

York Monitor



Quarter 3 Update 2014 – 2015

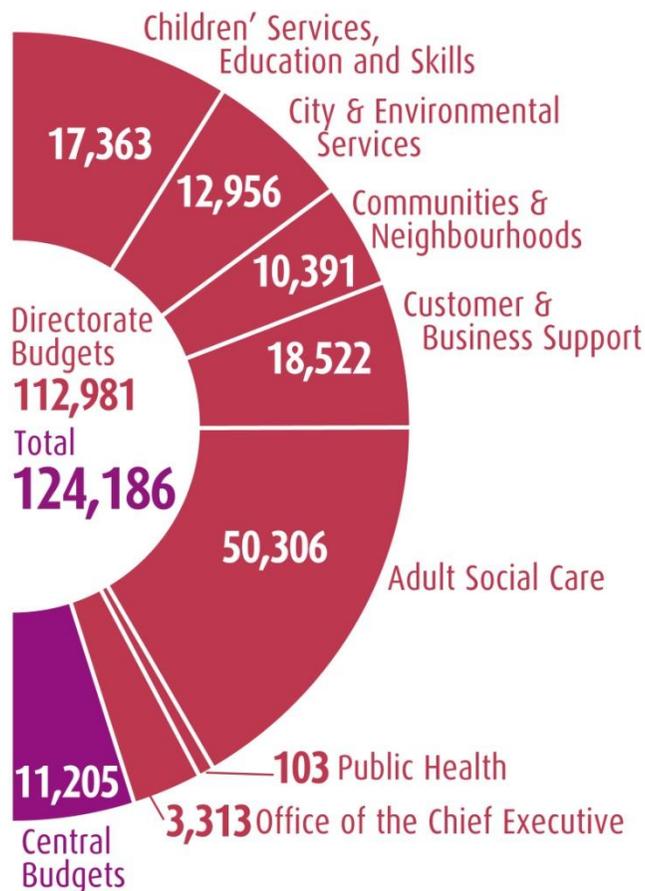
Welcome to the Quarter 3 update of the York Monitor for 2014 – 2015.

This report presents a range of information illustrating the ‘state of the nation’ in the City, activities undertaken by the Council over the last financial year and a short tour of some of the priorities that the Council has committed to for the rest of the year. There are some case studies under each of the Council Plan priorities set out below.

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Managing the Money ▲

2014/15 Net Budget (£000s)



Work to achieve a balanced budget for 2014/15 and to develop council's longer term budget for 2015 – 2020

All aspects of the public sector continue to face challenging times following the Government's commitment to reduce the national deficit and as a result, the Council has had to deal with large reductions in funding in recent years, combined with a range of significant financial pressures. Between 2007/08 and 2009/10 the Council made £16.4m of savings and a further £73.4m will have been made by 2015/16, meaning total savings of £89.8m over 9 years.

The largest pressure on budgets is from meeting increased demographic demand for adult social care and the increasing complexity, and therefore cost, of care packages for the ageing population. The Office of National Statistics Population Projections show that the population aged 65-69 in York expanded by 18.9% between 2011-2013, while the over 90 year old population expanded by 14.3%. Between 2007/08 and 2014/15 the Council added £16m of additional funding to meet rising demand.

City of York Council is rewiring the everyday services it provides through a programme of transformation that develops a better understanding of the needs of local communities and businesses, inviting them to play a part in the design and delivery of future public services.

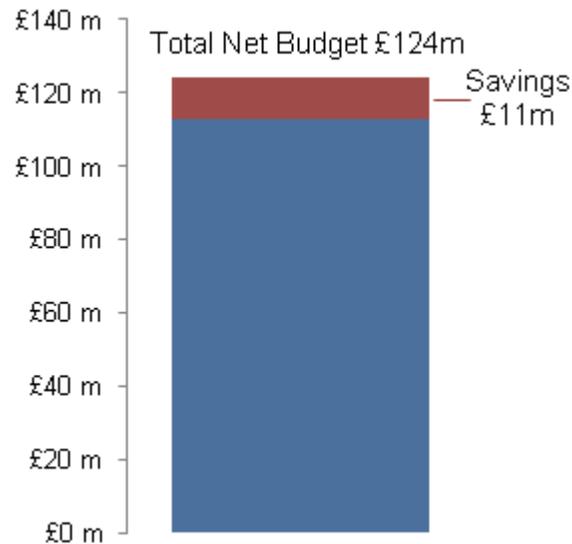
The 'Rewiring' project is in response to the shift in community expectations, new opportunities presented by technological innovation and collaborative working, and the ongoing financial challenges faced by local government.

