

## **Annex 1 - Corporate Strategy Year End Update - 31st March 2010**

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A - CYC commitments	B - Key 2009/10 milestones	C - Status 31st March	D - Comments as at 31st March	Theme	Directorate
Community Engagement - we will continue to communicate with the local community to let them know about the services we provide and get their views on how we can serve them better	Implement an Engagement Strategy to help communicate, consult and involve York residents about changes and improvements the council makes.	Completed	Launched July 2009 and is currently being embedded across the organisation. Audit Commission referred to positively to consultation and engagement activity in CAA 2009. The major resident consultations carried out in 2009/10 include the Budget Consultation (Nov/Dec 09), Local Transport Plan 3 (Nov/Dec 09), Annual Housing Service Monitor (Oct/Nov 09), Personal Social Services (Feb-Mar 10), Blossom Street Improvements Survey (Jan-Mar 10) and the Scrutiny Committee Traffic Congestion Survey (Feb-Mar 10).	Effective Org	Office of the Chief Executive
	Commit to the introduction of quality city wide magazine.	Completed	Your City, a 4 page tabloid now in 4th issue. Produced 6 times a year. June issue will contain 4 pages from partners - new approach with the LSP. In future greater emphasis will be on promoting forthcoming events in the city. Feedback will be received through the next Talkabout Panel and to the Marketing and Communications Team in April 2010.	Effective Org	Office of the Chief Executive
Service Transformation - we will change the way we work to ensure we are a modern, efficient and effective council	Agree programme of efficiency reviews by Jun 2009 and deliver at least 80% of agreed quality and cost improvement milestones by March 2010	Completed	In 2009/10 there were 10 Blueprints in development: Neighbourhood Services, Customer Services, Income Collection, HR,ICT, Housing, Property Services, Procurement, Adult Social Care, and the Organisational review. Target savings were £512k (including the HRA) and £476k was achieved. Target savings for 2010/11 is £6.952m, with additional Blueprints being developed e.g. Children's Social Care, Finance and City Strategy.	Effective Org	Office of the Chief Executive
We will run fitness and health campaigns to improve residents' physical and mental health	Launch a campaign by Sept 2009 to encourage an additional 1,600 adults to participate in regular weekly physical activities (5x30mins) (Jo Gilliland and Charlie Croft)	Completed	Campaign launched with ambient phase late January. 4 press partnerships confirmed with coverage begun. Website <a href="http://www.justafewminutesmore.com">www.justafewminutesmore.com</a> activated in February.	Healthy	CANS
	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 South East of the city by October 2009	Completed	Energise open to the public December 2009. Re University pool - a steering group meeting will take place in May. A report will go to Executive on 22 June setting out clear plans for moving forward	Healthy	CANS

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We will promote healthy lifestyles and eating through our children's centres and other facilities	Deliver at least one health related activity in each of the city's nine children's centres by Mar 2010	Completed	Each of the eight children's centres ran Health related activities either in partnership or as a Children's Centre team. These health activity have been included in the children's centres SEF, including smoking cessation, fun with family cooking, physical activity sessions, breast feeding peer support, parent education, forest schools.	Healthy	ACE
We will ensure that council services respond to the changing population	Complete a corporate review of the response needed to meet the needs and aspirations of the increasing population of older people by Mar 2010	Completed	Approach agreed, questionnaire issued and draft report to be collated by end of March. CLG session booked for 26th April to raise awareness and share questionnaire outcomes and agree next steps.	Healthy	ACE
We will develop high quality services that improve well-being, and support independence.	Improve access to support for carers, with an target of at least 20% of carers receiving needs assessments by Mar 2010	On track - awaiting year end result	Performance on NI 135 is on target, increasing the number of carers receiving assessments. Development of carers' discount card also on track. Agreed for CYC leisure facilities at Energise and Yearlsey pool.	Healthy	ACE
We will refurbish and relaunch York Central Library, creating an Explore Centre which will attract 1 million visitors a year	Complete the first phase of refurbishment of York Library Explore Centre, reopening by January 2010.	Completed	The library handed to contractors for work to begin on 30th Nov - it is on time and within budget - on track to reopen May 2010	Culture	CANS
We will develop proposals for a Community Stadium, which will provide high quality sport, recreation and other community focused opportunities for the city	Develop an outline business case for a Community Stadium by early summer 2009	Completed	Outline business case developed. Develop a preferred option and preferred site(s) by July 2010.	Culture	CANS
We will increase residents' and visitors' participation in high quality cultural activities	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.	On Track - Awaiting final Year End Results	Programme underway to develop Yortime to provide a web2 enabled interactive customer system including on-line booking for cultural services.	Culture	CANS
	Develop and hold a Young Peoples Festival by Dec 2009, involving 90% of cultural agencies.	Not Completed	The Youth Council has adopted the Festival as one of this main priorities for its first year of office and have been working closely with Carole Pugh (ACE) to deliver the event. There has been a steering and organising committee formed entirely of young people with Carole acting as liaison and facilitator and Liz Topi (CAN) acting as events advisor. The Youth Festival will take place on the 26th and 27th June at Rowntree Park.	Culture	CANS
We will secure a developer for the Barbican Auditorium	Market analysis of potential use May 2009 - decision making on interim use and long term planning by June 2009.	Completed	Procurement process underway. Next update to the Executive July 2010.	Culture	CANS

