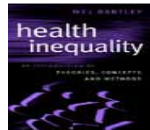


FRONT COVER



Corporate Strategy 2006 – 2009 Summary

Helping to shape the
future of the city



BACK COVER

Want to know more?

On the internet . . You can download this summary in PDF format from the Council website on www.york.gov.uk.

In accessible formats . . If you would like to receive a copy in large print, Braille, audio cassette or electronic version then please contact the Performance Improvement Team (PIT).

In other languages . . If you would like this information in a community language please contact the Performance Improvement Team.

In the future . . .

This Strategy will be reviewed every year to see how well we are doing. If you want to receive a copy of the first review next year then please contact the Performance Improvement Team.

To contact the Performance Improvement Team:

- ☎ 01904 551723 or 552002
- ✉ kevin.banfield@york.gov.uk or
- ✉ colin.mockler@york.gov.uk
- 📄 Performance Improvement
City of York Council,
The Guildhall,
York YO1 9QN

LANGUAGE BOX

ABOUT THE STRATEGY



Welcome to this summary version of the council's first 3-year corporate strategy.

The corporate strategy sets out the council's new 13 priorities, which will be delivered over the next 3 years

These priorities cover key areas of the Council's business.

They focus on improving key areas which are important locally and nationally.

As well as the priorities themselves, we have also included some of the key things that will be done to deliver the priorities over the next 12 months and over the course of this 3 year strategy.

These are not however all the actions which are taking place to deliver the priorities and relate to only a few of the hundreds of services that the Council provides.

They are however the actions which we think will make most difference "on the ground" in these priority areas.

They are also improvements which are tangible and that you will be able to easily judge whether we have delivered or not.

We have also included ways by which you will be able to see what difference has been made.

For example, in relation to the Transport priority, *increasing the use of public and other environmentally friendly modes of transport*, the real measure of success of actions like introducing the ftr bus fleet and building more cycle routes will be a reduction in city centre congestion - with more people using public transport and cycles.

This in turn will lead to reductions in levels of carbon emissions which are damaging to the environment.

These benefits, and the benefits outlined in respect of the other 12 priorities in this summary, will not be delivered overnight but it is anticipated that by the time that this strategy comes to an end in 3 years time that these they will have made a noticeable difference.

JOINT FOREWORD FROM LEADER & CHIEF EXECUTIVE



DNA photo

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

In spite of having the lowest income of any comparable council in the country, we have achieved "good" scores in independent assessments of our service quality

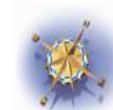
We now aim to achieve even more as we launch the Council's first Corporate Strategy.

It is vital that we prioritise as we know that we cannot do everything. This Strategy will help to focus on the problems which residents have highlighted as their top priorities. These include community safety, sustainability, our economy, and tackling inequality in health and housing provision.

This is an exciting and testing agenda - but is one that can be achieved by us all working together and focussing our attention on these priorities.

Councillor Steve Galloway, Leader
David Atkinson, Chief Executive

NAVIGATING YOUR WAY AROUND THIS SUMMARY



Most of this summary focuses on our 13 priorities.

Each of the priorities is set out in the same straightforward way.

Each has:

- The reasons why the area is a priority reasons for prioritisation
- key actions in the first 12 months; and for years 2 and 3
- ways by which you will be able to measure what difference these actions have made

Pages 12 and 13 include four organisational effectiveness priorities – which are targeted at improving how the Council itself works.

Improvement in these areas are not as easy for you to see directly as a resident of York – but have the potential to improve everything the Council does – and improve the range and quality of services the Council delivers

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.

Key things we will do 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

... over next 2 to 3 years

- Identify and start procurement of access to a waste treatment facility

Ways that this will make a difference

Increased percentage of people satisfied with doorstep waste recycling collection

Higher number of households served by kerbside recycling

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.



Key things we will do in the next 12 months

- Introduce first phase of FTR bus fleet
- Build 500 meters of off-street cycle route
- Implement reduced parking charges for environmentally friendly vehicles

... over next 2 to 3 years

- Develop ways to minimise the negative environmental impact of the Council's own vehicle fleet
- Improve bus services by extending route options and running times of the Park & Ride service

Ways that this will make a difference:

Increased % of people satisfied with bus services

Increase in people using public transport

Reduced congestion on York's roads

Reduced carbon emissions

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.

