

Foreword

Over the past five years Hull has transformed into a nationally recognised and celebrated city, while at the same time responding to all of the challenges faced by the public sector.

Hull is rapidly moving towards becoming a net contributor to the regional economy. Delivery of Green Port Hull and UK City of Culture 2017, have provided a platform that has set in train an economic investment profile to rival any city in the Northern Powerhouse and Yorkshire Devolution Agenda. Population, the economy and visitor numbers have also continued to grow, all of which has led to a new degree of confidence and self-belief.

Challenges remain in Hull for those most vulnerable or 'distanced' from engagement and excluded from the benefits of economic success. Demands on key services such as children's and adults' social care, housing, transport and education also continue to grow. This places ever greater strains on budgets, which continue to reduce due to year on year reductions in government funding.

The council does not face these challenges alone – they are an issue for the entire city and region. The size of the budget gap, public sector funding pressures including changes to our funding and increased demand for

services mean that we cannot continue to run the council in the way that we have done given the reduction in grant funding from government. Some things will need to change with partnership working and innovate approaches becoming increasingly important.

In response the council will continue to reshape its services, looking at ways in which we can deliver services and achieve better outcomes more efficiently and in new ways. Increasingly this will involve closer working with partners across all sectors to find joint solutions. It will also enable maximising the value of public spend to the local economy, alongside greater efficiencies through closer working across public sector organisations.

This Corporate Plan sets out our overall vision, priorities and values for the next four years. This will guide everything we will do as an organisation and how we will go about it as we work towards securing a positive and sustainable future for the city, through decisive leadership and the development of inclusive partnerships and communities. It focuses on major issues that require specific attention rather than listing every activity that we undertake. The Corporate Plan helps us target limited resources and provides a framework against which we can assess our progress.

In doing so, we will work jointly with people and organisations to tackle inequality and focus on the fundamentals: providing reliable services, building resilient and connected communities, supporting employment and decent jobs, protecting the public especially vulnerable people, reducing our impact on the environment, adapting to climate change, and the health and wellbeing of the population.





Hull in Numbers

- Yorkshire's Maritime City – Hull is the most urban, densely populated and diverse local authority within the Humber and Yorkshire's only port-city. With major sporting teams, retail, hospitality, and leisure facilities, it has a reach of over 500,000 and over 30,000 people travelling into Hull to work every day.
- A Place to Call Home – we provide services to over 260,700 people who live in Hull, and have seen continuous growth over the past 10 years. Every year we're expecting that to grow by more than 400 households through continued house building.
- Growing Economy – Hull's economy is worth £5,594 million, and its economic contribution per head of population is greater than the regional average, and provides employment to 120,000 people.
- Creating Inclusive Growth to Benefit All – Hull is the third most deprived local authority in England with over 20 per cent of all households being workless and 13 per cent of households living in fuel poverty.
- A Learning City – we've over 19,400 primary school children, 13,200 secondary school children, and over 15,000 university students.
- Managing Demands – rates of children in need and looked after children are both approximately twice the national average.



- Proud of our City – 71 per cent of residents are proud to live and work in Hull, with 77 per cent of residents thinking Hull City Council is working towards a better city.
- Environmentally Sustainable – each year we collect over 108,500 tonnes of household waste and are able to recycle 49.5 per cent (53,800 tonnes) to help save the environment, this is the highest rate for any city in the UK..
- Providing Homes – we're responsible for over 24,500 homes, and every year we work with more than 4,500 people to prevent them from ending up homeless.
- Taking your call – we receive over one million call centre calls per year asking for help through our call centre and are constantly working to improve digital and web services.
- Managing with less – between 2010 and 2020, the council will have lost over £130m, or 55 per cent, of government funding. By 2020/21 we expect funding for all spending to come from local sources with the Government topping this up only where necessary.
- Investing in the future – since 2013 the Council has invested in developing the city, with a current three year programme of more than £350m in roads, leisure, housing, education, digital and many other improvements.
- Hull's Population – 6 per cent (158,900) are working-age, 24 per cent (63,100) are school age, and 15 per cent (38,700) have reached the national age of retirement.

Hull City Council: Fit for the Future

Hull, and the council, have been incredibly successful in taking advantage of opportunities, rapidly responding to public funding challenges, and working with partners to improve outcomes.