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We will provide more affordable homes.	Assist 10 priority households through the Golden Triangle 'HomeSave Plus' Mortgage Rescue Scheme by Mar 2010.	Not completed (see text)	8 households have been assisted with an equity loan through the Golden Triangle Partnership HomeSave Plus scheme. There has been a lower expected take up of more rescues both through this scheme and the national governance scheme. This has been due to continuing forbearance from lenders and other interventions (advice, restructuring of mortgage payments etc) that have meant mortgage rescue is the last resort. Although we have not met the target this is actually a good news story.	Inclusive	CANS
	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	Completed	The 12 bungalows on St Ann's were completed and occupied in February 2010, with the 15 bungalows at Richmond Faber Street following in May 2010. These 15 are slightly later than programmed due to delays in E-on's (the service provider) programme. These delays resulted from the bad weather over the Christmas period. Residents have been consulted throughout the project from inception to completion. Feedback from the residents throughout the project have been positive with any comments raised with regard to improving services being fed forward into the project for implementation in future phases.	Inclusive	CANS
We will reduce fuel poverty for poorer households by improving energy efficiency and reducing costs for those households most in need.	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	Completed	First annual survey of fuel poverty carried out and a fuel poverty action plan developed. Theses are just some of the actions have been implemented to reduce fuel poverty in York in 2009-10: - Launched the city wide Hotspots campaign working with partners to identify the most vulnerable households and offering through a recognised card referral system, an opportunity to access energy efficiency advice, grants, benefits advice and fire safety measures. A LAA bid was successfully submitted and provides funds to support the scheme until December 2010. - An area based home insulation scheme to provide free loft and cavity wall insulation in the two most deprived ward in York has been introduced as identified by the private sector stock condition survey. 75 households on benefits moved from a SAP rating of below 35 to above 35 - exceeding target 161 households on benefits moved from a SAP rating of below 65 to above 65 - exceeding target	Inclusive	CANS

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We will tackle homelessness by reducing the number of people in temporary accommodation, Bed & Breakfast and the number of rough sleepers.	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.	Completed	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. The YorHome social lettings agency has been established. This service is provided by the Housing Options team offering to find suitable tenants for private sector landlords and for a fee managing the tenancy on their behalf.	Inclusive	CANS
	Complete the hostel in Fishergate by Oct 2009 to provide improved facilities to support homeless people.	Completed	The Peasholme Centre opened in November 2009. It is a supported accommodation centre for 22 people, staffed 24 hours a day offering wide ranging facilities including group and education rooms, meeting and counselling rooms and an I.T suite. It offers a comprehensive programme of activities and workshops. Residents have a key-worker and co-worker who work very closely with them to ensure that they can be re-housed in suitable accommodation. The aim of the centre is to provide residents with the right skills to move from supported living to independent living. The target to reduce the number of households living in temporary accommodation has been exceeded, as at March 2010 the figure was 79. The Rough Sleeper count for 2009/2010 was 4	Inclusive	CANS
We will make it easier for the voluntary sector to get involved in shaping, influencing and delivering services.	Produce and take action on, a funding and commissioning strategy for voluntary sector organisations by Jul 2009.	Not Completed	A draft commissioning strategy has been produced based on extensive voluntary sector and stakeholder consultation early 2009, however this work has been 'paused' till 2010/11.	Inclusive	City Strategy
	Transfer ownership of St Clements Hall to be an asset run by the local community by Mar 2010.	Not Completed	A 6 week delay due to poor weather conditions prevented the completion of external works which has had a knock on effect on the internal works being completed by March 2010. Revised completion date now mid-May 2010	Inclusive	CANS
We will improve the lives of residents in the most disadvantaged areas of the city through the Kingsway West project	Complete, evaluate and agree action plan of the pilot project in Kingsway West by Jan 2010	Completed	Independent evaluation report to me submitted on 6th April 2010. An action plan is to be developed from this.	Inclusive	City Strategy

