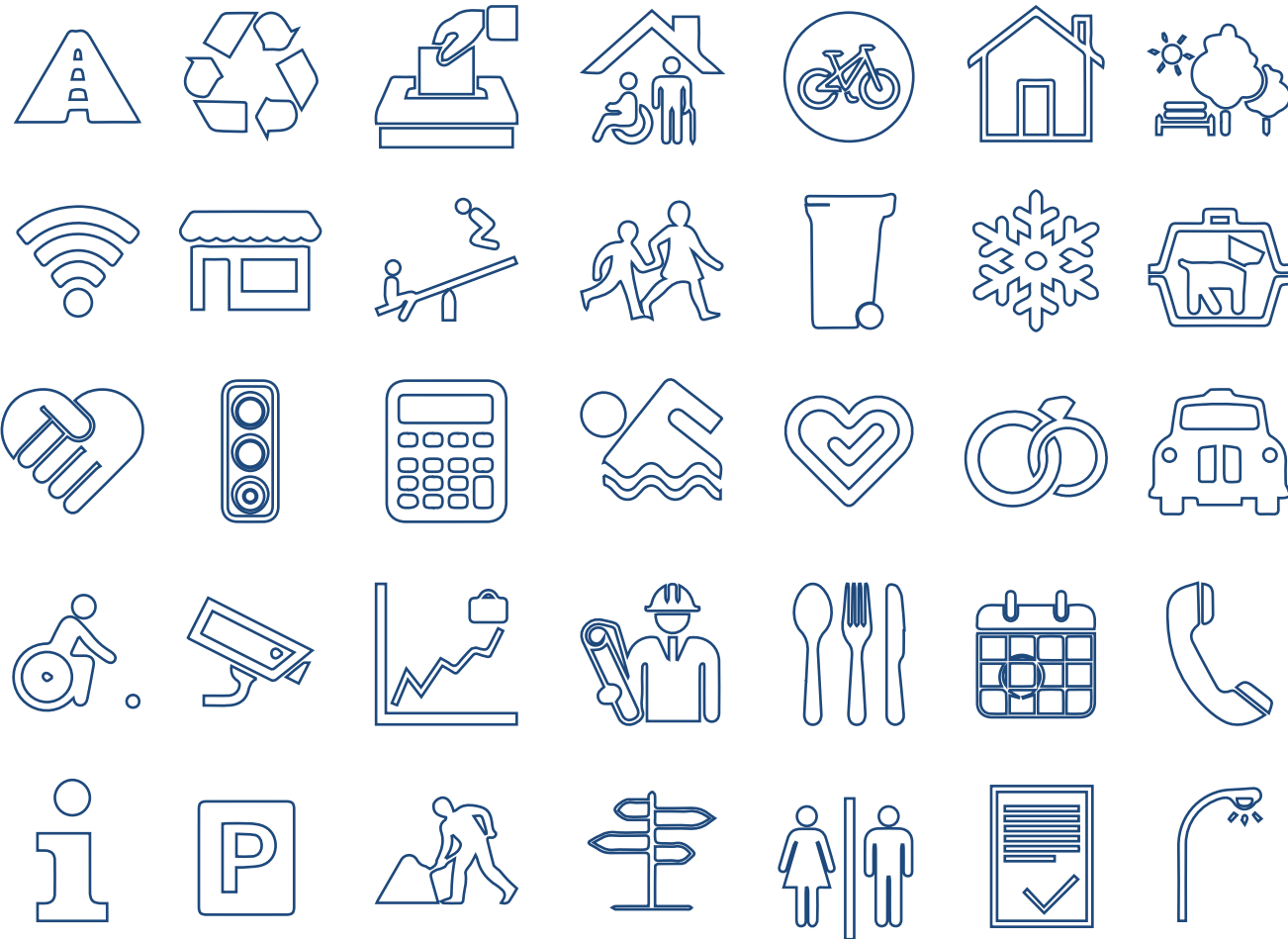


ALL ABOUT US

**MAKING
SERVICES
THAT MATTER**





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**MAKING
SERVICES
THAT MATTER**



Hello.

Welcome to this insight into City of York Council and the work we do.

The following pages are filled with information and stories about our purpose, our values, and the people who work here. We hope it acts as a useful guide to the times ahead and supports you in your role.

We'd like to begin by sharing a bit more about who we are and where we're headed...



This guide is intended to continuously evolve.

Once you've read it help make it better for the next person by suggesting improvements, new sections, and new ways of bringing our values to life.

A day in the life of York.

Our people and services do a remarkable job serving York.

Every year at the council:

7,036

adults receive social care

3,000

planning applications

8,000

businesses supported

5.5m

tonnes of waste collected

200,000

residents served

77,000

people served in the customer centre

1.2m

metres of high verges cut

220

children looked after

260,000

enquiries resolved over the phone

8,000

council properties managed

205

green spaces and parks



Who we are.

From our offices in West Offices and Hazel Court, and with partners, City of York Council serves over 200,000 residents in and around York.

