



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 3 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 3 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, the 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 of 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 underpinning 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 3 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 encompass more partnership working.

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 are the core of this strategy will provide the enduring focus for the next 3 years. It will become the focus for me and my management team.

This document and the one-year council plans that will support it explain what these priorities mean, and set 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 York's first 3-year corporate strategy.

The development of this Corporate Strategy is a significant step forward in helping to set out the direction and priorities of the Council over the medium-term. It is an essential component of the council's planning framework, bringing together how the council is responding to national, regional and local initiatives.

This corporate strategy does not cover everything that the council does. Instead it focuses attention on a small number of priorities. The priorities 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 urban city is surrounded by many small rural and semi-rural settlements with a total population of 184,000. It has a range of diverse communities with a relatively small but increasingly significant minority ethnic population of 4.9%, 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 historic 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.

York continues to play its part in developing national and regional policy through being recognised as one of six science cities in the country and an important urban centre regionally.

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) 23% 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 50% over the course of 2005/6.

The population of the City is increasing, growing by 9.1% between 1991 and 2001, and is projected to increase by 4.2% between, 2001 and 2011 and by 8.3% 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

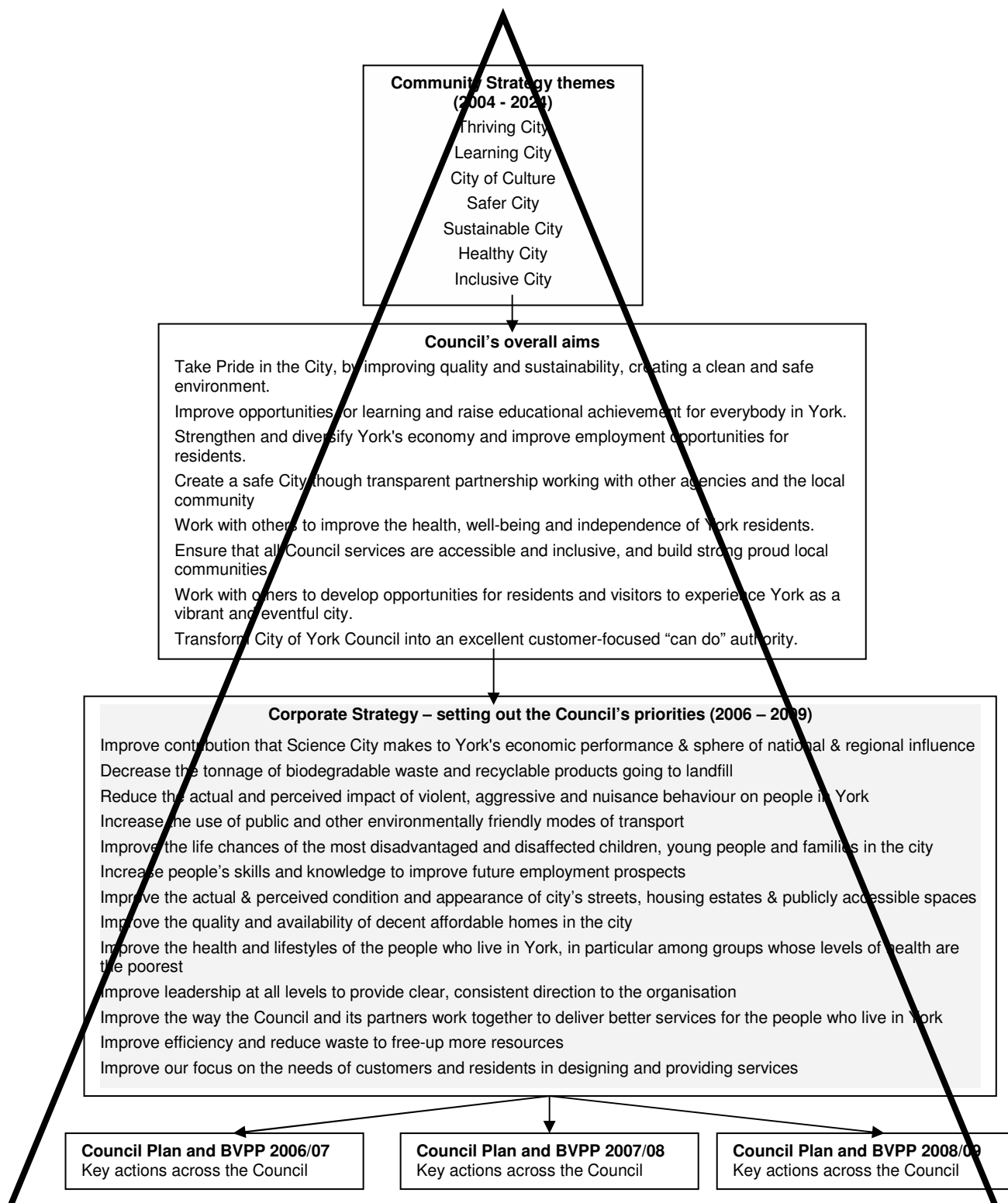
This strategy covers the 3 years up to March 2009. Building on the council vision below it sets out clearly what the council wants to deliver as a priority over this period.

