



## Notice of a public meeting of

### Decision Session - Executive Leader, Policy, Strategy and Partnerships

**To:** Councillors Douglas

**Date:** Wednesday, 20 November 2024

**Time:** 10.00 am

**Venue:** West Offices - Station Rise, York YO1 6GA

### AGENDA

- 1. Apologies for Absence**  
To receive and note apologies for absence.
- 2. Declarations of Interest** (Pages 1 - 2)  
At this point in the meeting, Members are asked to declare any disclosable pecuniary interest or other registerable interest they might have in respect of business on this agenda, if they have not already done so in advance on the Register of Interests. The disclosure must include the nature of the interest.  
  
An interest must also be disclosed in the meeting when it becomes apparent to the member during the meeting.  
  
[Please see attached sheet for further guidance for Members]
- 3. Minutes** (Pages 3 - 10)  
To approve and sign the minutes of the previous Decision Sessions - Executive Leader, Policy, Strategy and Partnerships held on 17 July 2024 and 18 September 2024.

#### **4. Public Participation**

At this point in the meeting members of the public who have registered to speak can do so. Members of the public may speak on agenda items or on matters within the remit of the committee. Please note that our registration deadlines are set as 2 working days before the meeting, in order to facilitate the management of public participation at our meetings. The deadline for registering at this meeting is 5:00pm on Monday 18 November 2024.

To register to speak please visit [www.york.gov.uk/AttendCouncilMeetings](http://www.york.gov.uk/AttendCouncilMeetings) to fill in an online registration form. If you have any questions about the registration form or the meeting, please contact Democratic Services. Contact details can be found at the foot of this agenda.

#### Webcasting of Public Meetings

Please note that, subject to available resources, this meeting will be webcast including any registered public speakers who have given their permission. The meeting can be viewed live and on demand at [www.york.gov.uk/webcasts](http://www.york.gov.uk/webcasts).

During coronavirus, we made some changes to how we ran council meetings, including facilitating remote participation by public speakers. See our updates ([www.york.gov.uk/COVIDDemocracy](http://www.york.gov.uk/COVIDDemocracy)) for more information on meetings and decisions.

#### **5. LGA Peer Challenge progress review** (Pages 11 - 42)

This report provides an update on the progress of the Corporate Improvement Plan.

#### **6. Urgent Business**

Any other business which the Executive Leader considers urgent under the Local Government Act 1972.

For more information about any of the following please contact the Democratic Services Officer responsible for servicing this meeting:

- Registering to speak
- Business of the meeting
- Any special arrangements
- Copies of reports and
- For receiving reports in other formats

Contact details are set out above.

## Alternative formats

If you require this document in an alternative language or format (e.g. large print, braille, Audio, BSL or Easy Read) you can:



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We can also translate into the following languages:

我們也用您們的語言提供這個信息 (Cantonese)

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

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

Bu bilgiyi kendi dilinizde almanız mümkündür. (Turkish)

یہ معلومات آپ کی اپنی زبان (ہولی) میں بھی میا کی جاسکتی ہیں۔ (Urdu)

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**Declarations of Interest – guidance for Members**

- (1) Members must consider their interests, and act according to the following:

<b>Type of Interest</b>	<b>You must</b>
Disclosable Pecuniary Interests	Disclose the interest, not participate in the discussion or vote, and leave the meeting <u>unless</u> you have a dispensation.
Other Registrable Interests (Directly Related) <b>OR</b> Non-Registrable Interests (Directly Related)	Disclose the interest; speak on the item <u>only if</u> the public are also allowed to speak, but otherwise not participate in the discussion or vote, and leave the meeting <u>unless</u> you have a dispensation.
Other Registrable Interests (Affects) <b>OR</b> Non-Registrable Interests (Affects)	Disclose the interest; remain in the meeting, participate and vote <u>unless</u> the matter affects the financial interest or well-being: (a) to a greater extent than it affects the financial interest or well-being of a majority of inhabitants of the affected ward; and (b) a reasonable member of the public knowing all the facts would believe that it would affect your view of the wider public interest. In which case, speak on the item <u>only if</u> the public are also allowed to speak, but otherwise do not participate in the discussion or vote, and leave the meeting <u>unless</u> you have a dispensation.

- (2) Disclosable pecuniary interests relate to the Member concerned or their spouse/partner.
- (3) Members in arrears of Council Tax by more than two months must not vote in decisions on, or which might affect, budget calculations, and must disclose at the meeting that this restriction applies to them. A failure to comply with these requirements is a criminal offence under section 106 of the Local Government Finance Act 1992.