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We will reduce child poverty in the city	Run 3 benefits campaigns through children's centres by Mar 2010.	Completed	The multi agency steering group have run campaigns throughout March 2010. Examples of campaigns are: St Lawrences/The Avenues - Jitterbugs; Based on the Jabadeo programme promoting strong physical development. Started in the Avenues area due to positive feedback and high interest a second group at St Lawrences. Westfield Wiggle promoting strong physical development and child development (weekly); New Earswick -Under 1's group, advice on breast feeding, weaning and play, Boogie promoting strong physical development/ exercise for parents and children and child development (weekly).	Inclusive	ACE
	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	Completed	A dedicated project worker is now in post at Howe Hill Hostel helping vulnerable young people into work and teenage parents. Project 92 has worked with 31 teenage parents in its first year. FIP project set up from March 2010 to work with 24 families in poverty (another 20 families for other causes). Project now fully staffed. Performance re the reduction in child poverty - in 2007 a baseline created with York 6.9% better than national average. From 2010/11 new target is stretched to 8.1% better than national average further stretching of gap between York and rest of country. LAA amended target	Inclusive	ACE
We will improve and rebuild schools, transforming them into 21st century learning environments	Progression with new Joseph Rowntree school. Planned opening - Easter 2010	Completed	On budget, completed and opened on time. This school has delivered a much improved learning environment for the children and has been recognised as such through receiving a national award for its flexible learning environment.	Learning	ACE
	Agree scheme design and detailed proposals for Rawcliffe and Clifton Primary school by Mar 2010	Completed	Planning permission has been approved and the construction partners have been confirmed. Similar progress has also been made in relation to the merger of Our Lady's and English Martyrs schools in Acomb. Planning permission is in place for the £3.5million national creative and media facility at Manor School.	Learning	ACE
We will provide high quality support and care to York children aged 0-5 and their parents and carers and ensure that every parent of a child under 5 in the city receives contact from their local children's centre.	Build a new children's centre at Knavesmire Primary School by Jan 2010	Completed	Designation of centre achieved on 1 December 2009 as early services being delivered and staff in post. An opening event will take place in June 2010. This will deliver much needed services to this area of the city. 118 families with children under 5 are registered with the centre and this includes 139 children under 5. 344 families are registered on our database for this reach area - this also includes families with older children using FIS service.	Learning	ACE

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We will increase opportunities outside the conventional education system, especially to those who are Not in Employment, Education or Training (NEET).	Completion of a pilot in 14 schools involving YorOK brokers which targets early intervention to those children identified as vulnerable by Mar 2010.	Completed	Pilot completed and evaluated. 14 schools participated in Pilot which aimed to help schools embed and improve integrated working practices and processes. Involved testing new YorOK Broker role, provision of info about vulnerable children for each school, better info about support and services available, bespoke training & development. Evidence that pilot resulted in these schools completing more CAFs, higher levels of use of local Child Index and more staff attending training. Positive feedback from Headteachers involved: "The main benefit for me has been spending dedicated time with a knowledgeable colleague to help me be sure I am supporting vulnerable children in my school as effectively as possible" (quote from Head teacher)	Learning	ACE
	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.	Completed	NEETS reduced to 4.3% (270 young people) Nov 2009 - Jan 2010 (the lowest in Yorkshire & Humber). Pre level 2 entry provision has been extended. Lowest NEET in the whole of the North of England. Nationally only 14 local authority areas have lower levels of NEET including Harrow and Surrey. National average 6.4%. Y& H average 7.8%. Lowest NEET amongst our statistical neighbours who average 5.8%. There is a CYC commitment to give apprenticeships a higher priority. January Guarantee funding has improved the quality of pre level 2 provision .	Learning	ACE