The Rewiring Programme will create a sustainable model of delivery so that the Council, its partners and communities can continue to secure the best outcomes for residents. The Programme will enable the Council to transform into a more responsive and more flexible organisation.



The Council's net budget is just under £124.2m. Following on from previous years, the challenge of delivering savings continues with £11m to be achieved in order to reach a balanced budget.

The final forecast for 2014/15 indicates the council faces financial pressures of £0.77m, an improvement compared to the £1.3m forecast in Quarter 2. Work is ongoing across the Council to ensure the forecast overspend is reduced to within the approved budget.

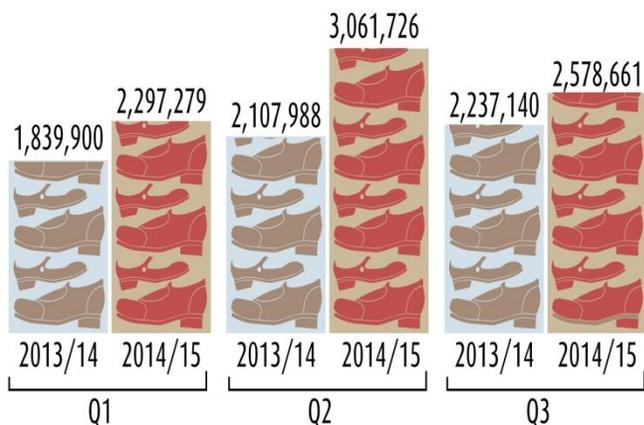


Looking Ahead... The council's Customer Service and Business Support Directorate is home to the council's Financial team. Their priorities in 2014-15 include:

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

Create Jobs and Grow the Economy

Parliament Street Footfall 2013/14 to 2014/15



Delivering key infrastructure projects

A memorandum of understanding has been signed with Network Rail and a feasibility study completed for York Central, which is York's largest potential development site.

The BioVale Centre, an innovation centre at Heslington East, is underway through Local Growth Fund investment, but national delays to the European Programme could prove problematic for the programme and the Council is working with Local Enterprise Partnerships to mitigate the risks. The building will provide 85,000 sq ft of space with facilities to help biotech companies develop and grow. It will also create a new home for the Biorenewable Development Centre.

Lord Mayor's Young Entrepreneur Business Breakfast

The Business Breakfast was organised by City of York Council and welcomed 45 young business people from across the city to meet each other and hear from other successful York Entrepreneurs.

Fall in average incomes

Average weekly gross earnings of York residents has fallen to £479 from around £520 in the previous two years. Nationally, average gross weekly pay has increased to £521. This is a concerning trend for the city and we are looking at how we work with businesses to address this trend and promote high value jobs. Bringing forward York Central, with the potential to deliver significant additional Grade A office space, will be a major boost to our ambitions.

Part of the answer to this is also promotion of the Living Wage. There are now 11 accredited Living Wage employers in York and Quarter 3 saw the announcement of the new living wage rates for the UK. During the quarter events were hosted at Nestle and the Golden Ball community co-operative pub, providing opportunities for business leaders to discuss the benefits and offer advice for those thinking about paying the Living Wage.

Percent of City Centre Shops that are Vacant



Focus on... City Media Arts

On 1st December 2014, the Director General of UNESCO declared York the UK's first UNESCO City of Media Arts. York joins the Creative Cities Network, which is made up of 69 world cities, with 8 in the category of Media Arts.

Some of the benefits of becoming a City of Media Arts include:

- An iconic Digital & Media Arts Centre will be built in the Guildhall, blending creative invention, participation and industry, in line with our ambition to grow high value sectors of the economy
- There will be a drive for sponsorship of media arts events, adding new dimensions to the City's already popular festivals

The permanent designation also secures York's entry into the Creative Cities Network, creating new exchanges with 68 leading creative cities across the world and new opportunities for its practitioners and researchers on an international scale. York's involvement in the network will be co-ordinated by Make It York, the City's new marketing and business development partnership.

