



# CORPORATE STRATEGY 2006-2009

DRAFT

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# Leader's Foreword

Leader's  
photograph

We have a lot to be proud of in our city.

Despite the well-publicised background, of having the lowest income of any comparable council in the country, we have achieved “good” scores in independent assessments of our service quality.

We now aim to achieve even more as we launch this three-year programme.

Our attention must be focussed on the problems which residents have highlighted to us as their top priorities.

We will be addressing issues around community safety, our environment, sustainability, our economy, and tackling inequality in health and housing provision.

With ever-greater concerns over the local effects of the global environmental challenges we face, our ability to create a sustainable city is a key underlying objective. The council has decided that transport, waste-management and people's local environment will receive priority attention over the next three years.

Local residents see reducing street level crime, anti social behaviour and nuisance as a high priority. We will continue to treat community safety, and reducing the fear of crime, as key objectives.

As a leader in the city, City of York Council has a duty to ensure that everyone can share in the prosperity provided by our gradually improving local economy. In the areas of housing, healthy lifestyles and opportunities for disadvantaged children and families, we will be relentless in our bid to tackle inequality.

This is an exciting and testing agenda and I commend it to everyone – elected members, staff and our partners. It will need to be tackled with commitment, focus and energy. I look forward to working with you to see us through the challenges ahead.

Councillor Steve Galloway  
**Leader**  
**City of York Council**

# Chief Executive's Foreword

Chief Executive's photograph

Two years ago the city council adopted the following vision – *'City of York Council – a council to be proud of'*

The detail to this vision sets out our expectations of the sort of council we want to be. I wholeheartedly share this vision and believe that this corporate strategy is fundamental in helping to deliver it

I know that staff are proud to work on behalf of local residents – our staff survey results tell us that. But I also know that staff must be given more opportunity to deliver ever better services to our residents and visitors.

This council has lots to be proud of. We deliver a significant amount given our relatively low level of spending. But I am aware that expectations of the council are constantly changing and demands increasing. Therefore over the next three years I want us to become more alive to different ways of delivering services. We must continue to stretch our community leadership role and adapt our ways to take in more partnership working. We need to be open minded to different ideas and continually challenge what services we deliver and how we deliver them.

In difficult financial circumstances, we know that we cannot do everything that we want to do. This corporate strategy renews a sense of purpose and direction for the organisation. The 13 priorities at the core of this strategy will provide the enduring focus for the next three years. It will become the focus for me and my management team.

This document, and the one-year council plan that will support it, explains what these priorities mean and sets out what we will practically do to deliver them. I am confident that our planning and performance frameworks will also set out how we will deliver and support the whole range of important activities we undertake.

Delivering the corporate strategy will be a big challenge. How we implement this corporate strategy will in itself be a key test for our developing corporate working. I know that if we focus on the issues in this strategy, we can be equal to that task.

David Atkinson  
**Chief Executive**

# Introduction

This is the Council's first three-year corporate strategy.

Its development is a big step forward in helping to set out the direction and priorities of the council over the next three years. It is an essential component of our planning framework, bringing together the way we are responding to national, regional and local events.

It does not cover everything that the council does. Instead it focuses attention on a small number of priorities that are areas where the council must deliver high quality services and improvement.

## Profile of York

York is a prominent city both nationally and internationally. It is an historic centre and one of the UK's most visited tourist destinations. York has excellent rail links across the country, is a centre of academic excellence, and is an important location for the Church of England.

The city area has a total population of 184,000 which includes many small towns and villages surrounding the city . It has a range of diverse communities with a relatively small but increasingly significant minority ethnic population of 4.9 per cent which doubled between 1991 and 2001. Each year York receives nearly 5 million visitors and surveys show we are one of Britain's most popular cities.

Overall York is a relatively affluent city but this masks pockets of deprivation. There are low levels of unemployment in the city, but high levels of relatively poorly paid jobs, most associated with the tourist sector. Over the last few years, York has responded to the relative decline in employment in traditional local industries (such as chocolate manufacturing and railways) by developing a high-tech and science based industrial sector linked to our universities. Science City York will play an increasingly important part in the development of the city.