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We will reduce the number of burglary and thefts within the city, utilising all available funds, such as target hardening	Create 40 new Cold Calling Control Zones by March 2010	Completed	46 zones completed this year. Now 117 zones overall. A satisfaction survey has been sent out to 500 residents within zones to gauge the effectiveness of the zones and consumer satisfaction. Of 166 respondents, 66% felt less concerned about doorstep crime, and just 2% felt more concerned. 82% felt that they could call with cold callers, and 8% did not feel able to. The 8% have provided a range of further comments which will inform the future development of the initiative.	Safer	CANS
	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 in place by March 2010 (Jane Mowat)	Completed	All 38 gates in this year's programme in place. The LAA funding was not forthcoming. However, alternative funding was secured from SYP and Highways budgets to fund an annual programme of 38 gates in the South Bank and Leeman Road areas. In addition, through work completed by members of the cycle theft task group, improvements to 11 bike sheds on the Olympian court development have taken place so that these would meet the criteria for secure cycle storage. It is expected this scheme will provide long-term benefits in terms of reduced crime and encouraging cycling. Members of the cycle theft task group are currently working on supplementary planning guidance for the planning department in so that new developments have bike stores and sheds which meet the latest regulations in terms of design and security.	Safer	CANS
	Create a target hardening pot for CYC tenants who are burglary victims – to replicate and complement the existing Home Security Grant.	Completed	Housing Services have extended the type of equipment they offer to include PIR lights, door and window locks, shed locks, door viewers and have also agreed to fund on basis of need rather than restricting the scheme to tenants in painting and repairs programme areas only. SYP have allocated £10k to this project. A handyperson scheme, managed by the Yorkshire Housing foundation started in September 2009 – funding was realised from a bid to the Home Office Safer Homes Fund by SYP, CYC, Yorkshire Housing, the Home Improvement Agency and Community Watch. The scheme will fund the fitting of security equipment for the elderly and vulnerable groups. This is an extension to the existing successful scheme run by Yorkshire Housing and the Home Improvement Agency, which presently undertakes small repairs for the same client group. Work has also been developed with the Energy Trust to distribute timer switches and low energy lightbulbs through Community Watch events and Ward Committees.	Safer	CANS



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We will reduce the number of first time entrants into the criminal justice system and tackle public perception of anti-social behaviour.	Develop 3 additional capable guardian schemes in wards with high crime rates, to reduce anti social behaviour by Oct 2009.	Ongoing	<p>Schemes for Clifton, Guildhall, Heworth and Hull Road wards have been developed and agreed with all local stakeholders. The Clifton and Hull Road schemes are now operating as existing ASB groups have been renamed and refocused. The detailed logistics of how Guildhall and Heworth schemes still need to be finalised, but have been agreed in principle. Roll out of each scheme will continue as appropriate during the first part of 2010/11. In addition the Westfield scheme will be maintained.</p> <p>An evaluation of the capable guardian schemem highlights that an overall reduction in the ASB categories of vehicle related nuisance and behaviour has been achieved in the localities targeted through the project. In addition, the project has also demonstrated effective delivery in terms of targeting the demographic most likely to commit ASB.</p>	Safer	CANS
	Commission at least 50 restorative justice schemes and youth service provision by Mar 2010 to reduce the number of children becoming first time offenders.	Ongoing	<p>Key staff now in place. Initial scoping suggests YPS already contributing to target in York West but monitoring arrangements not established. Around 15-20 schemes set up this year and work will continue throughout 2010.</p> <p>April 2009 - March 2010 - 255 out of 16352 York 10-17 yrs olds) - Historical 06/07 data is unreliable due to longstanding under-reporting by police. 08/09 figures suggest the rate of FTEs had decreased rapidly but then levelled out. 09/10 Q1 figures showed an initial very sharp upturn in numbers given Reprimands by Police but settled back down to target trajectory. Data quality problems with new police system persist. New police system of Youth Restorative Disposals had clear initial impact but needs re-launch; Capable Guardian scheme yet to make impact. York now making better progress than similar areas.</p>	Safer	ACE

