three locations:
 - the Technology Centre at the University of York – promoting bioscience,
 - expansion of the York Science Park – to create additional offices and exhibition/seminar rooms
 - a fully digital Creative Technologies Centre on the Terry's Chocolate Works development.

Internal – Leadership, partnership working, improving efficiency and customer focus

Progress on Leadership

- To be able to measure improvement over time we have now established a baseline of the corporate culture in York (i.e. what its like to work here in terms of performance, decision making and staff relationships) by asking the same questions of chief officers, the 200 senior managers and of all staff (through the staff survey). This information can be used to benchmark York against other councils but most importantly to focus work on improving the Corporate Culture. The next step is to recruit up to 30 staff across the council (a cross section of people on all grades and across each department) to go through the benchmark data and identify the key underlying issues and what can be done to address them. It's planned to have the group up and running by Christmas 2007.
- New Leadership and Management standards have been extensively launched for all managers and have an explicit link to the Values in the Corporate strategy. These standards set out what is expected of managers working in York and will sharpen the appraisal and personal development processes.
- The Equalities Leadership Group has been established which has the responsibility to drive forward the work on tackling discrimination and promoting social inclusion. This includes four chief officers and the Executive member for Social Inclusion. An interactive event provided by the "Dead Earnest" Theatre group had a very enthusiastic response from managers and members, raising some key issues about customer service

and discrimination. Some departments have opted to use theatre in their own staff development events as it was so effective.

Progress on partnership working

- The successful development of the LAA has provided a platform for the development of a revised Community Strategy (to be known as the Sustainable Community Strategy) This will be used to re-focus the work of the Without Walls Executive Delivery Board.
- Consultations on the future of York linking both the Sustainable Community Strategy and the Local Development Framework have now been developed and will be delivered from October onwards (including Ward Committees, A City Conference, School conferences and public exhibitions/stands)
- The WOW Executive Delivery Board have agreed revised performance monitoring arrangements and increased its focus on key cross cutting themes such as climate change and anti-poverty.

Progress on improving efficiency

- We have exceeded our Efficiency target for year 2 of the Government's 3-year programme by £1.9m and we are on target to exceed the full 3-year target by £2m.
- We are making good progress with Kendric Ash on the Transport review and are expecting to make significant savings that will contribute to the 2008/9 budget setting process.
- Most important of all is the development and approval of an Efficiency Programme and associated Strategic Procurement Programme. This will form the basis of cross cutting work on efficiency reviews for the next 3 years.

Progress on Customer focus

- Easy@york: The Revenues service has now been successfully implemented into the York Customer Centre (YCC). Around 90% of all transactions are now handled by the front office and 60-70% of processes are now fully automated, with no back office work. The changes to the Revenues service will also lead to future improvements for BVPI 9 (% of Council tax collected).
- Standards & measures: Work has now started to review our existing customer standards and customer first measures. The main aim is to develop more customer focussed measures and standards in consultation with both customers and staff. Once these have been established, the next phase will be to introduce mechanisms to improve our existing recording and monitoring arrangements. This will also be backed up by a communication and promotion at all levels of the organisation.
- Customer Insight research: As part of the consultation exercise mentioned above, we plan to develop an in-depth understanding of our customer requirements and build this into the design and improve delivery of our core services. It is not just about collecting data and information from our customer – we need to turn this into actions and changes across front lines services. This means developing a culture that values customer insight and constantly looks for more improvement.
- User feedback – complaints and compliments: We plan to design and implement a new customer/complaints and feedback procedure to help capture customer feedback from

contact points in service delivery, as well as post service experience. This information will be used to influence service delivery improvement and change.