This has been achieved while the council has faced ongoing reductions in funding. The council will continue to spend over £600m every year on services, but will need to adapt to meet the growing costs of providing children's and adult social care services. This will mean that some things will have to change, some may stop, but also taking advantage of opportunities to do things in new and different ways.

We will be increasingly working with individuals and communities to deliver better outcomes by providing preventative services rather than spending money on putting things right once they've gone wrong. In this context the role of the wider voluntary, community and social enterprise sectors will become increasingly important in developing community - based assets.

The council's key challenge is responding to the significant increase in the gap between what it needs to spend and how much money it has available. The council, and city, as Yorkshire's only major port faces specific challenges and opportunities in relation to exiting the European Union. There are also a wide range of further challenges as well as opportunities:

- Maintaining key infrastructure and improving the environment.
- Improving economic productivity, skills and education.
- Devolution and the role of cities.

- Climate change and living with water.
- Rising service demands and expectations of adult and children's social care services.
- Income inequality and impacts of welfare reform.
- Digital access and the provision of online services.
- Working more efficiently within the council and across partnerships.
- Simplifying processes and improving the use of data.
- Future funding of local government.

In responding to these issues over the lifetime of this plan we will not only look at the ways in which we provide services, but also consider how our relationship with people and communities in providing those services needs to change. Increasingly, we will shift from focussing on services that we provide by ourselves to those that are either provided at no cost to the council or are accomplished in partnership with others.

Based on these key challenges, risks and opportunities, three overarching themes have been identified for the council's priorities over the next four years.

Hull City Council: Plan on a Page

Our Vision	Securing a positive and sustainable future for the city, through decisive leadership and the development of inclusive partnerships and communities		
Hull City Council will:	Deliver economic growth that works for all	Create inclusive, resilient and safe communities	Deliver organisational excellence by working in partnership
Our Priorities:	<ul style="list-style-type: none"> Investing in infrastructure, housing, highways and the local environment Delivering sustained cultural and leisure growth Playing a leading role in devolution for Yorkshire and the North Creating a healthy, safe, and environmentally friendly city 	<ul style="list-style-type: none"> Improving health and welfare Supporting children and families Championing education, training and employment Ensuring financial and social inclusion Working with people and communities to live independent and safe lives 	<ul style="list-style-type: none"> Improving access through digitally enabled services Developing new ways of working in partnership Making the best use of our assets and budgets
Our City's Outcomes:	<ul style="list-style-type: none"> Investment and employment will continue to grow, providing opportunities for all Hull will increase its cultural offer and the value of visitors and tourism to the city Public spaces will be clean, vibrant, sustainable, and adapted to respond to climate and environmental changes Hull's industries and commerce will flourish in a safe and fair trading environment 	<ul style="list-style-type: none"> Families and communities will feel safe and supported to live independent lives in quality housing Children and young people will have positive mental health and wellbeing and will thrive in their communities People will have the skills and qualifications to fulfil their aspirations for work and life People will be more active, leading healthier lifestyles and improving life expectancies 	<ul style="list-style-type: none"> People will have a better experience when interacting with our services People will receive seamless services across Hull's public services through joint working and commissioning Staff will be healthier, more skilled, and have improved tools to deliver better services Improved outcomes will be able to be delivered for the same or less costs
We will do this by:	<ul style="list-style-type: none"> Working with respect and integrity 	<ul style="list-style-type: none"> Focussing on communities, residents and visitors 	<ul style="list-style-type: none"> Valuing diversity and equality



Delivering Economic and Inclusive Growth

Hull's economy is worth £5 billion. The city is the economic driver for the sub-region and with a travel-to-work population of over 550,000 its population is forecast to grow by over 25,000 over the next ten years.

We have around 8,000 small and medium sized businesses (SMEs), and are home to a number of FTSE 100 companies.

People who work in good jobs generally live longer, have good mental health and healthier lives. Successful and innovative businesses create wealth, provide well paid jobs and make prosperous towns and cities. Ensuring Hull has a well-educated and skilled workforce, suitable business sites and premises and high-quality infrastructure will help build an economy that works for us all.