York Business Conference

The York Business Conference was held during Quarter 3 and attended by over 180 people. The event was held at City Screen and was free of charge, allowing delegates to network over a working breakfast.

Access to Finance and Business Support:

City of York Council teamed up with the Manufacturing Advice Service (MAS) to help York and North Yorkshire manufacturers take advantage of new multi-million pound opportunities and 21 York businesses attended.

Growth Accelerator

City of York Council hosted a free breakfast 'Growth Accelerator Event' on 16th October at which companies found out how to engage an expert Growth Coach to boost business turnover. 33 York businesses attended.

Looking Ahead... To create jobs and grow the economy the Council will:

- Launch Make It York - The new marketing, business development & tourism agency for the city to has been named, an MD appointed and is in the final stages of setting up. The start date for the new organisation is planned for April 2015.
- Facilitate an annual programme of rail cluster activities, including working with Doncaster on the curriculum for the new National College for High Speed Rail.
- Work with other organisations in the city to create a refreshed economic strategy for York, to make sure activity across partners is focussed on the most important priorities.
- Tour de Yorkshire – York is hosting the finish of the second day of the Tour de Yorkshire on the 2nd May 2015. The TdY is the flagship event for the Tour de France legacy and the York stage will incorporate several city circuits of a women's cycling race

Build Strong Communities

Average days taken to remove obscene graffiti



Number of new affordable homes delivered in Yorks



Overall Violent Crimes



Deliver a community stadium including a county standard athletics facility

A detailed planning application was submitted in December 2014 with a decision expected by March 2015. The award of the contract will be made shortly after this planning decision.

A legally binding agreement was signed in December 2014 for York City Football Club's occupation of the Stadium that also secures the Club's £2m capital contribution to the scheme.

Through the 'Rewiring' programme the Council will develop community hubs where we can work in partnership with local communities at a neighbourhood level

The Community Hub Rewiring Public Services Transformation programme is underway and a mapping exercise has taken place. 21 venues have been identified as existing community Hubs with a further 22 venues as potential hubs. A programme of discussion with the existing Hubs is underway.

Focus on Equalities

A key priority within the Council Plan was to achieve the Excellent Level of the Equality Framework for Local Government and after a three day Equalities LGA Peer Challenge in January 2015 the Council achieved this level.

Assessors found the Leader and Member equality champions are firmly committed to the equalities agenda and that many Members are engaging directly on fairness and equality issues in their communities. The Council and partners have a clear and strong equalities vision for the city, with a range of community engagement opportunities and a strong emphasis on giving people a voice. Assessors found employees recognised their role in enabling communities to inform service delivery and had an understanding of issues affecting communities and their changing needs. Areas for improvement included ensuring all Members championed the equalities agenda and the need to ensure consultation on changes is timely and comprehensive. Better links with small and emerging communities and managing customer and community expectations within the context of budget cuts also need to be developed.

Tackling Empty Homes

Between April and December 2014 it took an average of 25.6 days to re-let empty properties, an increase from 21.5 in 2013/14.

Since the creation of Empty Homes Officer role, through the authority's Empty Homes Strategy, 152 long-term empty properties have been brought back in to use (102 in 2013/14 and 50 to date in 2014/15).

Data from Council Tax records shows that in October 2014 there were 189 long-term empty properties in the city (homes which have been unused for six months or more) which is 0.2% of York's total housing stock of 86,000 homes. This is the lowest number of long-term empty homes of any authority across North Yorkshire.

Neighbourhood Working

The Council is developing its approach to empower communities to make decisions about local services, service providers and priorities for their local areas and have greater involvement in managing spend and resources. Proposals include devolving budgets to wards, involving wards in the long term planning of services, creating more community hubs and looking at more effective ways of communicating with residents.

Narrowing the Attainment Gap

Narrowing the attainment gap between pupils from deprived backgrounds (those eligible for Free School Meals within the last 6 years) and their peers continues to be an area of focus both nationally and in York. In 2014, York pupils at the end of Key Stage 2 continued to perform above the national average, while the attainment of pupils from deprived backgrounds improved and the gap with their peers narrowed.