Local communities depend on the statutory services we deliver and our people are proud to keep York clean, safe, productive and resilient.

A strong council can also be an empowering force - transforming lives, communities and generations. We deliver lots of important but little-known services that are making a big difference to those who need them.

Behind everything we do needs to be a happy and productive workforce, aligned to our key priorities. These are to:

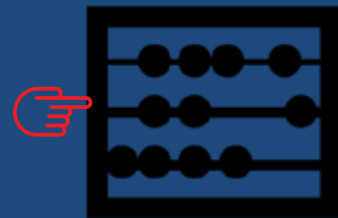
- **Create jobs and grow the economy**
- **Get York moving**
- **Build strong communities**
- **Protect vulnerable people**
- **Protect the environment**

*The council will approve a new plan in October.

Finances.

Like Local Authorities up and down the country, City of York Council is operating against an increasingly tough financial backdrop.

We've worked hard to protect front line services for as long as possible for residents and, by comparison with other authorities, we have managed to maintain most of the services we provide through efficiencies and back office and management reductions.



This means revisiting everything we do and the way we do it to look for improvements and savings.

It also means we'll stop doing some things to sharpen our focus, look at ways to generate additional income, and ultimately become self-sufficient.

Where we are going.

Regardless of the financial constraints we know we need to change. Residents tell us they want services that are joined-up, easy to access, and responsive to their needs. Communities tell us they want more control over their future and their local areas.

Fast forward to 2020 and City of York Council will be markedly different to what it is now. More streamlined, focused and agile, we will be able to deliver more with less thanks to the big changes we make today.

For employees at the council, this means the next few years will be a time of big changes but also big opportunities. It's a time to explore new partnerships and to be viewing all of our services with fresh eyes. And it's a time for your ideas to be heard and acted upon.

We can't do it without you.

How we'll get there.

Step forward, Rewiring York.

The council's big transformation programme is about 'rewiring' the everyday services we provide. It focuses on four main areas:

- **Community and resident engagement**
- **Public spaces, waste and recycling, roads and lighting**
- **Children's and Adult's Social Care and integrated Public Health**
- **Business efficiency and commercialisation**



New Perspectives

- Listen to communities
- Speak to market providers
- Understand their needs and ideas
- Explain our decisions
- Invite to co-design services

New Skills

- New training
- Support through change
- Embrace digital opportunities
- Empower residents to take ownership

New Partnerships

- Co-design and co-delivery model
- Commissioning as an option
- Support for voluntary sector and community capacity-building
- Agile and responsive

New Results

- New focus on the result of our activity
- Learn from tests
- Greater personal accountability
- Value for money

Real change.

The council of tomorrow looks very different from today.

Knowing what we're leaving behind can help us get to where we're going.



From:

Delivering everything
Internal Focus
Rigid processes

To:

Commissioning & partnerships
Focus on outcomes
Seeking opportunities
Engaging and enabling
Flexible and fast-paced

Progress so far.



Here are some of the projects already underway.

Together we've made great progress but there's still a long way to go.



**Community
Engagement**

**New
york.gov.uk**

**Income
Generation**

**Community
Hubs**

**Children's
Centre pilot**

**Open Data
platform**

Partnerships.

Our partners are an extension of our teams and they play an increasingly important role as we look at the most effective ways of serving residents.

Here are a few examples of our partnerships in action...



Make it York

Formed in April 2015, York's new destination management company (wholly owned by the council) brings together various council departments around economic development, tourism, culture and city centre activity with local development agency SCY. The result is a more commercially-minded organisation that is better positioned to attract inward investment, deliver jobs and grow York's economy.

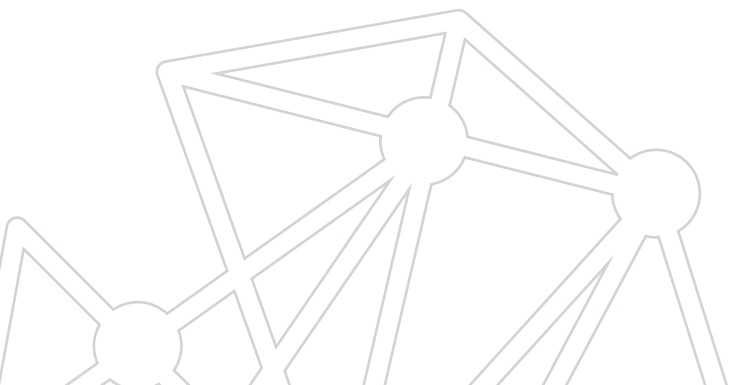
Delivering Differently in Neighbourhoods

York aims to provide all children in the city with a good start in life, no matter what their background.

In January 2015, the council launched a pilot to test a new approach to the services that make a difference in these crucial early years. The Delivering Differently in Neighbourhoods pilot in Haxby Road draws together partners

from the council, health services, schools, universities and the voluntary and community sector to empower communities to access and offer services relevant to them.

By supporting the individual needs of specific communities, they can be sure of the care they need at a lower long-term cost.