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We will reduce alcohol related crime in York	Continue a targeted under-age alcohol sales test purchasing programme to February 2010.	Completed	35 visits and just 1 sale this year (2.9%). Industry generally taking this more seriously now. The children who do the work now are linked into hidden cameras so that it is less obvious to the retailer. The Westfield under age drinking initiative was linked to the Community Guardian scheme in the ward, and was funded by the ward committee. A Police led initiative whereby bottles and cans at off licences and local shops were tagged with a sticker that could be traced back to the shop where sold. When shopkeepers sell alcohol they placed it in a red carrier bag along with some publicity material warning of the dangers of supplying alcohol to under age drinkers.	Safer	CANS
	Implement the ALTN8 targeted initiative to reduce alcohol related night time violence by February 2010.	Completed	ALTN8 was launched on 5th June and ran every Friday and Saturday until the 29th August. Fire Service, Youth Service, MOD Police, Licensing and BTP were all involved. The initiative has been evaluated and has shown a 55% reduction in violent crime since the baseline year 2007.	Safer	CANS
We will reduce road casualties through education, training and publicity initiatives	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.	Ongoing	Improvement by 2012: The provisional 2009 accident killed and seriously injured stats, yet to be verified by North Yorkshire Police, show 59 casualties, against a baseline of 137 casualties for the period 1994-98. Consequently, this target is 'on track'. 2009/10 action/milestones: 21% of the 130 reported road accidents in York resulted primarily from a 'failure to look properly' and therefore misses the target set for the year. The 'Made you look' campaign has been revised in 2010, with a series of new initiatives including bus and fire appliance mounted publicity to further raise awareness of the danger of not paying attention when using the road.	Safer	City Strategy

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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 and through the Carbon Management Programme (CMP)	Complete the Groves recycling pilot by Sept 2009.	Completed	The Groves recycling project is now complete. The results of the trial have been published and have been helpful to us in deciding the methods to be used for the wider city roll out.	Sustainable	CANS
	Implement a wider rollout of kerbside recycling to 92% of properties by Mar 2010.	Completed	Target exceeded - 92.31% achieved as at 31 March 2010. Roll out is ongoing - flats and communal properties completed. Now started with terraced properties (Leeman Road area) which will be an ongoing process until October 2010.	Sustainable	CANS
	To have completed ongoing and existing projects as outlined in the CMP Strategic Implementation Plan which will save in total approximately 1374 tonnes of carbon emissions and to have commenced the implementation of 7 projects funded through Salix finance by March 2010.	Completed	Total CO2 savings at the start of January 2010, achieved through the Carbon Management Programme, were 1,855 tonnes. Several projects commenced throughout the year and the Salix projects have now commenced.  Projects include the modernising of street lighting, realising both financial savings and energy reductions, and also work on council buildings in relation to building insulation and energy reduction.	Sustainable	City Strategy
We will improve the quality of the local environment and the condition of York's streets and public spaces	Complete an More4York review of waste, neighbourhood pride and street environment services by Summer 09.	Completed	More for York reviews have been completed. Implementation has started and will now be ongoing throughout 2010/11. Mobile devices shown at staff showcase event in mid March - positive response from staff. Route optimisation software in place. Procurement of new recycling kit underway.	Sustainable	CANS
	Introduce new technological devices to improve the identification and removal of street litter by Sept 09.	Not Completed	Mobile device software is in testing. Mobile devices shown at staff showcase event in mid March - positive response from staff. Rollout will be ongoing throughout 2010/11.	Sustainable	CANS
	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.	Completed	Annual result of NPI195 (cleanliness surveys on York's Streets) shows that new approaches have been successful in high obstruction areas and in industrial areas. Areas with unacceptable levels of litter down from 8.9% to 4.4% Areas with unacceptable levels of detritus down from 11% to 7.5% Areas with unacceptable levels of graffiti down from 4.7% to 2.1% Areas with unacceptable levels of fly-posting - down from 1.1% to 0.2%. More work continues under More for York project to bring collection and cleansing schedules together. Procurement of new kerbside recycling kit will reduce the amount of wind-blown litter.	Sustainable	CANS