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City of York Council

Committee Minutes

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Meeting	Decision Session - Executive Leader, Policy, Strategy and Partnerships
Date	17 July 2024
Present	Councillors Douglas
Officers in Attendance	Claire Foale – Assistant Director of Policy and Strategy Sam Blyth - Strategic Manager

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### **1. Declarations of Interest**

The Executive Leader was asked to declare at this point in the meeting any disclosable pecuniary interest or other registerable interest they might have in respect of business on the agenda, if they had not already done so in advance on the Register of Interests. She had none to declared.

### **2. Minutes**

Resolved: That the minutes of the Executive Leader (incorporating Policy, Strategy and Partnerships) meeting held on 9 March 2022 be approved and then signed by the Executive Leader as a correct record.

### **3. Public Participation**

It was reported that there had been no registrations to speak at the meeting under the Council's Public Participation Scheme.

### **4. Corporate Improvement Action Plan**

Officers introduced the report seeking approval for the Council's Corporate Improvement Action Plan, informed by the LGA Peer Challenge. They confirmed that the action plan had been considered by Corporate Services, Climate Change and Scrutiny Management Committee and their recommendations had been feed into the action plan for consideration. It was noted that updates against the action plan would be reported to the internal Corporate Improvement Board, a progress report would be taken to Corporate Services, Climate Change and Scrutiny Management Committee

by the end of 2024, and a further report would be presented to Executive in May of 2025.

The Executive Leader thanked officers for the work on the Corporate Improvement Action Plan. She noted that the peer review had been very constructive and that the action plan was well received by City of York Council staff, Councillors, partners, and the public.

Resolved:

- i. Approved the City of York Council's Corporate Improvement Action Plan, informed by the LGA Peer Challenge and the Council Plan 2023-2027, *One City for All*.

Reason: The action plan has been developed following extensive consultation. It sets out those actions that respond to issues raised through the LGA Peer Challenge with action, action owners and timescales clearly set out.

## **5. A York pipeline of projects for the York and North Yorkshire Combined Authority**

Officers outlined that the report contained a pipeline of project proposals to be submitted to the York and North Yorkshire Combined Authority that could achieve funding for delivery. They confirmed that all of the Council's scrutiny committees had feed into the proposals and thanked the Executive Leader for allowing for the publication of the report after the agenda, to allow the final considerations of the Council's scrutiny committees to be feed into the pipeline of projects. They confirmed that from here on if agreed the pipeline would not be a static document, new opportunities could be considered with the Combined Authority when they arose.

The Executive Leader welcomed the cross-party input to the pipeline of projects. She confirmed that York had a fantastic opportunity with a new Mayor of the combined authority whose priorities aligned with that of the Council. She noted that once agreed the Council would then seek to prioritise which projects to work up and when to prepare viable business cases to seek funding to deliver.



Resolved:

- i. Approved the pipeline of projects which reflects the priorities for York and tasked officers to work with York and North Yorkshire Combined Authority to implement.

Reason: To enable officers to seek to progress funding bids based on the pipeline of projects as funding streams from York and North Yorkshire Combined Authority are published, noting funding business cases will still require Executive Member or Executive approval, dependent on the key decision threshold.

Cllr Douglas, Executive Leader

[The meeting started at 10.00 am and finished at 10.14 am].

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Meeting	Decision Session - Executive Leader, Policy, Strategy and Partnerships
Date	18 September 2024
Present	Councillors Kilbane
Officers in Attendance	Paul McCabe - York Green Streets Project Manager

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Councillor Kilbane Executive Member for Economy and Culture confirmed that he was substituting for the Executive Leader as Councillor Douglas was attending the Yorkshire and Humber Climate Commission.

#### **6. Declarations of Interest (9:00)**

The Executive Member was asked to declare at this point in the meeting any disclosable pecuniary interest or other registerable interest they might have in respect of business on the agenda if they had not already done so in advance on the Register of Interests. He had none to declared.

#### **7. Minutes (9:01)**

Resolved: As the Executive Member was substituting for the Executive Leader he made the decision to defer the minutes to the Executive Leaders next decision session.

#### **8. Public Participation (9:01)**

It was reported that there had been no registrations to speak at the meeting under the Council's Public Participation Scheme.

#### **9. Micro wood sites (9:02)**

The Executive Member considered the report which was seeking approval on the locations for two Mirco Woods, following the Council's successful bid for funding from the Government's Coronation Living Heritage Fund. It was confirmed that the sites were around 200 square meters and would be planted using the Miyawaki method. These Micro woods it was confirmed

would be part of the Council's aim to increase tree canopy cover to 13% by 2050.

