



Excellent and sustainable services accessible to all



Delivering for the People of York

Summary – The Council Plan 2011-2015



Our priorities

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This is a summary of the Council plan 2011 – 2015. A full copy of the plan is available as a PDF on Colin or for a hard copy version call (01904) 552027 or email strategyteam@york.gov.uk



Foreword by Cllr James Alexander

Labour Leader of the Council

The plan sets out our programme for the next four years and the targets we are committing to meet in each of our five key priority areas –



- Create jobs and grow the economy.
- Get York moving.
- Build strong communities.
- Protect vulnerable people.
- Protect the environment.

I am aware of the important role that staff play in delivering high quality services for our residents. I want everyone to continue working together and with our partners to improve quality of life and develop an even fairer city for all our citizens.

Introduction by Kersten England

Chief Executive, City of York Council

This plan spells out some important changes to the way we do business as well as to what we will be delivering. We know that we will all be involved in hard decisions about the future of the organisation – some of which will result in changes to the way we work. To date we can point to many examples of strong individual team performances, but we have not yet harnessed the power of ‘Team York’.



This plan is a plan for us as a team – to focus our work on the things that will make the biggest difference to York over the next four years and to build a stronger sense of our belonging to one organisation.

Henry Ford said “Coming together is a beginning. Keeping together is progress. Working together is success.” I want our customers to reap the rewards of Team York’s success.

Understanding the plan

The purpose of the Council Plan is to:

- Explain to staff what the Council's five priorities are and the actions we plan to take to deliver them
- Explain the three core capabilities that we need as an organisation, and to develop in every member of staff
- Demonstrate to Members that we have a clear plan that will deliver the Council's priorities over the next four years.

The priorities are closely interconnected and many of the actions contribute to the achievement of outcomes for more than one priority. For example, tackling transport congestion with improved transport facilities will also be good for business and the economy. The work of the Council continues to shift and change, more now than at any time in its

history. The way in which the organisation and its people go about their business needs to change to ensure that we are working as effectively as possible. At a time of huge transformation it is necessary to look at how we operate and behave and identify what is good and needs to be encouraged, and what needs to change in order for us to deliver our priorities.

Our core capabilities:

- A confident, collaborative organisation
- Completely in touch with our communities
- A relentless focus on our priorities.

These represent the essential foundations that we need to develop. They are the principles that will guide staff in how they approach their work.

What we need to do and how we will do it

Our five priorities



Create jobs and grow the economy

Why is this a priority and what will success look like?

All of the city's residents will enjoy the opportunity to achieve their potential within York's economy. A strong and growing economy will provide new job opportunities and the ability for residents to achieve a high quality of life for themselves and their families.

What actions and projects will make this happen?

Positioning York on a global stage

York will develop plans that will allow the city and its partnerships to be ambitious in competing for international investment, visitors, expenditure and talent.

Unlocking infrastructure to support investment

York's Local Development Framework (LDF) and Local Transport Plan will be implemented to provide the right environment for business to flourish.

Strategic connectivity

To continue to influence government regarding East Coast Mainline modernisation. In particular, to ensure that high speed train services connect with the East Coast mainline. Also to work with private sector providers to deliver a high speed digital network.

Supporting business

To develop a website that brings business advice and information together in one place.

Creating a culture of enterprise and encouraging more start-ups

To develop ways of encouraging new business formation through education and the provision of advice, mentoring, support and premises.



Helping residents into employment and training

To provide apprenticeship opportunities and information and advice services through Future Prospects to support people into learning and work.

Key outcomes

- York will have an enhanced role as a World Class City, recognisable, as a great place to invest, visit, do business and for talent to remain or locate to.
- There will be more sustainable jobs and wealth for residents in a rebalanced economy with reduced dependence on public sector employment.
- Existing businesses, both small and large, will grow and international, national and local investment will bring new businesses into York.
- Residents will be equipped with the tools and skills they need to take advantage of job opportunities and start up their own businesses.

Get York moving

Why is this a priority and what will success look like?

An effective transport system is critical to the success of our city. Developing public transport services and encouraging more walking and cycling will support sustainable economic growth and improve the quality of life for local communities.

What actions and projects will make this happen?

Expanding Park and Ride Services

We aim to secure external funding, through the Department for Transport, for Phase one of the Access York initiative. This will be used to increase the number of Park and Ride sites in the city.

Improving York's local bus services

Partnership arrangements will be agreed with the bus operators to develop all aspects of bus travel.

Developing York's cycling and pedestrian network

Local Sustainable Transport Funding will be used to identify gaps in the network and deliver improvements to routes that make the biggest difference to reducing car use.

Improving movement in the city centre

We aim to reduce car traffic and increase the use of public transport, walking and cycling in the city centre. This will include extension of the operating hours and extent of the central 'footstreets' area.

Establishing 20mph speed limits in York's residential areas

We will introduce 20mph limits in residential areas and minimise associated street clutter.