Educational attainment in York is high, GCSE/GNVQ and GCE/VCE A/AS achievements are significantly higher than both the Yorkshire and Humber and England average. However, according to the Basic Skills Agency (2003) 23per cent of the population aged 16-60 years have poor literacy and numeracy skills

Despite a continuing fall in the city's overall crime rates, York remains in the government's high crime quartile. 2005/6 saw a fall in the incidence of some priority crimes, such as violence and domestic burglaries, when compared with 2004/5. The incidence of vehicle crime increased significantly this year however, though detection rates for this also rose, by 50per cent over the course of 2005/6.

The population of the City is increasing and is projected to increase by 4.2per cent between, 2001 and 2011 and by 8.3per cent up to 2021. Life expectancy at birth for children born in York between 1998 - 2000 is above the national average. Population growth and a decrease in the average number of people per household is placing

pressure on housing. 'Affordable' housing is in particularly short supply and house prices are well above the regional average. Given the historic nature of the city's built environment, planning and development are highly sensitive issues.

## **City of York Council: helping to shape the city's future**

This Corporate Strategy covers the three years up to March 2009 and is a key part of the council's planning and performance management framework. It builds on the council vision and draws on other information to determine what we are going to do to support the city's 20 year Community Strategy.

The Community Strategy - 'A City Making History' sets out the city's ambitions and was developed by Without Walls, York's Local Strategic Partnership. The council vision below, is an expression of the type of organisation we want to be. It impacts on what we do and how we do it.

### **Council Vision**

Working for the city as it makes history the council will play its part by:

- Delivering what our customers want
- Providing strong leadership
- Supporting and developing people
- Encouraging improvement in everything we do

**City of York Council – a council to be proud of**

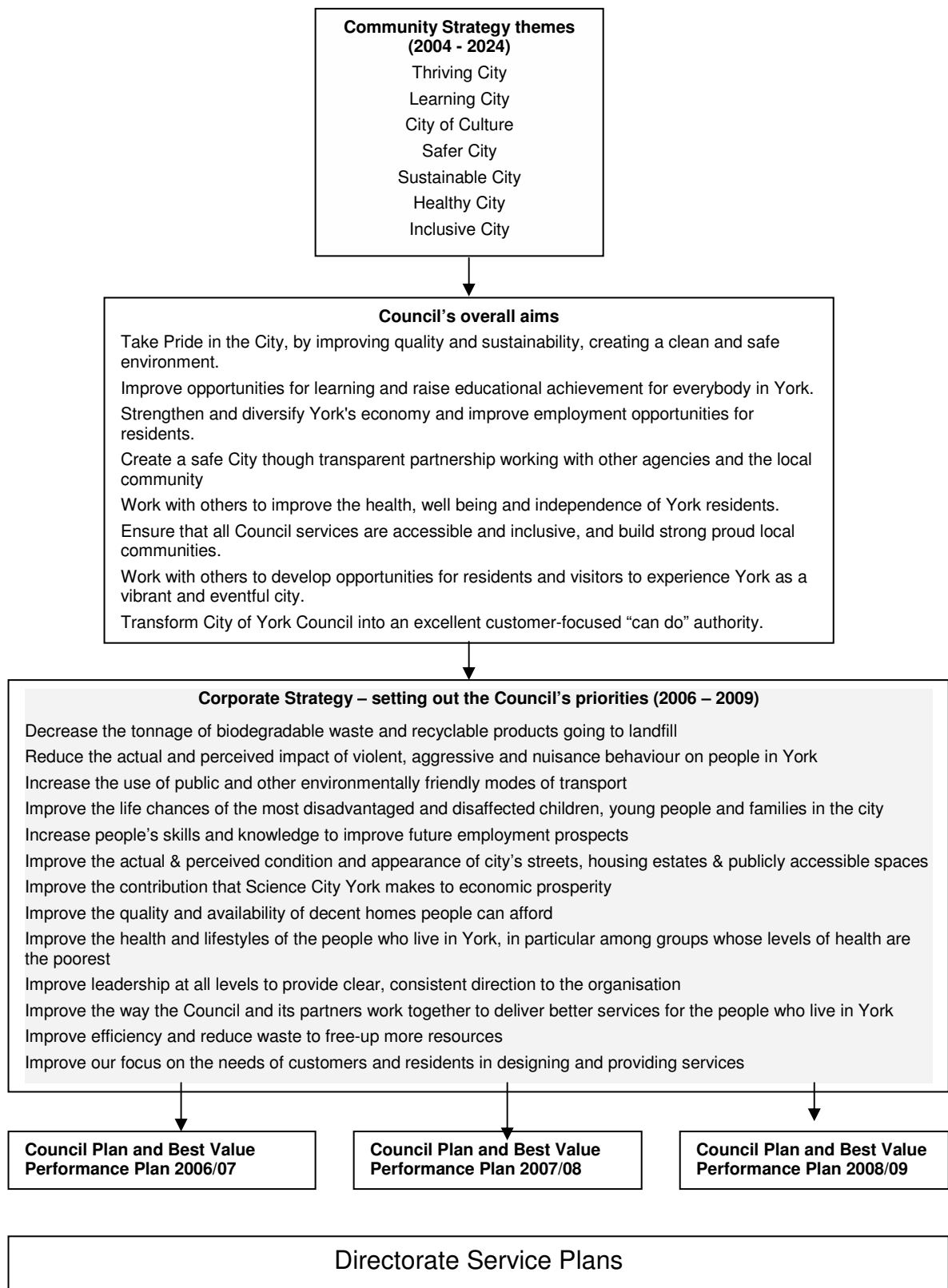
The Corporate Strategy helps create this type of organisation by stating what we are going to improve over the next few years for our customers and in what ways we are going to change. At the heart of this strategy are the 13 priorities and these have been chosen taking into consideration information from a wide range of sources including:

- the views of local people
- how much difference the priority would make to our customers
- national and regional initiatives
- contribution to the ambitions in the Community Strategy
- the views of elected members
- the views of our staff.

The 13 priorities have been collected together under a smaller number of headings which reflect the things that residents have told us are important or are most concerned about.

Figure 1 shows the overall planning framework and the critical role that the priorities, at the heart of this three-year corporate strategy, have in supporting the long-term aims of the city. This also shows how the actions cascade into annual council plans and ultimately into service plans.

# Figure 1 – Our Planning Hierarchy



## Implications of corporate priorities

It has been a key development for the council to put in place a corporate strategy, agreed across all directorates and by the council's ruling Executive, but this is only the start. Further development work will be carried out to ensure that the actions and targets set out under each priority becomes a focus for the council's Corporate Management Team and Executive.

We will make the priorities real by:

- developing the way we set our budget to make sure that we have the funding to support these priorities.
- the way we plan as an organisation, making sure that the whole council works together to deliver the priorities
- linking our the planning that individual services do into these priorities
- making sure the way we measure our performance allows the council's Executive and Corporate Management Team to keep the focus on these issues
- concentrating our communications around these issues
- focusing our training and development spending around these issues.

Working in a more collective way, together with our partners, will help us to provide services that customers are delighted with.

## Our priorities in detail

The next pages set out the priorities in detail. They give a flavour of some of the key things we will deliver in the next 12 months and what will be achieved over the course of this strategy. Details of how success will be measured and how the priorities make a real difference to life in York are also included.

# IMPROVING QUALITY AND SUSTAINABILITY

## Decrease the tonnage of biodegradable waste and recyclable products going to landfill



### Why is this a priority?

Ensuring that York is a great place to live and visit now and in the future is key to its long-term success.

We want to make sure that we minimise the amount of waste that is generated and maximise levels of recycling.

Moreover, if we put too much biodegradable waste into landfill we could face multi-million pound fines.

As a city we currently recycle less waste than other cities so we have some catching up to do, but are confident that our long-term Waste Strategy will enable us to do so.

### Some of the key things to deliver this priority are:

#### In the next 12 months ...

- Improve recycling facilities at Towthorpe and the new Hazel Court facility
- Improve green waste collections and kerbside collections of cardboard and plastic bottles
- Open Eco-depot
- Undertake a review and audit of the amount of waste generated, and disposal methods, of waste from council activities

#### Over the course of this strategy ...

- Identify and start procurement of access to a waste treatment facility
- Review collection of commercial waste to reduce the impact of disposal charges, landfill tax and LATS
- Work with Planning Services to develop a more environmentally friendly planning policy for York (for instance approving new business sites with their own recycling facilities)
- Set targets and implement actions to reduce the amount of waste generated by the council and increase the amount of waste recycled and composted

### How we will measure what difference we have made

- Lower tonnage of biodegradable waste going to landfill
- Higher number of households are served by kerbside recycling
- Higher percentage of household biodegradable waste is sent for recycling

- Lower amounts of waste collected per head of population
- Lower amounts of landfill tax is paid and penalties are reduced/eliminated
- Increased percentage of people satisfied with doorstep waste recycling collection



# IMPROVING QUALITY AND SUSTAINABILITY

## Increase the use of public and other environmentally friendly modes of transport



### Why is this a priority?

Congestion is a significant barrier to people travelling around the city and is also environmentally damaging.