We've made great progress in reducing unemployment by 7,000 since the launch of the City Plan, but we still need more good jobs. Our growing population means that we need another 6,000 jobs to reach the national average employment rate. Development of a more inclusive economy in which everyone can play a part and get a fair share of the rewards. This will require ongoing skills development and making sure that the jobs created are good, secure, rewarding and well paid.

Investing in infrastructure, housing, highways and the local environment

We are working with all of the Yorkshire and Northern Powerhouse authorities to improve our infrastructure to support economic growth and make sure Hull continues to benefit from the increasing amounts of national money coming into the region.

Hull has significant commuter numbers flowing into the city from the East Riding, with more than 30,000 people travelling into the city each day for work and business. Improving transport links locally, across the North and the UK means more rail and road improvements to get Hull properly connected into the mainline systems. We will lobby hard to make sure the city benefits from improved trade and connections nationally and internationally, creating economic growth for Hull and across the North of England. This will include delivery of the A63 / Castle Street programme, as well as seeking improvements to east-west rail connections.

Hull's Local Plan sets out a spatial vision and strategic priorities that provide a framework that will enable the city to seize the opportunities available. The priorities and local planning policies balance the conflicting demands of supporting housing and economic growth, whilst actively protecting the city against the impacts of climate change. The council's work with the Environment Agency, Yorkshire Water, the Rockefeller Foundation, Arup and key developers on the Living with Water and the City Water Resilience Framework programmes will be fundamental to protecting the city and its residents from the risk of climate change and flooding. Hull's approach to housing will help to avoid families moving away for education and employment by ensuring the availability of a broad mix of properties within the city.

The Council is a significant social landlord in the city and, with over 24,500 Council homes, recognises that, in order to provide a housing offer

which meets the needs of everyone, all parts of the housing system must work together. In recognition of the relatively low land and development values in certain parts of our city, in 2015, the Council entered into a city-wide Development Agreement to bring forward a number of sites across the city for residential development. This partnership approach to development with Compendium for the Ings area and with Keepmoat Homes for the Newington and St Andrews area will deliver over 4,000 new homes across neighbourhoods identified for renewal.

Priorities for action:

- Work with city region, national partners and developers to increase investment in our transport infrastructure, maintain and improve Hull's road, rail, digital, and low carbon energy networks and improve air quality.
- Target our capital programme on increasing business growth opportunities.
- Encourage private sector investment by releasing assets and using commercial property assets to generate income to support the provision of council services.
- Develop strategic employment sites such as Albion Square and Enterprise Zones to support new and growing businesses.
- Develop and showcase potential development opportunities, projects and activity to ensure we are well positioned to attract national and international investment funds.
- Deliver new homes and investment in communities and neighbourhoods.
- Regulate business in a way which supports and allows growth without compromising necessary legal compliance.
- Work with partners on the development of the city's 'Living with Water' approach to flood prevention.

Delivering sustained cultural and leisure growth

During 2017, Hull has seen the enormous benefits that the culture and visitor economy can provide for the city and its residents. This was a seminal year for Hull with over 5.3 million visitors to the city, the knock on effects to the economy through additional spend, hotel bookings, increased inward investment, along with the impact on pride, health and well-being of our residents.

We will continue this work to ensure that Hull is known across the UK and beyond for its unique heritage and culture – a city with fascinating, world-class places to visit and great things to do. We are aiming to treble visitor numbers and encouraging more residents to take part in Hull's rich and varied future, leisure and sporting activities.

Our year as UK City of Culture 2017 has provided an amazing platform from which we will continue to develop new opportunities long into the future. During Hull's UK City of Culture year more than 90 percent of local residents engaged in at least one cultural activity during the year, with a 30 per cent rise in the total number of tickets sold for events in the city.

Priorities for action:

- Develop a five year strategy with an ambitious overall aim to grow the visitor economy across Hull and East Yorkshire to £1 billion by 2024.
- Support improved retail, eating, hospitality and residential opportunities in the city centre.
- Deliver the Active Travel Strategy supporting the cycling and walking culture within the city and reducing our impact on climate change.
- Develop a strong international element in our cultural programme, reflecting the influence of Scandinavia and Northern Europe, and of Hull as a maritime city.
- Support physical activity, sport participation and arts audience development with disadvantaged groups, and increasing co-ordination across the various partners.
- Improve Hull's arts, leisure, museum, and libraries facilities to ensure that they are accessible to all.