<p style="text-align: center;">Council Vision</p> <p>Working for the city as it makes history the council will play its part by:</p> <ul style="list-style-type: none">• Delivering what our customers want• Providing strong leadership• Supporting and developing people• Encouraging improvement in everything we do <p style="text-align: center;">City of York Council – a council to be proud of</p>

The corporate strategy is a key part of the council's planning and performance management framework. It is an important link in a chain that joins the 20 year community strategy - 'A City Making History' which sets out the city's ambitions developed by Without Walls, York's Local Strategic Partnership, to the day to day work plans of teams of staff across the council.

Figure 1 summaries the overall planning framework and shows the critical role that the priorities, at the heart of this 3 year Corporate Strategy, have in supporting the long-term aims of the city. This also shows how the actions contained in annual Council Plans contribute to these long-term aims.

Figure 1 – Our Planning Framework



Our Priorities

As a multi million pound organisation delivering a comprehensive range of services there are many things that we have to consider when setting our priorities. 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. These include:

- The views of local people.
- Level of impact and customer benefit.
- National and regional initiatives.
- Contribution to the ambitions in the Community Strategy.
- The views of elected members.
- The views of 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.

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 at Executive level, 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 our budget processes to ensure that financial resources support these priority areas.
- embedding our corporate planning processes to ensure a greater cross-authority contribution to each of these areas.
- linking our service planning into these priorities.
- amending our performance monitoring and management arrangements to ensure that Corporate Management Team and the Executive retain a focus on these issues.
- focusing our communications around these issues.
- focusing our training and development spending around these issues.

Working in a more collective way, together with 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.

ENVIRONMENT & 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 a key priority for the Council and the city. Sustainability is at the heart of this. In particular, we want to make sure that we minimise the amount of waste that is generated and maximise levels of recycling. Nationally recycling is a priority too. Government has introduced potential multi-million pound fines for Councils who do not meet recycling targets. 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 (10 year) Waste Strategy will enable us to do so.

Some of the key things to deliver this priority are:

In the next 12 months

- Open Eco-depot
- Improve recycling facilities at Towthorpe and the new Hazel Court Facility
- Improve opportunity for household waste to be recycled by encouraging more green waste collections and offering kerbside collections of cardboard and plastic bottles

Over the course of this Strategy

- Review the collection of commercial waste to reduce the impact of disposal charges, landfill tax & LATS
- Identify and commence procurement of access to a waste treatment facility
- Work with Planning Services to develop a more environmentally friendly planning policy for York (i.e. approving new business sites with their own recycling facilities)

How we will measure what difference we have made

- Lower tonnage of biodegradable waste going to landfill
- Higher no. of households are served by kerbside recycling
- Higher % 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

ENVIRONMENT & SUSTAINABILITY

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



Why is this a priority?

Ensuring that people can travel around the city quickly and safely – and in the most sustainable way – is another key priority for the city and the Council. Congestion, in particular in the city centre, remains a key barrier to people getting around the city and is environmentally damaging. We have recognised that traffic levels cannot continue to grow or be sustained at their present levels. The actions in this Strategy, which form part of an overall Local Transport Plan will address this. We will encourage significant shifts towards more environmentally friendly modes of transport through continued investment and improvement, together with partners, in the city's public transport system.