Winning hearts and minds

Information, education and awareness campaigns will include personalised and workplace based travel planning to encourage less reliance on the car.



Key outcomes

- Far more people will choose to travel by bus, train, bike or on foot in York.
- York will have a modern transport system, which will offer quality alternatives to the car.
- It will be easier, safer and more efficient for York's residents, businesses and visitors to move within and beyond the city.
- York's communities and businesses will have better accessibility to economic and educational opportunities and day to day services and facilities.

Build strong communities

Why is this a priority and what will success look like?

Strong communities are the foundation of a thriving city. We want to be a city of active and self-reliant communities where everyone has an effective voice in local issues and where there is a strong sense of belonging.

What actions and projects will make this happen?

Community engagement

We will introduce new ways for residents to interact with the council using new technologies and we will improve communications.

Stronger voluntary sector

We will work with the sector with the aim of increasing their role in service delivery and will promote more volunteering.

Safer inclusive communities

We will raise the profile of the Safer York Partnership, establish an annual crime summit and achieve 'excellent' in the Equalities Framework for Local Government.

Healthy sustainable communities

We will improve access to the city's leisure and culture services.

Create communities where young people flourish

We will build communities that reflect what young people need through improved consultation.

Improved community infrastructure

In planning for our communities we will work in a more joined up way in order to better meet the infrastructure needs of each neighbourhood. In particular, to increase the supply of affordable housing and to make better use of the existing housing stock.



Key outcomes

- More residents will be engaged in their local community.
- There will be a strong volunteering infrastructure with increased levels of volunteering.
- Communities will be safe, resilient and cohesive.
- There will be appropriate local infrastructure including housing, leisure and schools.
- We will create healthy and sustainable living options in communities.
- We will consult with young people to build communities that reflect their needs.

Protect vulnerable people

Why is this a priority and what will success look like?

The population growth of older people is already placing greater demand on Council services and budgets with increased numbers of people seeking support from social care services. Our objective is to promote their independence and give them choice and control over their daily lives. We also want to ensure that York's children grow up in happy and stable environments, in family settings wherever possible.

What actions and projects will make this happen?

Care facilities

Providing great facilities that support dedicated high quality care for people with dementia and other specialist needs.

Investing in services to support people in the community

We will invest in telecare equipment and will double the capacity of the Re-ablement Service to support more people to continue to live in their own homes.

Safeguarding adults and promoting independence

Operating effective safeguards to protect vulnerable adults whilst also promoting individual budgets so that people can exercise greater choice and control over their lives.

Establishing a Health and Wellbeing Board

To establish new arrangements for overseeing the development of health and social services in York.



Supporting families

Through enhanced and integrated services designed to intervene early, such as Children's Centres.

Establishing a 'Fairness Commission'

Using the views of York's citizens to influence the Council's spending priorities.

Key outcomes

- More people will live for longer in their own homes.
- There will be a focus on independence and greater choice and control over their lives for vulnerable people.
- Year on year capacity of the community-based services will increase to support more people in the home of their choice and enjoy an improved quality of life.
- Health inequalities will reduce across York, especially morbidity and obesity rates.
- Incomes for residents will be maximised with year-on-year reductions in deprivation rates and the number of children living in poverty.
- More children will live with their own families throughout their childhood, with the majority of those who are looked after by the Council also living in family settings.



Protect the environment



Why is this a priority and what will success look like?

York has an outstanding built and natural environment, with iconic world class heritage. York's distinctiveness needs to be used to attract further investment and sustainable growth, without compromising what makes the city attractive. To succeed requires combining economic growth with reduced environmental impact, as well as placing expectations on individuals to adjust their behaviour.

What actions and projects will make this happen?

Reduced carbon emissions and improved air quality

We will deliver the Climate Change Action Plan and meet air quality targets.

Managing green space

We will deliver a Green Infrastructure Strategy, a Bio-Diversity Action Plan and a Tree Strategy.

Conservation and heritage management

We will produce a Heritage Strategy, conduct a management review of the city walls and improve heritage management to enhance the city's central historic core.

Enhanced public realm

We will develop a public realm strategy to improve the quality of York's streets and public spaces.

Waste Services

We will continue to promote the value of waste as a natural and viable resource and will produce less waste overall.

Renewable energy

We will develop a Renewable Energy Generation Strategy and consider the feasibility of a local community energy company.

Key outcomes

- York will be better prepared and more resilient in the face of a changing climate and will steadily reduce its carbon emissions.
- York's natural environment will be enhanced by more green space managed to balance public, wildlife, habitat benefit and improved public access to green space.
- York will be known as a world class centre of excellence for conservation practice and heritage education.
- York's built environment will combine 21st century development, modern architecture and sustainable design that complements York's architectural legacy.
- York will be one of the best performing areas in the country for waste services; we will produce less waste overall and re-use, recycle and compost more household waste.
- York will have a clear energy strategy which prioritises local renewable energy generation.