In 2014, York's GCSE results were above National average, but the gap between disadvantaged pupils and their peers widened. Analysis showed that the widening of the gap was affected by several smaller pupil groups and the Council, schools and partners are investigating further.

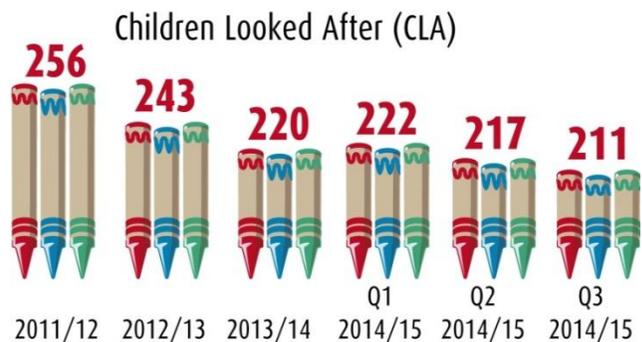
BeIndependent

BeIndependent is the Social Enterprise Community Interest Company, formerly known as City of York Council Community Equipment Loan Service and Warden Call Service. Since it was launched during the summer of 2014, the number of customers that have accessed this service have risen consistently each quarter, with just under 3,000 customers accessing the service in Q3.

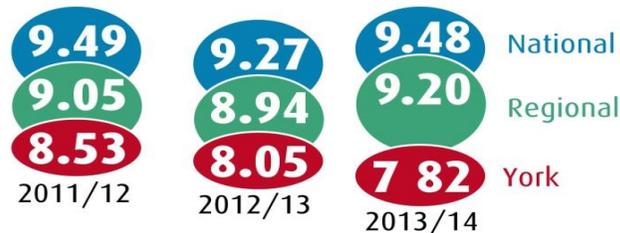
Looking Ahead... To build strong communities the Council will:

- Deliver a community stadium including a county standard athletics facility
- Support community groups to take greater ownership of the management and operation of parks and green spaces
- Through the 'Rewiring' programme the Council will develop community hubs where we can work in partnership with local communities at a neighbourhood level
- Raise standards in the private rented sector and continue to tackle homelessness through a sustained focus on early intervention and prevention
- Deliver the Community Learning Strategy and expand opportunities available to residents to promote health and wellbeing, including the development of a pilot programme focusing on living with dementia
- Develop a strategy to tackle the attainment gap in York's schools
- Focus the School Improvement and Skills Service on improving the outcomes of the most vulnerable.

Protect Vulnerable People



% Reception Year children who are obese (aged 4-5)



% Year 6 children who are obese (aged 10-11)



National Child Measurement Programme

In York, the proportion of children who are obese continues to be lower than the national and regional averages for both reception year and Year 6 children. The latest 2013/14 figures also show obesity in York children improving while nationally they are worsening.

However, while only around 8% of children starting school (reception year) are obese, by the time they are in their final year of primary school (Year 6) this has doubled to nearly 16%.

Deprivation of Liberty Safeguards

The Deprivation of Liberty Safeguards (DOLS) were introduced into the Mental Capacity Act 2005. Last year, the Supreme Court gave a judgement which changed the interpretation of whether someone might be deprived of liberty through their care. This has required authorities across the country to undertake a significant volume of assessment, which has required additional staff and created a budget pressure. York is making progress in carrying our assessments and this work will continue into next year.

Delayed transfers of care

The total number of delayed transfers of care from hospital remains a concern both at a local and national level. In York, these delays are largely related to the availability of nursing home beds and home care packages, rather than delays in assessment by social care staff. Over the winter period, as admissions increased, the Council, NHS and partners met weekly to achieve reducing delays by 25% in two weeks and 50% in four weeks. Early indications are that this is on track and partners across the city will continue to work hard to continue the improvement.

Public Health

The latest smoking indicators show mixed outcomes for York. Positive indicators for York include comparatively fewer lung cancer registrations and smoking related hospital admissions and an improving trend for smoking in pregnancy. However smoking prevalence has increased for the second year running especially amongst people in routine and manual occupations, with one in three estimated smokers.

