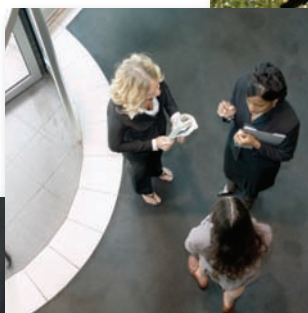




City of York Council

Corporate Strategy 2009/2012





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Joint foreword from the leader and chief executive

We are living in difficult economic times. The role of the council is more important than ever: helping to keep jobs in the city, supporting business, supporting our most vulnerable communities.

Pulling together to make sure we are 'One City' with no-one left out. At the same time we must keep planning for the future so that prospects are good for our young people and that the quality of life in our city keeps improving.

This corporate strategy summarises our vision for the city and sets out some key priorities.

It will help teams across the council understand the part they can play in keeping York special for everyone.



About the strategy

In July 2008, the city of York - ourselves, business representatives, the local NHS, police and other public services, the voluntary and charitable sectors – published a Sustainable Community Strategy for the city.

This followed a lot of listening to and consulting with local communities. It set out our collective ambitions for York – how we want our city to be in the next 10-20 years. The ambitions are summaries under 7 headings:

- ▶ The Sustainable City
- ▶ The Thriving City
- ▶ The Learning City
- ▶ The City of Culture
- ▶ The Safer City
- ▶ The Healthy City
- ▶ The Inclusive City

We have now refreshed our corporate strategy to make sure that as a Council we are playing a full part in helping the city to realise those ambitions. We have added an 8th heading of 'Effective Organisation' that looks at our internal processes and how they enable us to deliver on the seven citizen-focused themes. Our new corporate strategy does 3 things:



- 1** It establishes the top level of our strategic planning framework. Most importantly every team around the Council will be able to see how it can play its part in making a difference for York.
- 2** It sets out some important specific commitments to things the council will do to help achieve the city's ambitions. These are given as examples of the Council's actions in the summary pages. And are set out more systematically with milestones and targets in the table in the annex.
- 3** Under the 8th theme for the Council, the strategy commits us to working to become an ever more effective organisation: modern, professional in all that we do, living up to our values and a great place to work.

This is an important document. It demonstrates to the city as a whole the work we are doing for our communities. And it gives all teams in the Council, however different in their day to day work, a shared purpose.



Our strategic planning framework

Sustainable Community Strategy 2008-2025

Without Walls (York's Local Strategic Partnership) has produced a Sustainable Community Strategy, which sets out a long term vision for the city. The Strategy is backed up by a Local Area Agreement which contains 50 key performance indicators. Both documents were agreed in 2008, and are available at: www.yorkwow.org.uk.

Corporate Strategy 2009-2012

This document defines City of York Council's short and medium term contribution to delivering the long term vision for York. The document is set out under the seven strategic themes from the Community Strategy, as well as an internal Effective Organisation theme.

Directorate Plans

The Council has 6 Directorates:

- ▶ Chief Executives
- ▶ Resources
- ▶ Learning, Culture and Children's Services
- ▶ City Strategy
- ▶ Housing and Adult and Social Services.
- ▶ Neighbourhood Services

Each has a Directorate Plan which shows the vision and purpose of the directorate and how priority actions and measures, including how corporate priorities, will be achieved.

Service Plans

Each Directorate is divided into services, which produce a service plan. Taken together these set out what the directorate will deliver each year.

Personal Objectives for all Staff (Performance & Development Review for Staff)

It is the Council's target to ensure that all staff have an annual Performance and Development Review to set objectives for each member of staff, which link to service plans, that in turn help deliver the higher level objectives and corporate priorities.



City of York Council will make York a

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.

Examples of the councils priority actions are:

- ▶ We shall implement a programme of support for local businesses and communities to ensure that York employment remains high as it can be during the economic downturn.
- ▶ We shall improve our sustainable transport infrastructure by developing three new park and ride sites.
- ▶ 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.
- ▶ We will raise the city's profile to attract new inward investment and job opportunities.
- ▶ We will improve the support and communication services between local employers and the Council.
- ▶ 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.