- Develop plans for a new contemporary dance/creation space and a new independent 'Hull Dance' organisation.
- Support the Hull Music Hub and the Local Cultural Education Partnership to foster children's artistic talents creating new opportunities for young people.
- Deliver the "Hull - Yorkshire's Maritime City" programme transforming the Maritime Museum, providing a collections store at the Dock Office Chambers, and creating a visitor centre for the Arctic Corsair and the Spurn Lightship at the "North End Shipyard".

Playing a leading role in devolution for Yorkshire and the North

We will continue to champion the development of the Yorkshire Devolution deal, Transport for the North and the Northern Powerhouse Partnership to increase the impact and contribution of the North of England to the UK economy by bringing the individual cities, regions and counties closer together, so that the whole of the north has a greater economic input than its separate parts.

This will include setting out clearly Hull's 'asks' from government that will include investment in Hull's Cruise Terminal, skills development, and support for key sectors (renewables, manufacturing, healthcare, digital, ports and logistics, and the agricultural economies).

Priorities for action:

- Successfully deliver a 'city deal' for Hull bringing increased investment and opportunity for Hull.
- Work with our Yorkshire and Northern Powerhouse partners to secure greater devolution and powers for the area securing increased investment, transport connectivity, and local-decision making to the region.
- Support the Local Enterprise Partnership's response to the Industrial Strategy, which will boost local productivity and skills.



Creating a healthy, safe, and environmentally friendly city

We will ensure that people in Hull are healthy and have access to appropriate and good quality housing. This will include supporting city centre housing growth, and the provision of appropriate accommodation to support all of our residents. We will also create a low carbon, environmentally sustainable city that reduces its impact on the environment through the use of clean technologies and reducing the amount of waste that goes to landfill.

Nationally and locally crime rates have reduced over the past five years. But crime against vulnerable people, including domestic violence, is an issue and too many of us still worry about anti-social behaviour. Improvements to road safety and actions to address dangerous driving can make a real difference to how communities feel about the place they live in. We need to create places where we all feel safe. We will work together with the Police and Crime Commissioner, Humberside Police, City Safe, residents and other partners to prevent crime and anti-social behaviour, address road safety and support vulnerable people.

Priorities for action:

- Improve the provision of housing including bringing long term empty homes back into use, building new affordable homes, and improving the Council's own housing stock through a programme of upgrades and maintenance and provide the best possible service to tenants.
- Prevent people in the city from becoming homeless through providing advice and alternative housing options.
- Commission services to vulnerable people that have pathways to address mental health issues at first point of contact.
- Improve the standard of private housing in the city through advice, grants and enforcement and supporting people's ability to live independently through adaptations and improvements to their own homes.
- Promote the provision of a range of private residential accommodation in the city centre to support growth in the evening economy.
- Maintain street and area cleanliness exploring new and alternative approaches to improving the environment.
- Provide efficient and effective waste collection services and reduce the amount of waste sent to landfill.
- Protect the environment and improve air quality in the city by implementing environmental initiatives and through effective regulation achieving the targets set out in the Air Quality Strategy.
- Work with Humberside Police to reduce crime and improve safety including renewal of the city's closed circuit television system.



Creating inclusive, resilient and safe communities

Hull's economy is steadily improving, but not everyone is benefiting fully from this economic success.

The challenge for Hull remains to continue to deliver economic growth, whilst ensuring that those furthest away from employment are not left behind, with equal weight being placed on inclusive, “good” growth that benefits all of our communities. This will be particularly important in order to provide community resilience, as well as preparing for the full roll out of Universal Credit in Hull during autumn 2018.

There remains significant issues of poverty, health inequality and deprivation in the city. Low pay is an increasing problem, with people caught in a trap of low pay and low skills, with limited opportunities for career progression. Our education and skills system needs to respond to the challenges of the new economy, and we need to continue to make progress in improving our

schools so that they are equipping young people with the education, attributes and awareness of opportunities they will need to be ready for work and to succeed in the work place.

Hull has increasing demands from children in need and referrals to social care from those in need of support and care. Equally, as the older population continues to grow, support and care needs escalate. The complexity of looked after children's cases, and demands on the national system of care, over the past year has meant a greater need for demand management and focussing resources on intervention to support families at an early stage. While, for older people, the health system is struggling to cope with rising demand due to an ageing population with longer periods of ill-health.