Focus on Troubled Families:

Figures released by the Department for Communities and Local Government show that 282 families have been helped by City of York Council's Family Focus Team, which co-ordinates a whole family approach and works with families with multiple and complex needs. Their work involves resolving truanting and antisocial behavioural problems, helping family members tackle issues such as debt, addiction, parenting and to support progress into employment.

York's success means the City has become an early starter of the expanded 5 year programme and aims to reach a further 1,040 families, using new and broader identification criteria.

An individual who has been involved in the Family Focus Programme said: "The support we received has made such a difference; we are in a better place than we were a year ago. My 12 year old son was not going to school and I was helped to put clear boundaries and expectations in place for him. He has now been attending school every day this year. I had got myself into lots of debt and didn't want to answer the door. I was helped to put a repayment plan in place to rid us of the debts. I feel better about myself now and feel more confident."

Care Act

The latest national stock take on our preparations for Care Act readiness has been completed, and we have received positive feedback, with the formal notification of results expected in March. The act ensures that carers' needs can be assessed alongside and equal to those they care for. The council has been meeting with carers to ensure that they are able to access this support. The act also makes the Safeguarding Adults Board a statutory board, and preparation is well underway with the board for this transition.

Mental Health and Learning Disability Services

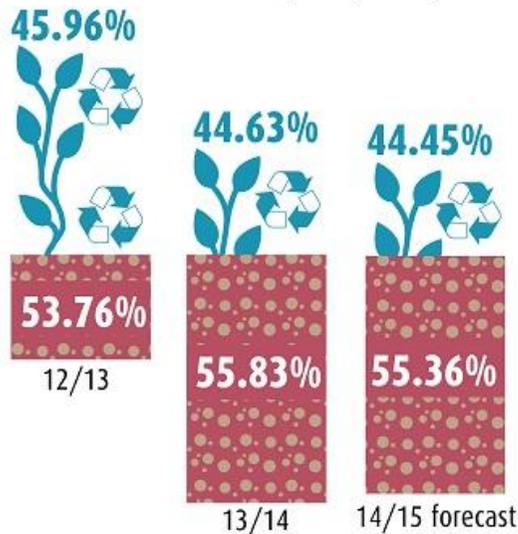
The contract for providing mental health and learning disability services across the city has just been published, with expressions of interest due by early March 2015, for services to commence in October 2015. CYC officers are involved in the commissioning processes, which is led by the CCG, to ensure the future service meets the needs of a wide range of people.

Looking Ahead... To protect vulnerable people the Council will:

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

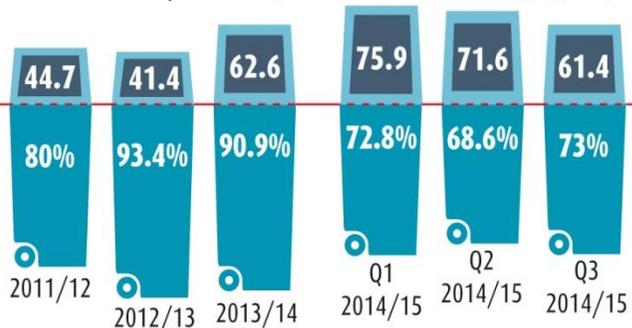
Protect the Environment

Household waste recycled/composted



Municipal waste landfilled

Missed Bins per 100,000 Collections (top figures)



Missed Bins Put right By End of Next Working Day (bottom figures)

Gain approval for a new Waste Strategy to obtain greater efficiency and cost savings

Household waste reused, recycled or composted in 2014/15 is forecast to be 44.5%, an increase of around 1% from 2013/14. Municipal waste sent to landfill is forecast to be stable and stay in line with levels seen last year. The cost of Landfill Tax for household and commercial waste is forecast to increase to just under £4.2 million in 2014/15 (from £3.8 million in 2013/14).

The waste strategy is being reviewed to ensure the service is customer centric, financially sustainable and achieves required outcomes around waste prevention and recycling. A key element of future waste strategy will be maximising the diversion of residual waste from landfill. Plans to go ahead with a multi-million pound waste treatment facility were agreed in September 2014 and a contract with AmeyCespa was formally signed by City of York Council and North Yorkshire County Council in November 2014. Construction of the facility will take 36 months to complete and the facility should be operational in 2018. The waste delivered produce enough electricity to power 40,000 homes.

