

Thriving City			
We will continue to support York's successful economy to make sure that employment rates remain high and that local people benefit from new job opportunities			
CYC commitments	By the end of 2012	Key 2009/10 milestones	Lead Director
We will implement a programme of support for local businesses and communities to ensure that York employment remains as high as it can be during the economic downturn	* At least 500 VAT registrations per year by the year 11/12 (LAA)	* Use the Eco Business Centre to support 20 enterprises through the newly established Enterprise Fund by Mar 2010	Director of City Strategy
We will improve our sustainable transport infrastructure by developing three new park and ride sites	* Limit the impact of congestion on the morning peak hour journey time (LAA)	* Submit planning applications for 3 new park and ride sites and develop a clear approach to procurement by Mar 2010.	Director of City Strategy
We will enhance skill levels within the York workforce to meet the changing needs of the local economy, by assisting employers to take advantage of training opportunities	* At least 36% of working age population to have a degree level qualification, from a baseline of 33.8% (LAA)	* Target 50 employers to take up of the Train to Gain Skills Enhancement Funding and Services by Mar 2010	Director of City Strategy
We will raise the city's profile to attract new inward investment and job opportunities	* Reduce the proportion of working age people on out of work benefits to 6.4% from a baseline of 7.4% (LAA)	* Work with developers at Nestle South, Terry's and York North West sites to bring forward development opportunities by Mar 2010	Director of City Strategy
We will improve the support and communication services between local employers and the Council	* At least 100 businesses actively engaged through York Business Forum from its creation in Oct 2008.	* Work with 70 key employers to develop an effective framework for increasing the understanding by the council of business needs by Mar 2010.	Director of City Strategy
We recognise the importance of tourism to the economy of the city and commit to further developing York as a major destination for visitors from all over the UK, Europe and beyond.	* Deliver a minimum of 5% per annum average growth in visitor expenditure through the council's support for Visit York	* Successfully create a state of the art modern visitor information service for the city by summer 2009.	Director of City Strategy

Sustainable City			
We aim to be clean and green, reducing our impact on the environment while maintaining York's special qualities and enabling the city and its communities to grow and thrive			
CYC commitments	By the end of 2012	Key 2009/10 milestones	Lead Director title
We will reduce the environmental impacts of Council activities by making it as easy as possible for residents to recycle, investing in new ways to avoid landfill methods and through the Carbon Management Programme	<ul style="list-style-type: none"> * Recycle, reuse or compost 50% of household waste * Reduced CO2 emissions in the LA area per capita by at least 0.8 tonnes (12% reduction) (LAA) 	<ul style="list-style-type: none"> * Complete the Groves recycling pilot by Sept 2009. * Implement a wider rollout of kerbside recycling to 92% of properties by Mar 2010 * To have commenced the installation of all 7 projects identified in the Carbon Management Programme by Mar 2010. 	<p>Director of City Strategy</p> <p>Director of Neighbourhood Services</p>
We will improve the quality of the local environment and the condition of York's streets and public spaces	* Reduce by 40% the level of service requests reported about litter in the street	<ul style="list-style-type: none"> * Complete an easy@york review of waste, neighbourhood pride and street environment services by Summer 09. * Introduce new technological devices to improve the identification and removal of street litter by Sept 09 * Improve the working arrangements across neighbourhood services by Sept 09 to reduce the occurrence of litter left in the street as a result of refuse collections. 	Director of Neighbourhood Services
We will transform York into a 'Cycle City' by investing our successful £3.7m bid on cycling infrastructure, increasing cycle training opportunities and improving bike availability for all	<ul style="list-style-type: none"> * 20% increase in cycling, from an approx 10% base * 100% increase in children cycling to school. 	<ul style="list-style-type: none"> * Improve at least 2 significant cycle routes by Mar 2010, including Crichton Avenue and Fulford Road. * Increase the numbers of children cycling to school by 35% (base 7.4%) by Mar 2010 	Director of City Strategy
We will develop a single site solution for the Council's new Headquarters which cuts the Council's carbon footprint by 75%	* Deliver a single site solution for a new Head Quarters building and reduce the Council's CO2 emissions by approximately 1100 tonnes per annum.	* Select preferred bidder for Council HQ by the end of 2009 and complete relevant planning applications by summer 2010	Director of City Strategy