Improving Health and Welfare

Welfare reform and the roll-out of Universal Credit will bring fresh challenges for financial, social, and digital inclusion as those in most need through the benefits system will need to adapt. This will place increased responsibilities on individuals to manage scarce resources, which may lead to greater levels of debt and housing rent arrears if trends seen elsewhere are replicated in Hull.

Hull will develop new ways of responding to acute shocks, such as single incidents of floods and winter flu epidemics, as well as long term stresses such as climate change and health in old age. By addressing both shocks and stresses, a city becomes more able to respond to adverse events, and is better able to deliver basic functions in both good times and bad, to all communities. Long term planning and adaptation of services, such as the 'Living with Water' approach to the built environment will help to ensure communities are able to adapt to climate change.

Priorities for action:

- Embed a Community Asset Based Approach into health improvement activity and future models of delivery to support community resilience.
- Embed integrated commissioning to deliver differently in terms of health improvement, wellbeing and prevention.
- Deliver the Health and Wellbeing Strategy and Place Based Plan outcomes in partnerships with our public sector partners.
- Protect the health, safety and welfare of residents and visitors to the city through the provision of services and the effective use of regulatory powers.
- Lead the delivery of campaigns to improve mental health and reduce stigma including delivery of the Hull Conference in 2019 linked to Time for Change.
- Improve life chances for all by addressing health inequalities through 'A Healthier Place to Live' strategy for Hull.

- Work in partnership with the voluntary sector to support Hull to be a Sustainable Food City including membership of the Hull Food Charter.

Supporting Children and Families

We have a statutory duty to protect children and to provide early help where there are identified concerns and to prevent problems escalating. These are the most challenging and complex responsibilities of a council. We have invested hugely in supporting families where children are 'in need' and on child protection and tackling issues such as child sexual exploitation, domestic violence and elder abuse.

We will not shirk our responsibility to make tough judgement calls and take decisive action to protect individuals and the rigorous analysis and decision making that requires. We will constantly reflect and review work we have undertaken and seek to improve practices. We will engage all sectors of our community and partner agencies to tackle what is an issue for all of us. Crucially we will work not just to ensure that people who become victims receive support but to build resilience and confidence among young people and vulnerable adults so that they can protect themselves.

Priorities for action:

- Ensure children are ready for school by providing early help and support and access to free nursery provision.
- Work with families facing serious problems to help them turn their lives around through our early help programmes which join up support across agencies and focus on the needs of the whole family.
- Continue to provide and develop healthy nutritionally balanced school meals supporting health and learning outcomes.
- Provide a better, quicker response to young people and their families in mental health crisis, including delivery of the Head Start Programme.



- Work with partners to tackle child sexual exploitation, domestic violence, human trafficking and all forms of extremism.
- Deliver a Demand Management Strategy through a strengthened locality model.
- Improve outcomes for looked after children and those with special educational needs or disabilities.
- Continue to provide young people with a voice and influence through the Youth Parliament and involvement in decision making.
- Develop travel policies to support young people and care-leavers access opportunities.

Championing education, training and employment

Hull's relatively low skill levels and higher than average unemployment rates are long term challenges for Hull. Whilst both have significantly improved over the past five years, Hull still has a high proportion of its population with no skills (9.8%).

We will work with businesses, the University of Hull, colleges and training agencies so people have the right skills to get a job, through apprenticeships, training and learning opportunities. We will also help businesses to find the skilled people they need to develop and grow, and work with people to support their ongoing learning and development throughout their working lives. We have strong social enterprises

(not-for-profit, often community based organisations) in the city that offer a stepping stone for people out of poverty, inspire community action and invest in neighbourhoods.

This priority will help us deliver our employment and skills equality objective, focused on promoting inclusive growth by making sure those most disadvantaged in the labour market are able to get the skills they need to access good jobs.

Priorities for action:

- Work with all partners to improve education outcomes for all young people, through collective evaluation and setting priorities for action from Early Years to Higher Education.
- Develop plans for an employment / apprenticeship guarantee for all young people in Hull entering the work environment.
- Promote the uptake of the pupil premium, breakfast clubs and out of schools clubs to support disadvantaged families.
- Extend support for youth entrepreneurship and provide opportunities for enterprise education activities in all schools and colleges.
- Include 'social value' benefits for residents and the city in all contracts including requiring contractors to provide quality work experience and apprenticeships for young people.
- Work with partners to make full use of the apprenticeship levy so that our young people benefit by having more choice and opportunity.