Traffic levels, in particular in the city centre, cannot continue to grow or be sustained at their present levels.

We need to make sure that people can travel around the city quickly and safely – and in the most sustainable way. The actions in this strategy, which form part of an overall Local Transport Plan, will address this.

### Some of the key things to deliver this priority are:

#### In the next 12 months ...

- Introduce first phase of FTR fleet
- Build 500 meters of off-street cycle route
- Implement reduced parking charges for environmentally friendly vehicles
- Implement actions to increase usage levels of key bus services
- Start work on Moor Lane and Hopgrove outer ring road improvements
- Undertake travel to work survey of council staff

#### Over the course of this strategy ...

- Use the pending Vehicle Replacement Programme as an opportunity to help minimise the negative impact of the council's own vehicle fleet
- Improve bus services by extending route options and running times of the Park & Ride service (ie new A59 site and Askham Bar extension)
- Begin the development of a Sustainable Transport Centre (Terminus) and implement the bus engine changeover project
- Introduce real-time information for bus passengers
- Undertake rationalisation of council, health and voluntary sector transport

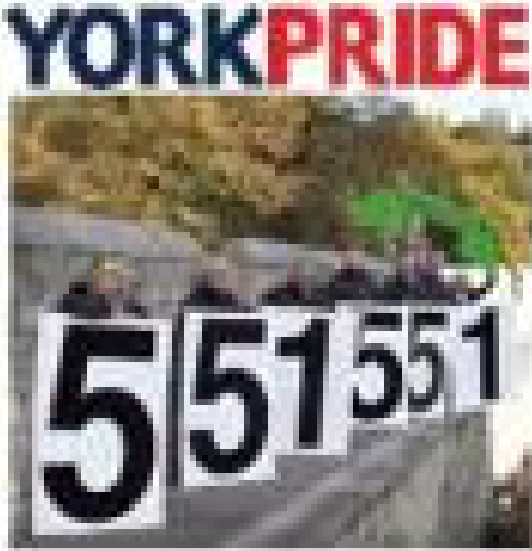
### How we will measure what difference we have made

- Increased modal shift from car use to more sustainable means of transport
- Increase in people using buses and trains to travel to and in York
- Reduced congestion on York's roads
- Increase in percentage of people satisfied with their local bus service

- Improved safety in travelling and getting around
- Improved air quality in York's city centre
- Increased cycling trips within York – including two wheeled powered cycles and children cycling to school
- Reduced carbon emissions

# IMPROVING QUALITY AND SUSTAINABILITY

## Improve the actual and perceived condition and appearance of the city's streets, housing estates and publicly accessible spaces



### Why is this a priority?

People who live in well looked-after surroundings where they have a real sense of pride is essential to the strength of community feeling within the city.

Satisfaction with the cleanliness of local areas has gone up but we plan to increase it even further.

Our new Neighbourhood Services teams will deliver improved street level services and customise services to address local needs. We will make it clear to residents exactly what standards they should expect to see on streets, estates and open spaces.

### Some of the key things to deliver this priority are:

#### In the next 12 months ...

- Ensure better links between ward budgets and local improvement requirements
- Ensure improvements to key 'street-level' Performance Indicators
- Set up a new Directorate of Neighbourhood Services focussed around delivering improved street level services
- Develop Neighbourhood Action Plans so services can be customised to address local needs

#### Over the course of this Strategy ...

- Improve road and footpath maintenance
- Improve appearance of Council owned housing estates
- Introduce descriptions of Neighbourhood Service Standards so that residents are clear what the council aims to provide 'on the ground'

### How we will measure what difference we have made

- More land and highways which have acceptable levels of litter and detritus
- More people satisfied with local cleanliness and their local area or neighbourhood

- More tenants satisfied with the maintenance of their local open spaces
- Less land and highways where unacceptable levels of graffiti and fly-posting are visible

# CREATING A SAFE CITY

## Reduce the actual and perceived impact of violent, aggressive and nuisance behaviour on people in York



### Why is this a priority?

Making sure that people can go about their lives without fear of being attacked, abused or feeling intimidated by persistent nuisance behaviour is essential.