Focus on Low Emission Transport

Following support from City of York Council, Streamline Taxis has become the first taxi service in York to operate low emission vehicles with 10 new hybrid taxis and one electric taxi. In addition to this, the taxi company has traded in a number of older diesel cabs which will improve air quality in the City.

The scheme is funded by the government's Local Sustainable Transport Fund (LSTF or i-Travel York) and has seen an investment of £67,000 over the past two financial years.

York's first electric Park & Ride has opened at Poppleton, with electric buses also at the University and York. The City has also seen the introduction of the world's first electric double decker sightseeing bus.

A strategic electric vehicle charging network is in place in the City, including rapid charging facilities, with plans to expand it further over the next few years.

There are ongoing discussions with developers over the development of a Compressed Natural Gas refuelling facility, together with a freight transshipment centre.

Implement a communication programme to increase public understanding of the Waste Strategy

The Council will continue to carry out research on how promotional work has influenced the quality of material collected in waste services. The Council will also continue to look at opportunities for implementing and raising awareness about waste prevention and minimisation activities. Recent projects include a trial in the Clifton area aimed at increasing participation in various waste services, plus a trial of collecting mixed plastics from households in the Poppleton. The city centre kerbside recycling service is being reviewed to identify barriers impacting participation. The review will seek improvements to service delivery, communications and recycling performance.

Meet York's air quality objectives

York's total CO₂ emissions stand at 1.1 million tonnes. CO₂ emissions have been reducing in York with latest 2012 data showing a 20% reduction from 2005 levels, to 5.6 tonnes per capita. The national average in 2012 is 7.1 tonnes. A refreshed Climate Change Action Plan will help continue this trend.

Implement and promote Green Deal, along with Leeds City Region partners

A contract was signed in December 2014 with the consortium Keepmoat, Willmott Dixon and Scottish and Southern Electricity (KSW), known locally as Better Homes – York, and a three month mobilisation period has started.

To launch the scheme in York, KSW will offer 80 Green Deal Communities Fund Vouchers which will help with the costs of installing green measures in homes. In addition a private home will be retrofitted with £15,000 of energy efficiency measures and will become a demonstration show house.

The Council is also working with partners to take advantage of any future funding initiatives, for example the Government will be releasing further Green Deal Home Improvement Vouchers in April 2015. KSW will establish a regional call centre and interactive website and are working with York, Harrogate, Craven and Selby Councils to ensure there is a long term marketing and delivery campaign for residents.

Collective Energy Switch

223 people switched tariffs during the latest Collective Energy Switch in October 2014, saving an average of £207. This is the second highest number of people switching of the 62 LAs who took part.

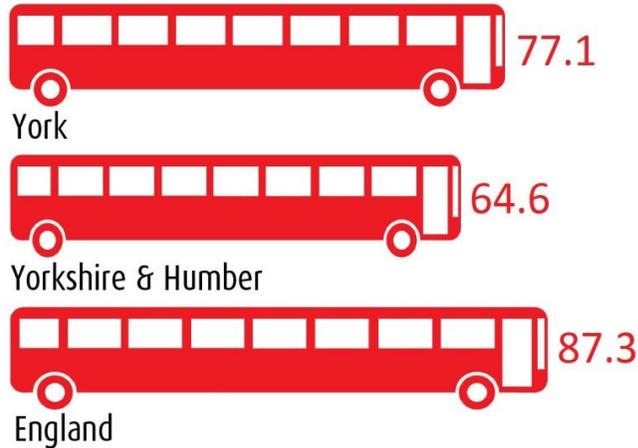
Looking Ahead... To protect the environment the Council will:

- Bring forward a new Waste Strategy to obtain greater efficiency and cost savings
- Develop and implement a communication programme to increase public understanding of the Waste Strategy to encourage more recycling and reduce landfill
- Meet York's health-based air quality objectives and promote the links between public health and air quality
- Implement and promote Green Deal, along with Leeds City Region partners, to reduce fuel poverty, improve home energy efficiency and reduce carbon emissions
- Increase use of recyclable materials and investment in resilient new materials to reduce future maintenance cost
- Invest in LED based street lighting
- Assess progress towards SustainableCityYork ambitions and engage stakeholders in the co-design of a framework to increase awareness and engagement in SustainableCityYork objectives

Get York Moving

Bus journeys

Passengers per head of population ^(2013/14)



Average vehicle speeds - York

Tour de France – Grand Depart

The Tour de France evaluation report highlighted a £102m benefit to the Yorkshire economy and approximately 1.8 million people feeling inspired to cycle more frequently, including more than 80,000 people in York.

York welcomed major industrial biotechnology and agri-tech businesses and investors from across Europe, including signing a memorandum of understanding between BioVale and the Northern France based cluster, IAR. This has led to further collaborative activity with major bioscience clusters in Holland and Germany.

York's economy benefitted from £8.3m in spend over the weekend and saw the latest Sustainable Transport Services Performance report shows an increase in cycling journeys from just over 27,000 in 2008 to over 35,000 in 2014.

More information on the TdF can be found on the following page:

<http://www.leeds.gov.uk/residents/Pages/Tour-de-France.aspx>

Deliver Better Bus Area Funded schemes such as Exhibition Square

The resurfacing of the carriageway at the junction of Gillygate, Bootham and St Leonard's Place, which was scheduled to coincide with the interchange scheme, has now been completed.

Resurfacing works have also been carried out at the York Theatre Royal bus stop. This included introducing a new kerb which will allow buses to dock more easily, relocating the bus stop flags, widening the pavement and providing real time information screens.



Focus on i-Travel York

The i-Travel York door-to-door exercise was carried out in the north of the city over a two year period and provided free tailored travel advice to help residents consider alternative travel options such as cycling, car sharing, walking and public transport.

6,500 people participated in a Personalised Travel Challenge to try a new way of getting around York. Participants received incentives such as a pedometer, a free AllYork Week bus taster ticket, discounted cycle training and a free bike health check to help them on their way.

More than 700 children took part in an active travel challenge to try cycling, walking or scooting for 60 minutes a day and over 2,500 residents signed up to the project's online travel club 'MyTravelYork' to receive regular news updates.

As a result of this two year travel initiative, 24% of participants said they are now using their car less and that the sole reason they reduced their car use and considered alternative modes of transport was because of the scheme.

Transport Network

City of York Council will connect two parts of the city's extensive 80km on-road cycle network by providing cycle lanes along both directions of Monkgate and improving the roundabout.

The cycle lane will help to link existing cycle routes from Huntington Road and Heworth Green to the junction of Goodramgate and Lord Mayor's Walk. This will also help to provide access to the railway station for commuters.

Develop York's Cycling and Pedestrian Network

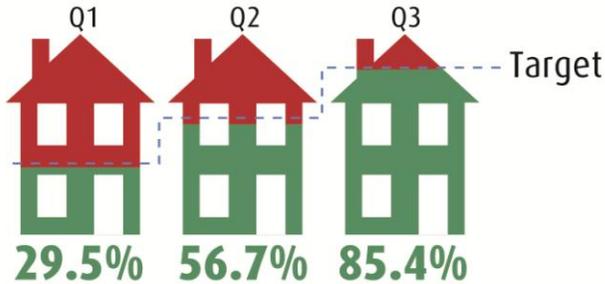
A new cycle and pedestrian bridge over the York to Scarborough railway line near Haxby has been completed. This bridge is a key step towards the completion of a safer off-road shared cycle and pedestrian route along the A1237 outer ring road, between the Haxby Road roundabout and the B1363 Wigginton Road roundabout. The route will connect over 15,000 people living in the area, as well as providing a safer route for students attending Joseph Rowntree School.