- Work with the Humber Local Enterprise Partnership, the University of Hull, businesses, education partners, and colleges to make sure everyone can get the skills they need.
- Make Hull a place of learning by supporting people to develop skills and knowledge to gain and improve their employment opportunities.
- Grow and enhance SME's growth potential through targeted investment, financial advice and support.

Ensuring financial and social inclusion

We want Hull to be a fair city where people are not socially, financially or digitally excluded and inequalities are reduced as much as possible. Economic inequality is closely linked to inequalities in health, well-being, employment status and housing, which means that despite a growing economy some people face multiple challenges in their daily lives compared to others.

We will ensure that services are continually reviewed to understand their equalities impacts and that mitigating actions are put in place wherever possible. We will also continue to support work to reduce fuel poverty through improvements to our housing, and collective purchasing of energy, and the development of district heating schemes. We will endeavour to

ensure education, skills and training provision is accessible with flexible support for those who need it most.

We will continue to work with local partners, such as Hull and East Riding Credit Union (which has already saved the people of Hull and its surrounding areas an estimated £13 million in interest charges that they would have paid if they had taken equivalent loans from doorstep lenders), to support local residents with the provision of ethical and affordable financial services. This will help a wide range of people including people in work and those relying on benefits with the aim of being the fairer high street alternative that encourages and promotes real financial inclusion.

Priorities for action:

- Provide face-to-face service locally by making provision available through outreach, locality and mobile working as well as giving digital access in venues across the city and direct support to citizens at the Wilson Centre.
- Develop a wide range of financial services to support the inclusive economy element of the City Plan, including further promotion of the Credit Union, energy switching, and provision of appropriate financial advice.
- Develop financial support projects that support families on low incomes.

Delivering organisational excellence by working in partnership

We want to continue to be an efficient, effective and productive council, open and transparent in all we do and working hard for the entire city.



Working with people and communities to live independent and safe lives.

All of us need care and support in our lives. Most of the time that will come from our families, friends and the communities we live and work in.

Alongside our statutory duties to provide care and support for older people, we will actively work with individuals and communities to help maintain independent living through support, care, and home adaptations wherever possible.

Priorities for action:

- Deliver improvements to Adult Social Care by providing alternatives to residential and nursing care so people can live closer to their communities and take part in community life for as long as possible.
- Work with people, their families and communities to build on the support and assets they already have around them.
- Develop the use of new technologies, building on the success of the assistive technology house, to make best use of emerging opportunities in digital health technology.

- Deliver a seven-day integrated system in partnership with the National Health Service that helps people to regain and maintain their health, wellbeing and independence and prevents unnecessary admissions to hospital.

We're proud of what we do in working with people, partner organisations and communities to help improve our city and the lives of all who live here. We want to be as enterprising, energetic and extraordinary as the place we work for and the people we serve.

We need to make sure we are using all the city's resources to deliver the priority outcomes laid out in this plan: better skills, more good jobs and a growing economy, a great start and good schools for all our children, better health, better lives, safe, clean and active communities and affordable decent homes.

The role of the council, as civic leader and champion of our city, is crucial to sustain and improve prosperity and to make sure we can continue to support the most vulnerable people in our communities.

Ensuring we all work together as part of Team Hull. We need to continue developing our diverse and committed workforce so we are always passionate, positive and flexible in delivering our priorities and honest and respectful in the way we work with people and organisations.

The council, working with local partners is increasingly delivering joint services. This means that we need to think very differently about the ways in which we provide services and work with partners and Hull's communities. Flexible working and the adoption of WorkSmart principles will be a driving force to achieve this.

We will continue to provide hundreds of day to day services, from being a landlord, cleaning the streets, to delivering huge projects worth hundreds of millions of pounds. It isn't just what we do, but how we do it that will also need to change.

Improving access through digitally enabled services

We will modernise the council's online services, to enable residents and visitors to select online functionality for interacting with the council and provide access to the skills and technologies that enable active participation. This approach will help to empower people to take greater control of services, by giving them digital access to apply for services or provide updated information 24 hours a day, whilst still giving face to face services where appropriate.