Levels of crime in the city are reducing but tackling crime and Anti-Social Behaviour remains a top priority for the Council and the city. There is a range of steps being taken to make communities much safer places.

Examples of responses to day-to-day problems include more visible policing in neighbourhoods and a call-out service available at weekends to report noisy, night-time parties. .

### Some of the key things to deliver this priority are:

#### In the next 12 months ...

- Improve policing at a neighbourhood
- Introduce more enforcement measures to deal with noise nuisance
- Implement second stage of the Parenting Strategy

#### Over the course of this strategy ...

- Increase the range and quality of interventions by the Youth Offending Team, which help reduce the number of young people involved in crime and anti-social behaviour
- Increase the use of CCTV through the introduction of mobile cameras in anti-social hot-spot areas around York
- Implement changes to make better use of the council's new Anti-Social Behaviour Order (ASBO) and enforcement powers

### How we will measure what difference we have made

- Improved perception of community safety among residents
- Improved perception among residents of young people causing a nuisance
- Reduced level of anti-social behaviour

- Reduced level of disorder related to alcohol consumption
- Reduced level of criminal damage

# OPPORTUNITIES FOR EDUCATION, SKILLS AND LEARNING

## Increase people's skills and knowledge to improve future employment prospects



### Why is this a priority?

People need to be equipped to gain the jobs they want. This means helping teenagers to get the qualifications they need to move into work or further education. It also means helping people who may have missed out on those opportunities by leaving school or college early and those who want to change direction. For teenagers there will be more vocational courses on offer and a new centre where they can develop the skills needed in this type of work. Older adults will be able to take courses to improve Basic Skills and learn in a range of different settings, including new Library Learning Centres.

### Some of the key things to deliver this priority are:

#### In the next 12 months ...

- Increase the number and variety of vocational courses for 14 – 19 year olds
- Build the 14 – 16 skills centre on the Danesgate site
- Begin to establish a network of Library Learning Centres, starting with Acomb library
- Develop a York Youth Award that will formally credit young people with their contribution to society
- Continue planning for the reorganisation of secondary education in the west of the city
- Increase the provision of basic skills and level 2 learning

#### Over the course of this strategy ...

- Open the Danesgate Skills Centre
- Replace Manor school and merge Lowfield and Oaklands schools in an extensively refurbished building on the Oaklands site
- Improve and enhance the worst primary school buildings in the city, subject to availability of capital funding
- Design and develop a web-based 14 – 19 prospectus for all young people in York
- Open further Library Learning Centres at key sites in the city, including New Earswick, subject to capital funding

### How we will measure what difference we have made

- Increased percentage of leavers with five or more GCSEs at A-C grades
- Decreased percentage of 16-18 year olds not in Education, Employment or Training

- Increase percentage of end of Key Stage 4 pupils taking a vocational subject
- Increased number of adults gaining basic skills as part of the Skills for Life strategy

# STRENGTHENING AND DIVERSIFYING YORK'S ECONOMY

## Improve the contribution that Science City York makes to economic prosperity



### Why is this a priority?

With the reduction in traditional employment sectors it is essential that York has a broader based economy to supplement employment opportunities and provide stable employment levels. This will help York to be a sustainable city in the years ahead. Businesses built around new scientific knowledge have been fostered as part of the Science City York initiative.

This is a growing and important sector of the economy nationally which will bring investment funds and give rise to an increasing number of new jobs. Making the best of these opportunities for York residents is essential.

### Some of the key things to deliver this priority are:

#### In the next 12 months ...

- Start to implement the newly approved four year action plan which supports the creation of more jobs and businesses in the city and its surrounding area
- Devise with the other five national Science Cities, a strategy which will feed into and influence the government's 2007 spending review

#### Over the course of this Strategy ...

- Strengthen and modernise the economy of the city and its surrounding area by progressing the agreed vision of creating 15,000 new jobs in the knowledge-based sector by 2021
- Implement further elements of the four year action plan which supports the creation of more jobs and businesses in the city and its surrounding area
- Review, with key stakeholders, the future organisational requirements of Science City York in delivering both the city and the national science city strategy

### How we will measure what difference we have made

- Increased number of jobs in knowledge-based sector
- Increased average earnings

- Increases in York's overall economic performance compared against regional and national trends/indicators