It was noted that from the sites identified there were three separate options in Rawcliffe and the report sought permission to defer the final Rawcliffe location to the Director for City Development following local consultation. Should a site become unsuitable it was also identified that land to the south of Burnholme Sports Centre was a reserve site.

Resolved:

- i. Approved the two preferred locations for micro-wood creation within the 2024/25 tree planting season:
  - a) Land to the South-West of Village Street, Rawcliffe and Clifton Without Ward (see attached map at Annex A).  
With delegated authority granted to the Director of City Development to approve the planting block within this location following targeted resident consultation.

Reason: This site is in an area deemed to be a high priority for new tree planting according to the Woodland Trust's Tree Equity Score UK2 (TESUK). It is publicly accessible and relatively free of constraints. Three feasible locations (labelled A, B and C on the map) have been identified. Block A provides an extension to an existing woodland strip and visually frames the nearby beacon and pavilion building. All blocks are easily visible aiding self-policing. Final block selection will be informed by targeted resident/stakeholder consultation.

- b) Land to the north of The Fox Inn, Holgate Ward (see attached map at Annex B).

Reason: This site is in an area deemed to be a high priority for new tree planting according to the TESUK, is publicly accessible and free of physical constraints. The site is a former industrial brownfield site. It is highly visible from Holgate Road and the adjacent cycle and pedestrian pathways.

- ii. Approved the following site as a reserve option should either of the preferred sites above prove undeliverable:
  - a) Land to the south of Burnholme Sports Centre, Heworth Ward (see attached map at Annex C).

Reason: This site is in an area deemed to be a high priority

for new tree planting according to TESUK. It is publicly accessible and free of constraints.

Cllr Kilbane, Executive Member

[The meeting started at 9.00 am and finished at 9.09 am].

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<b>Meeting:</b>	Executive Decision Making Session : Executive Leader, Policy, Strategy and Partnerships
<b>Meeting date:</b>	20 <sup>th</sup> November 2024
<b>Report of:</b>	Chief Officer HR and Support Services
<b>Portfolio of:</b>	Executive Leader

## Decision and Progress Report: Corporate Improvement Plan

### Subject of Report

1. This report provides an update on the progress of the Corporate Improvement Plan (CIP) that has been produced following the approval of the Corporate Improvement Framework at the Leader's Executive Member Decision Making session on 17<sup>th</sup> July 2024. The Leader agreed the framework and for the Chief Operating Officer to create an action plan to be monitored which meets the recommendations made by the Peer Team in February, and also picked up other planned improvements.

### Recommendation

2. For the Leader of the Council to note the progress of the Corporate Improvement plan and ongoing work.

### Background

3. The Council's improvement plan is a key document that helps maintain focus on our journey and have in sight what we have achieved. The day-to-day ethos is to seek improvement, our key workforce values reflect this "*we work together, we improve and we make a difference*", so our journey is one of striving for continuous improvement and efficiency rather than needing to improve due to poor performance. We are proud of our achievements to date, we receive positive responses to our progress and ambition and relationships we have worked hard to establish and grow. We have a strong employer brand which attracts a quality and resilient workforce who are key to delivering our ambitions. We continue to strive to

ensure that we can work in an agile and dynamic manner whilst ensuring our residents are at the heart of what we do.

4. The Corporate Improvement Framework (***Annex 1***) was created in response to a number of workstreams and action plans as well as the Peers recommendations. The framework is the internal response to how the Council operates to meet the objectives set in the Council Plan, ensuring we have a culture of continuous improvement, and being responsive to the many local and national challenges whilst ensuring that our services and our workforce are adaptive to change.
5. The framework is based on four themes and provides the structure of the Council's ongoing continuous improvement, these are:
  - a. Strengthen strategic leadership
  - b. One City, One Council
  - c. Harness the commitment to the city to deliver ambitions
  - d. Building a strong foundation
6. Since February, extensive work has been undertaken to complete the recommendations identified by the peer review which were formulated in an action plan (***Annex 2***). The action plan gives an overview of where we are on the journey to meeting the recommendations identified, prior to the peers return visit on 9<sup>th</sup> December.
7. Welcoming the peers back in December gives the opportunity to showcase our 8-month journey against the 12 month action plan. Peers will be invited to listen and observe the progress that has been made through a series of presentations, discussions and evidence documents.
8. The Council will receive a formal update report, from the Peers second visit which the Council will agree to publish. This is likely to be received in the New Year

### ***Action Plan Progress and Recommendations Review***

9. The action plan included wider actions drawn from other plans already in track, these were added as they complimented the peer recommendations. For example, some of the leadership and workforce actions and the proposed work with the Combined Authority were already underway or planned, and as these met the



peer recommendations, they were included in the corporate improvement action plan.