Our values.

Even as we change, our values are everlasting.

Collectively and as individuals, our values should guide our behaviour and the decisions we make everyday. They are:



We work together as a team for the benefit of York and its people.

We encourage, respect and treat each other fairly and equally.

We are open to challenge and embrace change.

We listen, learn and strive to improve in all that we do.

Working here.

The council is made up of passionate and determined problem-solvers working together for the benefit of York.

The essence of our offer to staff is to provide an environment where they'll flourish. We aim to make it as easy and rewarding as possible for you to do what you're good at: making services that matter.

Our support comes in many forms...

Support:

Professional Development
Remote Working
Employer Supported Volunteering
Healthy Working Environments

Benefits:

Living Wage
Flexi Time
Term Time & Part Time Working
24-29 Days Holiday
Local Government Pension Scheme

**“Confident and capable
people, working
positively for York”**

Our people.

Great people are at the heart of everything we do.

We look for individuals who are:

- **Motivated**
- **Resourceful**
- **Accountable**
- **Honest**
- **Skilled**
- **Caring**
- **Engaged**

Most importantly, you must want to make a difference to the lives of our residents and the experiences of visitors.



Equality & Diversity.

We want working at the council to be an experience that is inclusive, free from discrimination, and based upon the values of dignity, courtesy and respect.

Our accreditations show this commitment is backed up by excellent policies, procedures and checks.

Our Annual Workforce Monitoring Report is an important tool in assessing how well equality and diversity is embedded within the council and identifying areas for constant improvement.



Staff stories.

Visit the Rewiring blog to hear from some of the 3,000 people who work at City of York Council.

www.rewiringyork.com



How we work together.

With a renewed focus on what matters most to residents, and thanks to new technology, working life at City of York Council is increasingly more entrepreneurial, collaborative, and fast-paced.

From day one you are encouraged to join projects and form networks outside of your core team, and to apply these new insights and skills to our role. The same principle applies to our work with communities as we involve them more in the design of services and seek their feedback to improve what we do.

We all share enormous passion for York and have pride in doing our best at all times. This follows taking ownership of the results of our work and making time to communicate our progress with colleagues. Greater accountability and transparency are a by-product of this openness.

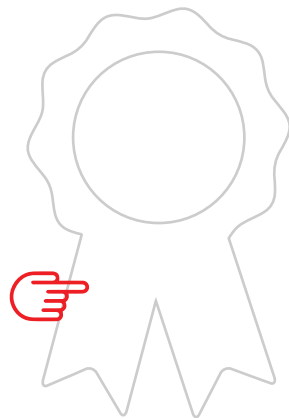
Perhaps most importantly, we make sure we celebrate our successes and support each other through change. This spirit is important to getting us to where we want to be and ensuring York feels the full benefits of our hard work.



Our promises to you.

Being a people-centred organisation means investing in the talent and wellbeing of staff.

Working at City of York Council, you can expect...



- Opportunities to learn and to continually develop as a professional
- Work which provides you with the chance to make a difference to the lives of residents and colleagues
- Supportive management, who enable you to thrive and fulfill your potential
- Recognition for your hard work, through talent management and staff awards
- Support through the changing environment we are all living in
- Flexible working practices
- A reward package which recognises your contribution

For managers this means...

Leadership and Management

- Create an environment where people feel valued, respected and empowered
- Promote staff wellbeing
- Promote equalities and inclusion
- Lead by example

Workforce Development

- Ensure staff are properly inducted
- Ensure people have the skills, knowledge and tools they need to do their role now and in the future
- Motivate staff and provide opportunities for them to develop

Culture

- Be resident and outcome focused
- Be entrepreneurial and encourage others to be innovative
- Take time to explain our decisions and share progress

Employee Engagement

- Working together as 'one council'
- Communicate key messages to staff, listen, and encourage discussion
- Be accessible to staff
- Support staff through change



Work / Life.

Our dedication to improving quality of life does not stop at residents.

Our well-rounded staff benefits package consists of...



- **Staff discounts at local and national retailers**
- **Tax efficient vouchers for childcare**
- **Interest free loans for annual travel tickets and cycle schemes**
- **Savings on home technology purchases**
- **15% off adult education courses**
- **A Staff Lottery to win cash prizes and invest in staff benefits**
- **Diverse volunteering opportunities**

Volunteering.

Many of our employees are also residents.

We know that giving back to the community in York is important to you. That's why we do what we can to support you to do so.

All council employees are entitled to up to one day a year (pro rata for part time staff) to volunteer.

The only condition is that you're expected to match this with your own annual leave, flexitime credit, or accrued time off in lieu.

If you're interested in volunteering and want to pick-up new skills and meet new people in the process speak to Michal Czekajlo or your manager today.



**Here when you
need us.**

Employee Assistance Programme

Supporting Staff Through Change

First Contact Network

Staff Equalities Network

Trade Union Representative

HR Team

Occupational Health

Health & Safety Team

Volunteering

**Your manager is also always on
hand to support you.**



To be continued...