Some of the key things to deliver this priority are:

In the next 12 months

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

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 (i.e. new A59 site & Grimston 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

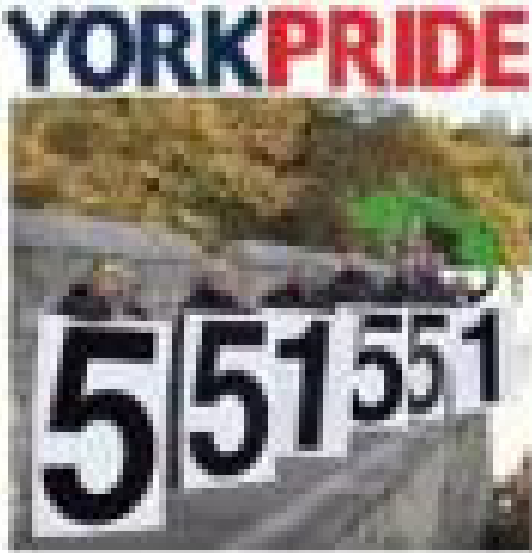
How we will measure what difference we have made

- 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

- Improved and perceived safety in travelling and getting around
- Improved air quality in York's city centre
- Increased cycling trips within York – including 2 wheeled powered cycles and children cycling to school

ENVIRONMENT & 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?

Ensuring that people live in well looked-after surroundings in which they can take real sense of pride is another key priority for the city and the Council. It is essential to the strength of community feeling within the city. We know that satisfaction with the cleanliness local areas and neighbours has gone up but we plan to increase it even further. Our new Neighbourhood Services teams will deliver improved street level services and they will 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

- 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
- Ensure better links between ward budgets and local improvement requirements
- Ensure improvements to key "street-level" Performance Indicators

Over the course of this Strategy

- Implement phase 2 of the York Pride action plan to
 - 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/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 are reduced/eliminated

COMMUNITY SAFETY

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



Why is this a priority?

Ensuring that people can go about their lives without fear of being attacked, abused, or feeling intimidated by persistent nuisance behaviour is another key priority for the city and the Council. There are 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. Helping those with young children to develop better parenting skills is part of longer term efforts to prevent or reduce the incidence of behaviour which harms or causes a nuisance to others.

Some of the key things to deliver this priority are:

In the next 12 months

- Improve policing at a neighbourhood level through a range of initiatives including more PCSOs, review and improvement of community ranger service
- Introduce more enforcement measures (including a weekend night-time noise service) to deal with noise nuisance
- Implement 2nd stage of the Parenting Strategy

Over the course of this Strategy

- Increase the use of CCTV through the introduction of mobile cameras in anti-social hot-spot areas around York
- Increase the range and quality of interventions by the YOT, which help reduce the number of young people involved in crime and anti-social behaviour
- Implement changes to make better use of the Council's new 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 violent crime

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

EDUCATION, SKILLS & LEARNING

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



Why is this a priority?

Ensuring that people are equipped to gain the jobs they want is another key priority for the city and the Council. This means helping teenagers to get the qualifications they need to move into work or further education. It also means helping people who've left school or college who may have missed out on those opportunities when younger or 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, in the future, go along to a Library Learning Centre.

Some of the key things to deliver this priority are:

In the next 12 months

- Offer a greater range of vocational courses for 14 – 19 year olds
- Involve employers in the design, delivery and assessment of the new vocational programmes
- Develop a York Youth Award that will formally credit young people with their contribution to society
- Plan and build a 14 – 16 vocational skills centre on the Danesgate site
- Determine notices for the reorganisation of secondary education on the west of the city
- Begin to establish a network of Library Learning Centres, starting with Acomb library, subject to LSC funding
- Ensure that the Adult and Community Education Service adjusts its programmes to meet the national priorities for Basic Skills and Level 2 provision
- Formally incorporate Learning Connections in Adult and Community Education and the Library Service and ensure that they maintain provision in their existing library sites