10. The improvement plan will continue to be a live document which will evolve, so although, there is an initial timescale of 12 months, many projects have a longer and ongoing impact. Actions will continue to be monitored by the Chief Operating Officer as part of the Corporate Improvement Board agenda, alongside other key projects.
11. As can be seen from **Annex 2** the majority of the action plan is either completed, underway or is part of a continuous journey that will evolve. Each action is set within the themes of the Corporate Improvement Framework (*as described in paragraphs 4 and 5*) and some actions cross over and compliment more than one recommendation.
12. The following is a high-level summary of the action taken to meet the recommendations to date which can be read in addition to the action plan at *Annex 2*.
13. *Recommendations 1 to 5* look at leadership priorities, strengthening culture for our future delivery and meeting the ambitions of the Council Plan. A key part of this delivery is seizing opportunities available across York whether this is with partners, local employers and business or our community groups.
14. Our workforce is at the heart of these five recommendations and work has been undertaken to restructure the corporate management team and governance arrangements. A leadership framework has been developed and communicated alongside an ongoing 'Let's Talk Leadership' engagement dialogue which highlights and reinforces that leadership is at all levels of the organisation. Accountability and responsibilities have also been reinforced and refocused with a reminder to managers and employees of the expected values and behaviours. A new buddying system and shadowing opportunities have been launched including the promotion of opportunities from the Working as One City strategic projects, where staff will be invited to get involved and learn new skills and experience through secondment opportunities. The launch of a trauma informed council narrative has also started, some training has been delivered and more is to follow. Leadership

and management development training has also been renewed and will be launched in the new year.

15. *Recommendation 6* looks at performance which is at the heart of 'how' we do our work, performance scores and key performance indicators have been reviewed, simplified and linked to service plans where appropriate. Standard agendas for departmental management teams and consultative meetings with trade unions includes performance and workforce data, and where appropriate service data too. A Core Services Performance Board has been introduced to support and focus on frontline services performance.
16. Performance is also discussed at CMT meeting on a monthly basis, with additional dedicated performance discussed for adults and children's services as the two largest directorates in terms of financial funding and statutory front line services. Members equally have oversight of performance at Audit and Governance and Scrutiny.
17. A key part of performance monitoring is recognition of the hard work of our workforce, there continues to be a high energy of praise to teams which is welcomed.
18. *Recommendation 7* looks at internal engagement with staff including celebrating success. Engagement has taken place with all levels of the workforce from the cohort of senior managers (Leading Together) to front-line staff working hard to ensure our community needs are met and internal processes are understood.
19. We have significantly strengthened internal communications and engagement and used different communication platforms to inspire our workforce in ways that appeal to them - in addition to the traditional email and intranet. We have introduced What Key Three Messages – sharing three messages every six weeks to give time to be cascaded through team meetings and reinforcing the messages across all internal channels. A new staff suggestion hub has also been launched and been a valuable tool of engagement on a 'you said, we did basis'.
20. *Recommendations 8 to 10* are finance focused. Reports and staff communications have ensured that the scale of the financial challenge is succinct and accurate with a clear plan of how and what savings are proposed. Communication is promoted in a

positive manner, includes updates following effective control measures and the reasons for any proposals which are a key part of the narrative to both the workforce and residents. Proposals and cost saving ideas have been invited and welcomed from the workforce, residents, trade unions and partners. A temporary head of transformation has been advertised, this post will direct and lead on the council's transformation change programme reporting to the Director of Finance. Regular reports will be submitted to the Corporate Improvement Board, Corporate Management Team and Executive Members.

21. *Recommendation 11* focuses on member development. The Members Induction Programme and the Members Training programme has been under regular review since the elections in 2023, with verbal updates presented to the Joint Standards Committee (JSC), and meetings between Democratic Services and Internal Audit officers. As a result, the training programme is being updated, and will include training in respect of scrutiny (following the conclusion of the review of Scrutiny Review by the LGA's Centre for Governance and Scrutiny), with bespoke training being provided to members as and when required. A small project group has been established within the Democratic Services team, to review the training and development opportunities currently on offer to elected members. The group will explore different options for delivering training and will commence planning for both an induction programme and a schedule of ongoing training. The Constitutional review is underway, and a report was presented to Council in November to revise the Council Procedure Rules, and a streamlined process for constitutional review is being implemented to ensure swifter progress is made in revising key elements of the constitution.
22. *Recommendation 12 to 14* covers developing a clear strategy and building relationships with city partners to harness capacity to help the city improve and achieve its ambitions. This includes growing developing and working with the Combined Authority.
23. Partner workshops have been held seeking feedback on the LGA peer challenge recommendations. Considering how the council and partners can work better together. This has resulted in a partnership approach and a new Place making partnership board. One of the first remits is to formulate the city wide response to

refreshing the local plan following the introduction of the revised National Planning Policy Framework.