City of York Council will make York a

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.

Examples of the councils priority actions are:

- ▶ We will and 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 in the future and through the Carbon Management Programme.
- ▶ We will improve the quality of the local environment and the condition of York's streets and public spaces.
- ▶ We will transform York into a 'Cycle City' by investing our successful £3.7 million bid on cycling infrastructure, increasing cycling training opportunities and improving bike availability to all.
- ▶ We will develop a single site solution for the Council's new Headquarters which cuts the Council's carbon footprint by 75%.





City of York Council will make York a

Safer City

We want York to be a safer city with low crime rates and high opinions of the city's safety record.

Examples of the councils priority actions are:

- ▶ We will help reduce the number of burglary and thefts within the city, utilising all available funds such as target hardening.
- ▶ We will improve public perception of anti-social behaviour and reduce the number of first time entrants into the criminal justice system.
- ▶ We will reduce alcohol related crime in York.
- ▶ We will reduce road casualties through education, training and publicity initiatives.





City of York Council will make York a

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.

Examples of the councils priority actions are:

- ▶ We will improve and rebuild schools transforming them into 21st century learning environments.



- ▶ We will provide a high quality early years experience for York's children ensuring every parent of under 5s in the city has contact from their local children's centre.
- ▶ We will increase opportunities outside of the conventional education system, with a particular focus on reducing the number of people who are Not in Employment, Education or Training (NEET).



City of York Council will make York an

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.

Examples of the councils priority actions are:



- ▶ We will provide more affordable homes.
- ▶ We will reduce fuel poverty for poorer households by improving energy efficiency and reducing costs for those households most at need.
- ▶ We will tackle homelessness by reducing the numbers of people in temporary accommodation, bed and breakfasts and the number of rough sleepers.
- ▶ We will improve opportunities for third sector involvement in the shaping, influencing and delivery of services.
- ▶ We will support prospects in the most disadvantaged area of the city through the Kingsway West project.
- ▶ We will reduce child poverty in the city.



City of York Council will make York a

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 cultural and sporting activities for all.

Examples of the councils priority actions are:

- ▶ We will refurbish and re-launch the Central Library into an Explore Centre attracting 1 million visitors a year.
- ▶ 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.
- ▶ We will increase residents' and visitors' participation in high quality cultural activities.
- ▶ We will develop an achievable plan of the Barbican auditorium.





City of York Council will make York a

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.

Examples of the councils priority actions are:

- ▶ We will deliver run fitness and health campaigns, to improve resident's physical and mental health.
- ▶ We will promote healthy lifestyles and eating through our children centres and other facilities.
- ▶ We will ensure that council services to respond to the changing population
- ▶ We will improve well-being and support the independence of York's residents.





We shall make City of York Council an

Effective Organisation

We shall be a modern council, with high standards in all we do, living up to our values and a great place to work.

Examples of the councils priority actions are:

- ▶ We will embed our values in our strategic planning and appraisal systems
 - ▶ Delivering what our customers want
 - ▶ Providing strong leadership
 - ▶ Supporting and developing people
 - ▶ Encouraging improvement in everything we do
- ▶ We will transform the authority into a modern, agile organisation through our easy@york review programme and the new efficiency partnership.
- ▶ We will ensure consistent, high standards of professionalism throughout the council by implementing the Single Improvement Plan and Business Model.
- ▶ We will support staff by offering personal development opportunities, implementing fairness at work policies and a wide range of benefits.





If you would like this information in an accessible format (for example in large print, on tape or by email) or another language please phone: 01904 XXXXXX or email: xxxxxxxxx@york.gov.uk

This information can be provided in your own language.

我們也用您們的語言提供這個信息 (Cantonese)

এই তথ্য আপনার নিজের ভাষায় দেয়া যেতে পারে। (Bengali)

Ta informacja może być dostarczona w twoim własnym języku. (Polish)

Bu bilgiyi kendi dilinizde almanız mümkündür. (Turkish)

یہ معلومات آپ کی اپنی زبان (بولی) میں بھی مہیا کی جاسکتی ہیں۔ (Urdu)

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