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
- Seek funding to improve and enhance the worst primary school buildings in the city
- Improve quality of work related learning available to young people in the city
- 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
- Help people with mental health problems, and physical and learning disabilities, into work
- Work with employers and the Learning and Skills Council on developing workplace skills and career progression, focusing on the requirements of the future economy

How we will measure what difference we have made

- Increased % of leavers with 5 or more GCSEs at A-C grades
- Decrease in % of 16-18 year olds not in Education, Employment or Training

- Increase in % of end of KS4 pupils taking a vocational subject
- Increased number of adults gaining basic skills as part of the Skills for Life strategy

ECONOMY

Improve the contribution that Science City makes to York's economic performance and sphere of national and regional influence



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 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. We want to make the best of these opportunities for York residents.

Some of the key things to deliver this priority are:

In the next 12 months

- Start to implement the newly approved 4 year action plan which supports the creation of more jobs and businesses in the city and its surrounding area
- Devise with the other 5 national Science Cities, a strategy which will feed into and influence the government's 2007 spending review

Over the course of this Strategy

- Implement further elements of the 4 year action plan which supports the creation of more jobs and businesses in the city and its surrounding area
- 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
- 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

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

ACCESS AND INCLUSION

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 a city and council priority, and is in line with the national agenda that “Every Child Matters”. 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 3 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

- Establish three locality planning boards to co-ordinate the work of all agencies providing services for children and young people across the city
- Open 8 children’s centres to serve areas of greatest disadvantage and achieve ‘designated status’ for 3 of them
- Continue to improve on previous best performance in external assessment at all key stages
- Develop a much wider range of services for the community by increasing the number of extended schools in the city making the full range of provision
- Support greater personalisation in the school curriculum through improved performance information, and the provision of expert curriculum support services
- Develop the inclusion strategy for all pupils with special educational needs
- Make better use of index for children & young people (YorOK) to identify needs of children most at risk of failure
- 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
- Set high standards of child protection through the work of the new Local Safeguarding Children’s Board

Over the course of this Strategy

- Achieve designated status for the remaining 5 Children’s Centres and open a further 2 centres, subject to the availability of DfES funding,
- Ensure that at least 50% of the Shared Foundation Community Partnerships in the city are making provision beyond the core offer for extended schools, including health, adult learning and job centre plus
- Improve the value added rating for primary schools to at least the national average and maintain top quartile performance for secondary schools
- Develop services that are more closely targeted on the needs of children and young people identified on the YorkOK index,
- Establish a more integrated service for disabled children
- Undertake targeted benefit take up and awareness campaigns to support children, young people and families

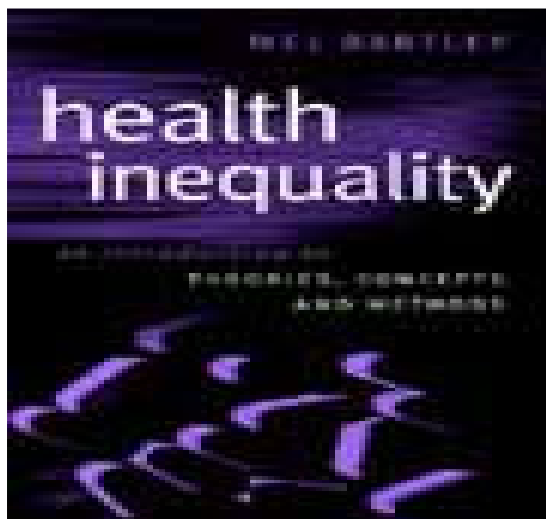
How we will measure what difference we have made

- 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

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 Community Strategy'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. We also recognise the health inequality dimension to this issue, with a worrying concentration of poor health in some areas of the city and among some groups in the population. Promoting healthy lifestyles and facilitating healthy living is a key priority for the Council and its partners.