# ENSURING SERVICES ARE ACCESSIBLE AND INCLUSIVE

## Improve the life chances of the most disadvantaged and disaffected children, young people and families in the city



### Why is this a priority?

Ensuring that people have the best possible start in life is essential in enabling everyone to realise their full potential. It is also a key national priority. The Council plays a key role in helping children who experience disadvantage and lack means to support themselves. This includes protecting children at risk. One of new ways we'll be doing this is by opening children's centres over the next three years. These will offer facilities, services and advice all under one roof for children, young people and families. In addition, a number of schools will extend what they can offer to children and the local community beyond the normal school day

### Some of the key things to deliver this priority are:

#### In the next 12 months ...

- Open two children's centres to serve areas of greatest disadvantage
- Develop the inclusion strategy for all pupils with special educational needs
- Ensure that the Youth Offer in York includes a comprehensive range of facilities and opportunities for young people
- Establish three locality planning boards to co-ordinate the work of all agencies providing services for children and young people across the city
- Improve on previous best performance in external assessment at all key stages
- Increase the number of extended schools in the city making the full range of provision
- Improve the educational provision made for Looked After Children
- Extend the specialist fostering scheme so that more children in care have the chance to live in families

#### Over the course of this strategy ....

- Open a further six children's centres
- Improve support to disabled children through the better integration of services
- Undertake targeted benefit take up and awareness campaigns to support children, young people and families
- Improve the value added rating for primary schools to at least the national average and maintain top quartile performance for secondary schools

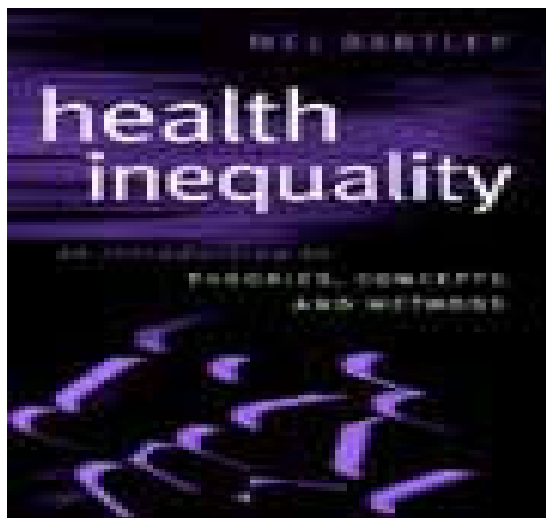
### How we will measure what difference we have made

- Reduced % of children and young people who live in York live in poverty
- Reduced number of young people of school age not in mainstream education/educated other than at school

- Improved relative educational attainment amongst most vulnerable groups of children and young people

# IMPROVING HEALTH AND WELL-BEING

## Improve the health and lifestyles of the people who live in York, in particular among groups whose levels of health are the poorest



### Why is this a priority?

York has one of the lowest levels of participation in sport and physical activity of any area in England. The city's vision is to see York become a world class city in terms of participation in health and physical activity, so there is much work to do. Poor health often prevents people participating in their communities. Health inequality exists in York and there is a worrying concentration of poor health in some areas of the city and among particular groups and communities. Promoting healthy lifestyles and facilitating healthy living will enable all people to enjoy a better quality of life.

### Some of the key things to deliver this priority are:

#### In the next 12 months ...

- Complete work on the expansion of Oaklands Sports Centre
- Improve sports facilities throughout the city
- Establish a city centre one stop shop to provide impartial and confidential advice for young people
- Encourage schools to offer at least two hours of high quality PE and school sport both within and beyond the curriculum every week for every child
- Improve school meals by using better ingredients and educate children about healthy eating
- Implement actions to reduce teenage pregnancies
- Increase the number of schools achieving the healthy foods standard

#### Over the course of this strategy ...

- Replace or refurbish Edmund Wilson Swimming Pool
- Improve access to health services for people for rough sleepers and other groups with comparatively poor health
- Increase the benefit take up of groups whose level of health is the poorest
- Provide older people with support to help them live independently
- Develop better facilities for indoor and outdoor sport
- Work with organisations involved in Active York to deliver an inclusive programme of active recreation across city
- Re-model services to give people with disabilities greater choice and independence in their lives