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We will transform York into a 'Cycle City' by investing our £3.7m Cycling City funding on cycling infrastructure, increasing cycle training opportunities and improving cycle availability for all	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.	Part completed & ongoing  On track - awaiting year end result	Crichton Avenue, Moor Lane Bridge and Beckfield Lane completed. Fulford Road will be completed by the end of May 2010.  No data yet available for the number of children cycling to school in 2009/10  However, measures taken in 2009-10 include: - 15 new trainers to be fully trained by April - Beauty and the Bike scheme started with Sustrans to encourage girls to cycle has been great success. - Recent 2 week bike promotion with Sustrans / Bike it scheme in schools increased bike usage too - We now train in 100% of York primary schools.	Sustainable  Sustainable	City Strategy  City Strategy
We will develop a single site, fully accessible new headquarters for the council, which will cut the authority's carbon footprint by 75%	Select preferred bidder for Council HQ by the end of 2009 and complete relevant planning applications by summer 2010.	Completed	Contract signed and planning application submitted in April 2010.  On target to start work onsite in October 2010 for completion and move to new HQ in 2012.	Sustainable	City Strategy
We will reduce the CO2 emissions associated with the goods and services we buy from other suppliers	Undertake an analysis of the carbon emissions associated with goods and services we buy from suppliers, and devise a plan to reduce this by Oct 2009.	Not Completed	We are still at the early stages of identifying and validating our spend and linking this back to specific suppliers and categories. Once this is complete we will be in a position to commence work to understand the carbon emissions from our supply chain.	Sustainable	Office of the Chief Executive
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	Use the Eco Business Centre to support 20 enterprises through the newly established Enterprise Fund by Mar 2010.	Ongoing	10 applications for the enterprise fund have been determined due to businesses' reluctance to borrow money last year when the effects of recession were in full force.	Thriving	City Strategy
We will improve our sustainable transport infrastructure by developing three new park and ride sites	Submit planning applications for 3 new park and ride sites and develop a clear approach to procurement by Mar 2010.	Completed	New sites - Poppleton, Clifton Moor, Askham Bar	Thriving	City Strategy

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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	Target 50 employers to take up the Train to Gain Skills Enhancement Funding and Services by Mar 2010	Completed	Since enhancement funding was introduced (Oct 2008) to end Jan 2010, 61 York businesses accessed funding through the Single Business Application Route. The number of people in York qualified to level 4 (HND, Degree or higher degree) is now at 37.6% (based on 2008 results) up from 33% in 2006. This places York in the top 20% of the country and the 2009 result (available at the end of July) should show further improvement.	Thriving	City Strategy
We will raise the city's profile to attract new inward investment and job opportunities	Work with developers at Nestle South, Terry's and York North West sites to bring forward development opportunities by Mar 2010	Completed	Terry's scheme has been approved and now awaiting on reserved matters. Nestle application expected in July 2010.  The number of people in York who received out-of-work benefits increased in 2009 to 10,690 compared to 8,950 in 2008	Thriving	City Strategy
We will improve the support and communication services between local employers and the council	Work with 70 key employers to develop an effective framework for increasing the understanding by the Council of business needs by Mar 2010.	Completed	We now have over 175 businesses on our York Business Forum/York Economic Partnership consultation /mailing lists. In addition we are revamping our business Key Account Management system and will be dealing directly with over 30 accounts.	Thriving	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.	Create a state of the art modern visitor information service for the city by summer 2009	Will be opening 27th May 2010	VIC will be opening on 27th of May 2010. Project was delayed due to procurement difficulties in obtaining a contractor to carry out the planning application work.  Tourist visits to York increased by 1.4% in 2008 to 7.1million.	Thriving	City Strategy