Some of the key things to deliver this priority are:

In the next 12 months

- Complete work on the expansion of Oaklands Sports Centre
- Agree a strategy for swimming, identifying future location and specification for public swimming pools in the city
- Invest in sports facilities to start implementing the city's zonal sports plan
- Make sure that health services are available in the city's new Children's Centres
- 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
- Establish a city centre one stop shop to provide impartial and confidential advice for young people
- Improve the primary health care provided for looked after children

Over the course of this Strategy

- Develop better facilities for indoor and outdoor sport, making real progress on sports hubs in key areas
- Replace or refurbish Edmund Wilson Swimming Pool
- Work with the organisations involved in Active York to deliver an inclusive programme of active recreation across the city
- Offer a range of screening, exercise and other activities to help older people live independently and prevent them being admitted to hospital or to reduce the time they spend there
- Re-model services to give people with disabilities greater choice and independence in their lives
- Improve access to health services for people who sleep rough and other groups with comparatively poor health (such as people who are black and from a minority ethnic background)
- Undertake benefit take up and awareness campaigns targeted at groups whose level of health is the poorest
- Ensure vulnerable people can remain in their own home, without the need for residential care, through the use of assistive technology grants

How we will measure what difference we have made

- Reduced variation in ill-health indicators
- Increased % of adults taking part in at least 30 minutes moderate intensity sport and active recreation on 3 or more days a week
- Increased proportion of older people able to live at home

- Increased % of 5-16 year olds participating in an average of 2hrs high quality PE and school sport per week
- Lower number of teenage pregnancies
- Increased number of schools achieving the Healthy Schools standard

ACCESS AND INCLUSION

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. In terms of supply, just 26% 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

- Start work on refurbishing Travellers sites (subject to external funding)
- Start work on constructing new ArcLight centre
- 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
- Improve over 1,400 Council homes during the year

Over the course of this Strategy

- Continue investment to modernise council housing and develop initiatives to help with improvements to privately owned homes
- 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
- Continue to improve existing sites for travellers and assess provision against housing needs
- Design routes to modern, adaptable homes for older people

How we will measure what difference we have made

- Increased % of people whose housing needs are met
- Reduced number of homes below the decency standard
- Reduced number of people who are homeless or sleeping rough

- Increased number of new affordable homes built and occupied each year
- Increased % 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

- Establish a York Customer Centre
- Develop a transactional web-site for self service "24/7" services
- Develop, implement & promote a corporate system of encouraging customer comments and complaints
- Review existing Customer First measures & 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
- Develop a comprehensive and integrated corporate consultation strategy to better understand what customers (including hard to reach and minority groups of customers) want and ensure this information is considered when planning / reviewing service delivery
- 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

- Improved CPA corporate assessment rating
- Increase in % of residents satisfied with the services provided by CYC
- Increase in % of customer facing services designed/reviewed involving customers and/or using customer feedback and complaints

- Increase in % of "one and done" contacts
- Reduction in "end to end" time to satisfy customer requests
- Greater availability of channels of access to services
- Greater use of different channels of access to services

ORGANISATIONAL EFFECTIVENESS

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



Why is this a priority?

York undertook a Peer Review in early 2005 to provide us with an outsiders view of where we needed to improve. One of the key messages fed back 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 corporate agenda. 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

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

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 2 years we will undertake the first review of the Community Strategy. A key requirement will be to develop the councils 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

- Review and revise the Community Strategy
- Work with partners to develop a Local Area Agreement (LAA)
- Review the Local Strategic Partnership structure

Over the course of this Strategy

- Design ways in which to place the needs of our communities at the heart our partnership work
- 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 CYC 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

- Develop and start to implement a strategy for "increasing our organisational effectiveness" which is underpinned by our workforce development strategy and agreed approach to service improvement
- Promote and embed the use of the Council's approved service improvement and project/programme management approaches
- Develop a comprehensive programme of efficiency projects, including improvements identified through easy@york - and complete the first year of projects within this programme

Over the course of this Strategy

- Implement further elements of "increasing our organisational effectiveness" strategy
- Complete year 2 and 3 efficiency projects.
- 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 3 year procurement plan
- Improve the management of the Council's assets

How we will measure what difference we have made

- Improved CPA Use of Resources and VFM assessments
- Achievement of efficiency programme

- Achievement of strategic procurement plan
- Increased attendance levels
- Increased levels of staff satisfaction and motivation

BACK COVER

CONTACT DETAILS: To provide feedback or to request further information please contact: xxxxxxxxxxxxxxxx.