Safer City			
We want York to be a safer city with low crime rates and high opinions of the city's safety record			
CYC commitments	By the end of 2012	Key 2009/10 milestones	Lead Director
We will reduce the number of burglary and thefts within the city, utilising all available funds such as target hardening	* Reduce the serious acquisitive crimes by at least 18% (LAA)	* A number of alleygates to be completed in South Bank and Leeman Road. If the LAA bid is successful, the total will be 60 gates will be in place by March 2010 * Create 40 new Cold Calling Control Zones by March 2010 * Create a target hardening pot for CYC tenants who are burglary victims – to replicate and compliment the existing Home Security Grant.	Director of Neighbourhood Services
We will improve public perception of anti-social behaviour and reduce the number of first time entrants into the criminal justice system	* Reduce the proportion of the public concerned with anti-social behaviour (LAA Place Survey)	* Develop 3 additional capable guardian schemes in wards with high crime rates, to reduce anti social behaviour by Oct 2009 * Commission at least 50 restorative justice schemes and youth service provision by Mar 2010 to reduce the number of children becoming first time offenders	Director of Neighbourhood Services
We will reduce alcohol related crime in York	* Limit hospital admissions caused by alcohol related illnesses to 1675 per 100,000 population (LAA)	* Continue a targeted under-age alcohol sales test purchasing programme to February 2010. * Implement the ALTN8 targeted initiative to reduce alcohol related night time violence by February 2010.	Director of Neighbourhood Services
We will reduce road casualties through education, training and publicity initiatives	* Reduce the number of people killed or seriously injured by at least 40% compared to the average for 1994/98 (LAA)	* Reduce the number of road accidents caused by 'failure to look properly' to below 18% by extending the 'Made you look' campaign throughout the city.	Director of City Strategy

Learning City			
We want to make sure that local people have access to world-class education and training facilities and provision. This will help them to develop the skills and aspirations they need to play an active part in society and contribute to the life of the city			
CYC commitments	By the end of 2012	Key 2009/10 milestones	Lead Director
We will improve and rebuild schools transforming them into 21st century learning environments.	<ul style="list-style-type: none"> * Reduce the achievement gap between pupils eligible for free school meals and their peers at Key Stages 2 and 4 by 6% (LAA) * Build and open 2 new primary schools 	<ul style="list-style-type: none"> * Complete and open Manor School Easter 09 * Progression with new Joseph Rowntree school. Planned opening - Easter 2010 * Agree scheme design and detailed proposals for Rawcliffe and Cifton Primary school by Mar 2010 	Director of Learning, Cultural and Children's Services
We will provide a high quality early years experience for York's children, ensuring that every parent of under 5's in the city can have contact from their local children's centre.	<ul style="list-style-type: none"> * Increase the proportion of Early Years settings attaining 'Good' or 'Outstanding' in Ofsted inspections and all 9 children's centres will be providing the full cover of child care and family support services 	<ul style="list-style-type: none"> * Build a new children's centre at Knavesmire Primary School by Jan 2010 	Director of Learning, Cultural and Children's Services
We will increase opportunities outside of the conventional education system, especially to those who are Not in Employment, Education or Training (NEET).	<ul style="list-style-type: none"> * Reduce the numbers of 16 to 18 year olds who are not in education, training or employment to 3.3%, from a baseline of 3.9% (LAA) 	<ul style="list-style-type: none"> * Completion of a pilot in 14 schools involving YorOK brokers which targets early intervention to those children identified as vulnerable by Mar 2010. * Respond positively to the economic downturn by reducing the number of NEETS by targeted interventions with 16-18 year olds and the provision of wider range of qualifications for all by Mar 2010. 	Director of Learning, Cultural and Children's Services

Inclusive City			
We will do our best to make sure that all citizens, regardless of race age, disability, sexual orientation, faith or gender, feel included in the life of York. We will help improve prospects for all, tackle poverty and exclusion and make services and facilities easy to access.			
CYC commitments	By the end of 2012	Key 2009/10 milestones	Lead Director
We will provide more affordable homes.	* At least 275 affordable homes delivered (gross) (LAA)	* Assist 10 priority households through the Golden Triangle 'HomeSave Plus' Mortgage rescue scheme by Mar 2010. * Complete phase 1 of the affordable homes building projects at the 'Discus' bungalow sites by handing over 27 bungalows (12 at St. Anne's Court, 15 at Faber/Richmond) by Mar 2010	Director of Housing and Adult Social Services
We will reduce fuel poverty for poorer households by improving energy efficiency and reducing costs for those households most at need.	* Each year take a minimum of 50 households on benefits from a Standard Assessment Procedure (SAP) rating of below 35, to above 35. (LAA) * Each year take a minimum of 50 households on benefits from a SAP rating of below 65, to above 65. (LAA)	* Carry out first annual survey of fuel poverty by Apr 09, develop a fuel poverty action plan and through the Affordable Warmth Partnership, target the groups which have been identified by Mar 2010	Director of Housing and Adult Social Services
We will tackle homelessness by reducing the number of rough sleepers, the number of people in Bed and Breakfast, and the number of households in temporary accommodation.	* Reduce the number of households living in temporary accommodation to 110 (LAA) * Keeping the number of rough sleepers always below 4.	* Establish the "YorHome" social lettings agency to reduce the number of people in temporary accommodation to 120 (from 209 in 2006/7), by Mar 2010. * Complete the hostel in Fishergate by Jul 2009 to provide improved facilities to support homeless people.	Director of Housing and Adult Social Services
We will improve opportunities for third sector involvement in the shaping, influencing and delivery of services.	* Over 22% of third sector organisations giving a positive rating of local statutory bodies' influence on the success of organisations in the local third sector. (LAA)	* Produce, by Jul 2009, and take action on, a funding and commissioning strategy for voluntary sector organisations * Transfer ownership of St Clements Hall to be an asset run by the local community by Mar 2010.	Director of City Strategy
We will support prospects in the most disadvantaged areas of the city through the Kingsway West project	* Lift the area out of the most deprived 10% in England	* Complete, evaluate and agree action plan of the pilot project in Kingsway West by Jan 2010	Director of City Strategy
We will reduce child poverty in the city	* We will have reduced the numbers of children living in poverty in the city to 11% from 14% - a reduction of over 1000 children (LAA) * Halve the numbers of teenage pregnancies compared to the number in 1998 (LAA)	* Run 3 benefits campaigns through children's centres by Mar 2010 * Work intensively with 30 teenage parents, plus a further key group of highly vulnerable young people at risk of becoming teenage parents by Mar 2010	Director of Learning, Cultural and Children's Services