We will communicate with, consult and involve the people of Hull in our work more. We will use this insight and evidence to make sure our policies focus on doing the right things to really tackle some of the challenges we have outlined in this plan. This will include providing opportunities for our citizens to shape, design and deliver the activities and services they need.

We will develop a digital first approach to manage the demand for our services, introducing online facilities to encourage our citizens to help themselves, and continue to support those who need help to access services.

Priorities for action:

- Deliver the new digital strategy and customer programme providing digital self-service solutions for residents, businesses, and visitors by making use of smart technologies.
- Increase the use of digital platforms and systems to provide services that are accessible 24 hours a day.
- Increase the use of data to improve service provision, including ensuring that assets are fully mapped and that personal data is held securely.
- Support the development and roll-out of super-fast broadband to businesses and communities.

Developing new ways of working in partnership

We will work with other organisations and businesses so that we continuously learn from best practice and make the most of Hull's finite resources. We will use our community leadership role to influence, negotiate and try new, more effective ways of working. We will do this regionally, nationally and internationally.

This new found confidence in ourselves, and from partners, will also support us in working on innovative initiatives such as Leading Places with the Local Government Association to improve community leadership skills across the city. We will shout about the great things that are happening in Hull, and build on Hull's reputation to fuel further investment and confidence in the city.

This will include celebrating the changing culture and diversity of Hull and the council, by ensuring that we support community cohesion and integration through the way in which we engage, commission, and provide services.

Priorities for action:

- Investigate opportunities to align public sector budgets, along with sharing services and facilities with other organisations where this delivers benefits to our city.
- Firmly establish our joint commissioning processes with NHS Hull Clinical Commissioning Group through the Committees in Common to support closer working.
- Continue to improve services, including championing equalities and diversity, through external challenge and review including learning from Ofsted and Care Quality Commission inspections and Local Government Association peer challenge.
- Develop joint marketing campaigns to address the issues around health inequalities to enable the public to make informed choices for themselves and their families.

- Continue to improve public participation in local democracy through area based working, resident and business consultation, access to public meetings and membership of the Youth Parliament.
- Actively support the delivery of the Voluntary and Community Strategy to deliver its outcomes.

Making the best use of our assets and budgets

The amount of money that the council has to deliver services continues to reduce due to cuts in government funding. By 2022, we are likely to be a smaller organisation with a smaller budget. We must make sure that we always use all our resources wisely, including our money, staff, technology, information, facilities, assets and buildings and attract external grants and investment wherever possible to support delivery. We will continue to reduce property costs by improving our use of offices, having already achieved a 50% reduction since 2011.