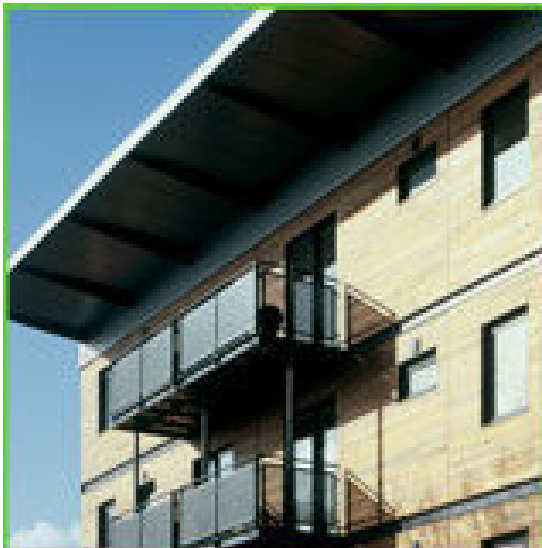
### How we will measure what difference we have made

- Reduced variation between neighbourhoods and groups of people with ill-health
- Increased percentage of adults taking part in at least 30 minutes moderate intensity sport and active recreation on three or more days a week

- Increased percentage of 5-16 year olds participating in an average of two hours high quality PE and school sport per week
- Lower number of teenage pregnancies
- Increased proportion of older people able to live at home

# ENSURING SERVICES ARE ACCESSIBLE AND INCLUSIVE

## Improve the quality and availability of decent affordable homes in the city



### Why is this a priority?

Residents see housing as one of the biggest issues for York. A recent Joseph Rowntree Foundation study emphasised that in York more than a third of young working households do not earn the levels required to raise a mortgage on a modest starter home.

York is out of step with the region in having higher than average house prices, low vacancy levels and better than average housing conditions. Only 26 per cent of homes built in 2003/4 were 'affordable'. Increasing affordability and driving up housing quality remains a priority for local residents.

### Some of the key things to deliver this priority are:

#### In the next 12 months ...

- Improve over 1,400 council homes during the year
- Start work on constructing new ArcLight centre
- Start work on refurbishing Travellers sites (subject to external funding)
- Make the best use of Planning policies to increase the number of affordable homes in the city
- Reduce number of non-decent homes in the city

#### Over the course of this strategy ...

- Increase number of affordable homes built using Planning policies and Housing Corporation funding
- Allocate affordable homes according to better analysis and understanding of people's housing needs
- Design routes to modern, adaptable homes for older people
- Continue investment to modernise council housing and develop initiatives to help with improvements to privately owned homes
- Continue to improve existing sites for travellers and assess provision against housing needs

### How we will measure what difference we have made

- Increased number of new affordable homes
- Increased percentage of people whose housing needs are met
- Reduction in number of homes below the decency standard

- Reduction in number of people who are homeless or sleeping rough
- Increased percentage of York's housing market within the affordable threshold



# ORGANISATIONAL EFFECTIVENESS

## Improve our focus on the needs of customers and residents in designing and providing services



### Why is this a priority?

The best organisations today are those which understand what matters to those they serve and can tailor what they do to fit those needs. We need to do more to move in this direction in many of the services we deliver. We will make it easier for people to contact us, using the latest channels such as the internet, to tell us about issues of concern and to find out about and request services. In some areas making improvements will require changes beyond the city, perhaps at the level of national government policies.

### Some of the key things to deliver this priority are:

#### In the next 12 months ...

- Make it easier for customers to contact the Council by establishing the York Customer Centre
- Increase the range of service available 24 hours a day through the council's website
- Develop, implement and promote a corporate system which encourages feedback from customers
- Review existing Customer First measures and introduce revised corporate customer service standards and measures

#### Over the course of this strategy...

- Transfer further phases of the council's customer contact into the York Customer Centre
- Improve the quality of the experience of people contacting the council and increase the range and availability of ways in which people can contact the council.
- Promote the use of more efficient ways for customers to enquire, book and pay for council services
- Use the information from the consultation and customer comments and complaints to improve the way that the council responds to, and uses, feedback from customers
- Develop ways to have greater levels of involvement from customers and residents in the design and review of services

### How we will measure what difference we have made

- Increase in percentage of residents satisfied with the services provided by the council
- Increase in percentage of services used by customers that are designed or reviewed involving customers or using customer feedback and complaints
- Improved CPA corporate assessment rating

- Increase in percentage of 'one and done' single contacts with the council
- Reduction in 'end to end' time to satisfy customer requests
- Greater availability and use of different ways to access council services