Looking Ahead... To get York moving in 2014/15 the Council will:

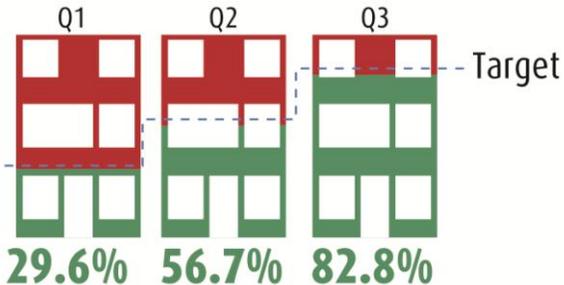
- Complete the Access York Project which increases the capacity of the service by 30% (2 New Park & Ride sites and the upgrade of the A59/A1237 roundabout).
- Develop York's Cycling and Pedestrian Network, inc. the Haxby Road to Clifton Moor Cycle Route
- Complete 20mph speed limit programme for residential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

Our Organisation

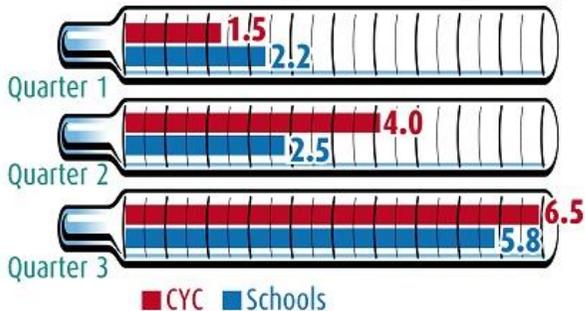
% Council Tax Collected 2014/15



% Business Rates Collected (NNDR) 2014/15



Cumulative average sickness days lost per FTE



Improve the whole customer service experience

New speech server telephony software has been introduced which improves the experience of both internal and external callers when using the automated speech recognition route. Further uses of speech server technology are being explored with the aim of enabling customers to navigate themselves to information they require without having to talk to a member of staff.

A mock peer assessment was undertaken in preparation for the Council’s planned Excellence level assessment in March. The outcome and feedback was positive which means preparations for the accreditation are progressing well.

A week of activities to support the National Customer Services Week were completed during Quarter 3, involving service areas across the Council. It was the first time events were held, with the aim of raising awareness of customer importance and how all employees can contribute to great customer service.

Roll out a new offer to young people on apprenticeships, work experience placements and internships

The York Apprenticeship Hub Recruitment Service for smaller businesses, run by City of York council, is an independent talent match service and is supported by government funding via Leeds City Region. The service has supported 100 small businesses that are new to apprenticeships in the city creating 63 new jobs for local young people.

City of York Trading Company

The company continues to show growth and has invested in structures, systems & processes to ensure that growth can be sustained and increased. The Company’s market position being reviewed to ensure strengths are built upon and opportunities fully explored.



Focus on Apprenticeships in York

The fourth York Apprenticeship Graduation, co-ordinated by York Apprenticeship Hub, City of York Council in partnership with York College, has recognised 100 apprentices for completing their Apprenticeship.

Four York Apprenticeship awards were presented – Large Employer of the Year, Small Employer, Over 25 Apprentice and Under 25 & Newcomer Employer.

Hethertons Solicitors, winner of Newcomer Employer of the Year, said: “This year, we participated in the Apprenticeship scheme for the first time, employing 3 apprentices in the firm into our Finance, Probate and Wills Departments, as well as our first Paralegal apprentice. We have been delighted by their enthusiasm and commitment and we are looking forward to helping them develop their skills in the legal profession. We believe the scheme offers huge benefits to employers as well as to apprentices, and we are keen to support it. This recognition of our commitment to the scheme came as a complete surprise, but is greatly appreciated”.

Deliver an organisational change programme to enable people to work in a different way to support the Rewiring programme

The Council has a detailed action plan to support the work of the transformation programme, including the development of a Rising Stars programme aimed at the Council’s highest performers.

Develop a more Strategic Approach to Talent Management

The council has introduced talent ratings for all employees as part of the new Performance Management Framework, managers now rate team members according to their performance, attitude and behaviours, on an annual basis. The Council is defining which roles are “critical” to ensure the most talented staff are working in highly critical roles, with succession plans being implemented.

Volunteering

The Council has signed up to the charter for volunteering and submitted a self assessment that will rate the quality of volunteering experiences provided. A celebratory event for Council volunteers will take place in 2015 to recognise the contribution that volunteers make to the city.

Looking Ahead... The Council aims to:

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