Key things we will do in the next 12 months

- Ensure better links between ward budgets and local improvement requirements
- Ensure improvements to key 'street-level' PIs

... over next 2 to 3 years

- Improve road and footpath maintenance
- improve appearance of Council owned housing estates

Ways that this will make a difference:

More people satisfied with local cleanliness and their local area or neighbourhood

More tenants satisfied with the maintenance of their local open spaces

Reduced amounts of litter on land and highways

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.



Key things we will do in the next 12 months

- Improve policing at a neighbourhood level
- Introduce more enforcement measures to deal with noise nuisance

... over next 2 to 3 years

- Increase the range and quality of YOT interventions to help reduce the number of young people involved in crime and anti-social behaviour
- Increase use of CCTV through introduction of mobile cameras in anti-social hot-spot areas around York
- Implement changes to make better use of new Anti-Social Behaviour Order and enforcement powers

Ways that this will make a difference

Improved perception of community safety among residents

Improved perception among residents of young people causing a nuisance

Reduced level of anti-social behaviour

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.

Key things we will do 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

... over next 2 to 3 years

- Open the Danesgate Skills Centre
- Replace Manor school and merge Lowfield and Oaklands schools in an extensively refurbished building on the Oaklands site

Ways that this will make a difference:

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

Increased percentage of end of Key Stage 4 pupils taking a vocational subject

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.

Key things we will do in the next 12 months

- Start to implement the 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 next 2 to 3 years

- 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

Ways that this will make a difference

Increased number of jobs in knowledge-based sector

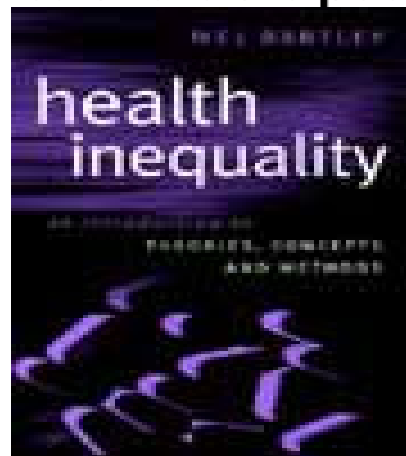
Increases in York's overall economic performance compared against regional and national trends/indicators

Increased average earnings

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.



Key things we will do in the next 12 months

- Complete work on 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

... over next 2 to 3 years

- Replace or refurbish Edmund Wilson Swimming Pool
- Improve access to health services for rough sleepers and other groups with comparatively poor health
- Increase benefit take up of groups of people whose level of health is the poorest
- Provide older people support to help independent living

Ways that this will make a difference:

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 proportion of older people able to live at home

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.

Key things we will do in the next 12 months

- Open two integrated 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

... over next 2 to 3 years

- Open another 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

Ways that this will make a difference

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

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.

Key things we will do in the next 12 months

- Improve over 1,400 council homes during the year
- Start work on constructing the new ArcLight centre
- Start work on refurbishing Travellers sites

... over next 2 to 3 years

- Increase number of affordable homes built using Planning policies and Housing Corporation funding
- Allocate affordable homes according to better analysis & understanding of people's housing needs
- Design routes to modern, adaptable homes for older people
-

Ways that this will make a difference:

Increased number of 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/sleeping rough

IMPROVING OUR ORGANISATIONAL EFFECTIVENESS

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

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

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

Improve efficiency and reduce waste to free-up more resources



Why is Improving Our Organisational Effectiveness a priority? The Council constantly has to improve the way it works to provide community leadership and high quality services at the lowest possible cost. The four priorities described above represent the key areas where we most need to improve. Two of the priorities are about leadership. We know we need to improve leadership in the Council and the way we contribute to the leadership of the city. In doing so, it will enable us to focus on what is important to the residents of the city – and make sure we work more with our partners to the benefit of all. We also need to develop ways in which we can be more efficient and explore new and better ways of working to achieve this. Finally, and most importantly, we must ensure that our improvement efforts are focused on the needs of our customers. In this respect, a range of critical short and longer-term actions have been chosen which will dramatically improve the quality of the experience when customers contact the Council.



Key things we will do 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
- 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
- Undertake an agreed programme of efficiency projects

... over next 2 to 3 years

- Transfer more 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.
- Work more closely with partners in the city in order to deliver better public services
- Review the Community Strategy to ensure that the priorities within it are still the most important things to the people of York
- Undertake further improvement projects to improve efficiency and improve the quality of services to customers

Ways that this will make a difference

Increase in percentage of residents satisfied with the services provided by the council

Reduction in the council's overall running costs

Increase in percentage of 'one and done' single contacts with the council

Improved CPA corporate assessment rating

Improved Customer opinion (about how well the council and its partners work together)