# ORGANISATIONAL EFFECTIVENESS

## Improve leadership at all levels to provide clear, consistent direction to the organisation

### Why is this a priority?

In early 2005 the council asked a Peer Review to provide us with an outsiders view of where we needed to improve. One of the key messages they gave us was that we needed to be clear about what we want to achieve over the next few years. By this they meant being clear about our ambitions and working with more collective focus on a commonly agreed agenda for the whole organisation. This clarity, and the leadership necessary to drive through the priorities, will release the potential inherent in the council's staff. Implementing this corporate strategy will be a mechanism to improve our corporate leadership.



### Some of the key things to deliver this priority are:

#### In the next 12 months ...

- Define clearly what kind of organisation we want the council to be
- Improve internal communications to ensure that people, particularly our staff, know what the council's priorities are and what they mean
- Use this corporate strategy to help focus attention on delivering the council's priorities

#### Over the course of this strategy ...

- Translate the definition of what kind of organisation we want the council to be – into a clear policy framework which helps shape everything which we do
- Develop ways in which to improve and promote effective leadership at all levels – including that provided by senior managers and elected members

### How we will measure what difference we have made

- Improved CPA corporate assessment rating
- Improved staff survey results relating to the council's leadership

- Improved Annual Audit feedback/results

# ORGANISATIONAL EFFECTIVENESS

**Improve the way the Council and its partners work together to deliver better services for the people who live in York**



## **Why is this a priority?**

Well-developed partnership working is a key indicator of a confident and successful organisation. Successful strategic partnership working is key to delivering the community strategy for York. In the next year we will develop and agree York's first Local Area Agreement. Over the next two years we will undertake the first review of the Community Strategy. A key requirement will be to develop the council's approach to partnership working, adapting to the potential loss of direct control inherent in partnership working and strengthening our city leadership role across the whole of the public and voluntary service sector.

## **Some of the key things to deliver this priority are:**

### **In the next 12 months ...**

- Work with our partners (for example, health, police) to develop a Local Area Agreement (LAA) which will be the foundation for delivering more integrated, higher quality services to people in York in the future
- Review the Local Strategic Partnership structure

### **Over the course of this Strategy ...**

- Review the Community Strategy to ensure that the priorities within it are still the most important things to the people of York
- Work more closely with partners in the city in order to deliver better public services
- Improve the effectiveness and profile of the LSP
- Review the purpose and added benefit of our partnership arrangements
- Develop better ways to capture and share knowledge with our partners by utilising the opportunities and technology delivered by easy@york

## **How we will measure what difference we have made**

- Improved CPA corporate assessment rating
- Improved Annual Audit feedback/results
- Successful delivery of LAA

- Positive Partnership survey results
- Improved Customer opinion (about how well the council and its partners work together)
- Increase in effectiveness of LSP

# ORGANISATIONAL EFFECTIVENESS

## Improve efficiency and reduce waste to free-up more resources



### Why is this a priority?

The resources available to pay for services and activities are always under pressure given the various competing demands upon them. That's why it's important that we use these resources as efficiently as possible. Routinely increasing efficiency is something that the Government expects of all local authorities under its annual Gershon reviews and we know that residents and council taxpayers expect nothing less. By making our activities more efficient we will free up resources to do more, or will make cost savings to balance the council's budget.

### Some of the key things to deliver this priority are:

#### In the next 12 months ...

- Undertake an agreed programme of efficiency projects
- Implement ways in which we can improve our organisational effectiveness in order to deliver better, most cost effective services to our customers
- Promote and embed the use of the council's approved service improvement and project/programme management approaches
- Continue the energy and water use audit, set targets and implement changes to reduce energy and water use by the Council

#### Over the course of this strategy ...

- Undertake a further programme of efficiency projects to improve efficiency and the quality of services provided to our customers
- Further develop the easy@york programme to bring in and improve additional services
- Implement attendance management strategy
- Develop and implement a competition strategy, procurement strategy and three year procurement plan
- Improve the management of the Council's assets
- Implement actions to monitor and energy and water use by the council

### How we will measure what difference we have made

- Increase percentage of citizens satisfied with overall service provided by the council
- Reduction in the council's overall running costs

- Improved CPA Use of Resources and VFM assessments
- Increased attendance levels
- Increased levels of staff satisfaction and motivation