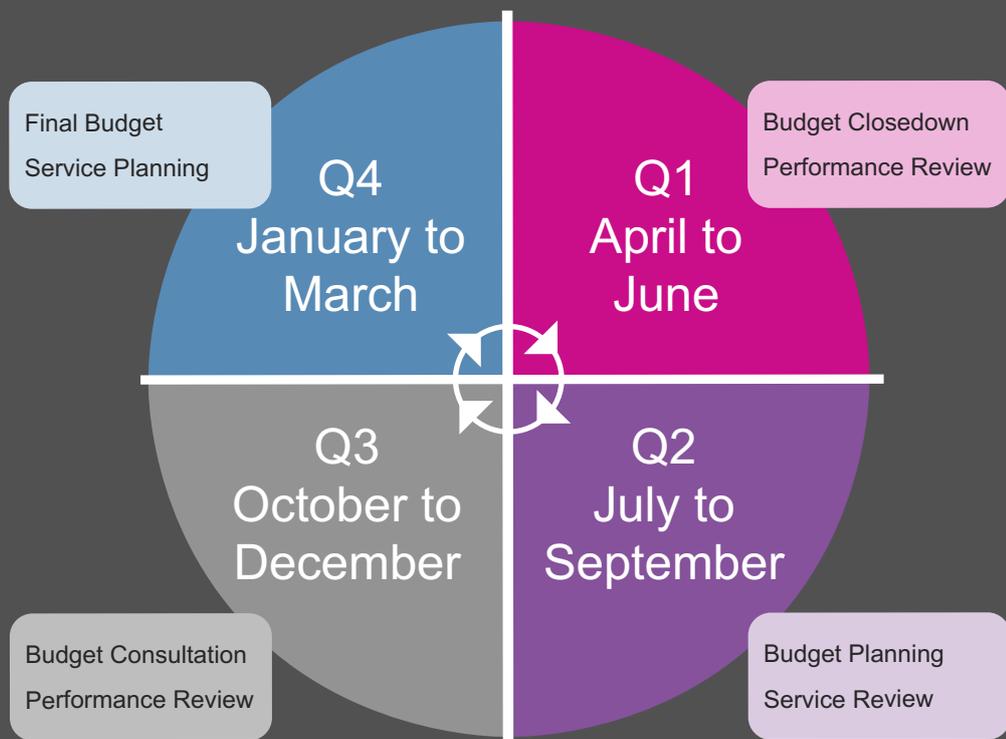
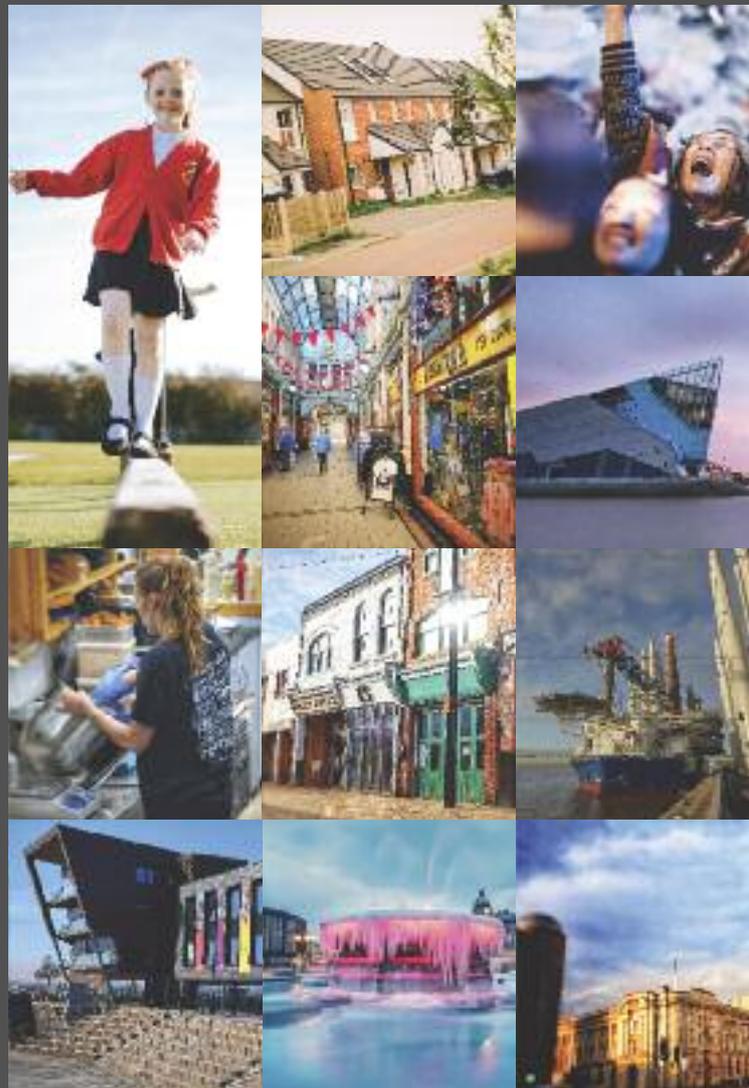
Priorities for action:

- Actively seek external funding and grants wherever possible to help deliver local programmes and increase funding within the city.
- Increase investment to enable services to operate on-site and flexibly to customer needs, enabling improved work-life balance, and the rationalisation of office accommodation with staff able to mobile work across offices, off-site and from home.
- Move towards digitising all documents sent to the council to support smarter and flexible ways of working and reduce the need for documents to be physically stored.
- Align the use of properties with partners to encourage flexible use and enable investment or disposal as appropriate.

Measuring Success

Every year we update our financial and business plans to make sure that the priorities and actions remain relevant.

If we are successful in delivering our priorities, we will see sustained improvements in the following measures of our performance. We will report our progress to councillors and to local people every three months.



Hull City Council
Corporate Plan 2018-2022