City of Culture			
We want to inspire residents and visitors to free their creative talents and make York the most active city in the country. We will achieve this by providing high quality sporting and cultural activities for all.			
CYC commitments	By the end of 2012	Key 2009/10 milestones	Lead Director
We will refurbish and relaunch the Central Library into an Explore Centre attracting 1 million visitors a year	* 1 million visitors per annum to the York Library Explore Centre	* Complete the first phase of refurbishment of York Library Explore Centre, reopening by January 2010.	Director of Learning, Cultural and Children's Services
We will develop proposals to complete the building of a Community Stadium for the City that will provide high quality sport, recreation and other community focused opportunities	* Secure planning permission for a community stadium and submit and application to the Football Foundation for a Stadia improvement grant	* Develop an outline business case early summer 2009	Director of City Strategy
We will increase residents' and visitors' participation in high quality cultural activities	* A 10% increase in young peoples participating in any group activity led by an adult outside school lessons	* Develop and hold a Young Peoples Festival by Dec 2009 , involving 90% of cultural agencies. * Use new technology for the marketing of local cultural opportunities, resulting in increased attendance/visits and 50% increase in hits on Yortime by Mar 2010.	Director of Learning, Cultural and Children's Services
We will develop an achievable plan for the Barbican Auditorium	* The building will be in public use.	* Condition survey of building by Apr 2009 * Market analysis of potential use May 2009 - decision making on interim use and long term planning by June 2009.	Director of Learning, Cultural and Children's Services

Healthy City			
We want to be a city where residents enjoy long healthy and independent lives. For this to happen we will make sure that people are supported to make healthier lifestyle choices and that health and social care services are quick to respond for those that need them			
CYC commitments	By the end of 2012	Key 2009/10 milestones	Lead Director
We will run fitness and health campaigns to improve residents physical and mental health	* For 29% of adult residents participating in at least 30 minutes moderate intensity sport and active recreation on 3 or more days a week (LAA)	* Launch a campaign by Sept 2009 to encourage an additional 1,600 adults to participate in regular weekly physical activities (5x30mins) * Open the new public Swimming Pool in Autumn 2009 and fitness facilities at Cornlands Rd/York High School site and have progressed clear plans for the development of a new pool for the S/E of the city by October 2009	Director of Learning, Cultural and Children's Services
We will promote healthy lifestyles and eating through our children's centres and other facilities	* A reduction to below 15.5% in children age 10/11 years judged obese or overweight (LAA)	* Deliver at least one health related activity in each of the city's nine children's centres by Mar 2010	Director of Learning, Cultural and Children's Services
We will ensure that Council services respond to the changing population	* Increase the number of people who say that over 65's receive the information, assistance and support needed to exercise choice and control to live independently (LAA Place Survey)	* Complete a corporate review by Mar 2010 of the response needed to meet the needs and aspirations of the increasing population of older people	Director of Housing and Adult Social Services
We will develop high quality services that improve well-being and support independence.	* 72% of vulnerable people achieving independent living from a baseline of 66.8% (LAA)	* Improve access to support for carers, with an target of at least 20% of carers receiving needs assessments by Mar 2010	Director of Housing and Adult Social Services

Effective Organisation			
We will be a modern council, with high standards, living up to our values, and a great place to work			
CYC commitments	By the end of 2012	Key 2009/10 milestones	Lead Director
We will transform the authority into a modern, agile organisation through our easy@york programme and the new efficiency partnership	* CAA organisational assessment to score CYC as performing well with good Value for Money	* Agree programme of efficiency reviews by Jun 2009 and deliver at least 80% of agreed quality and cost improvement milestones by March 2010	Director of Resources
We will ensure consistent, high standards of professionalism throughout the council by implementing the Single Improvement Plan (SIP) and Business Model	* CAA organisational assessment to score CYC as performing well	* Agree a refreshed SIP by May 2009; deliver on at least 80% of SIP milestones during the year.	Director of Resources
We will support staff by offering personal development opportunities, implementing fairness at work policies and a wide range of benefits	* Improve staff satisfaction as measured in the staff survey by 5% over the 2009 baseline of 71%	* Incorporate actions in response to the 2009 staff survey into the refreshed SIP.	Director of People and Improvement