24. Corporate Management Team Members will now join the City Partners meetings with Executive Members. This will ensure we are positioned and proactively able to take advantage of as many opportunities as possible, whether this is leading, influencing, co-designing or being a champion for key stakeholders, local business, community groups and our residents.
25. The Combined Authority was established in February 2024, in fact it was only two weeks old when the peer team was on site. There has already been significant ground work and relationships built with the new Mayor and Deputy Mayor to ensure that York's interests are best represented to the Mayor, unlocking ambition set out in the Council Plan.
26. In July 2024, the Leader approved a "pipeline of proposals" – developed by the Council's policy network, as an example of 'One Council'. The pipeline was informed by every scrutiny committee for genuine cross-party, one-council approach – with the pipeline showing the council plan actions it responds to.
27. The Mayor has funded c£18m of York proposals – aligned to the council plan, and 10 year strategies, including net zero funding, including feasibility study for an energy park, Brownfield sites to accelerate affordable housing, EV charging, Co City centre spatial plan and regeneration, movement and place plan and cultural passports for young people.
28. *Recommendation 15* is the implementation of an Action Plan to address the recommendations which is presented at Annex 2, this will continue to evolve. The pace of delivery of the actions since publication of the Plan in May is testament to York as both a place, with a resilient and '*fantastic*' workforce, the Council's strong new senior team, the hard work of our partners and community groups and the ongoing commitment to maintain an ambitious but carefully planned agenda for York to be a good place to live and work and meet the objectives outlined in the Council Plan.
29. Our commitment to transparency and openness and to take action continues. and it is pleasing to report that actions identified within the action plan are either completed or significantly underway and

there is already a plan to continue with the themes of the improvement plan for future projects. It is also pleasing to report that partners and our workforce are supportive of our commitment and continue to want to grow and develop York.

### **Consultation Analysis**

30. The Corporate Improvement Framework was developed in consultation with the Corporate Leadership Group and the Executive. It was also shared with partners, residents and officers. The outcome of the consultation on the framework helped shape the action plan presented.
31. The action plan has been reviewed and monitored on an ongoing basis by the Chief Operating Officer as part of a standard agenda item on the Corporate Improvement Board; a new governance group established as part of the recommendations of the peers relating to strengthening governance.

### **Organisational Impact and Implications**

32. **Financial:** costs associated with the implementation of any aspects of the Corporate Improvement Action Plan will be considered on an ongoing basis and be mindful of the current financial challenges.
33. **Human Resources (HR):** Many aspects of the Corporate Improvement Action Plan links with the Workforce Strategy and the HR Service plan. These documents are key to developing and ensuring that the Council has a workforce fit to deliver all its priorities.
34. **Legal:** The Director of Governance and legal team will provide any legal challenges associated with the individual actions associated with the action plan
35. **Procurement:** The head of procurement and team will provide any procurement support associated with any action in the plan.
36. **Health and Wellbeing:** The Director of Public Health and team will be contacted where there are any actions that require public health intervention and consideration.
37. **Environment and Climate action:** There are no known environment and climate implications.

- 38. **Affordability:** The Director of Finance will be contacted where there are any actions that required intervention and consideration.
- 39. **Equalities and Human Rights:** any aspects of the action plan that requires equality impact assessments will be considered on an individual basis as part of the project planning process.
- 40. **Data Protection and Privacy,** any aspects of the action plan that require a DPIA will be considered on an individual basis as part of the project planning process.
- 41. **Communications:** The Head of Communications and their team will be contacted where there are any actions that require communications to the workforce.
- 42. **Economy:** There are no known economy risks.

### Risks and Mitigations

- 43. There are no known risk implications associated with the recommendations in this report, work will continue to develop good partner and stakeholder relations and ensure that the workforce remain supported to be able to deliver the required services to our residents. It is important that all services are delivered in an effective and efficient manner and our officers have the ability to grow, be creative, take responsibility, be accountable and be proud to work for the Council.

### Wards Impacted

- 44. All Wards are impacted.

### Contact details

- 45. For further information please contact the authors of this report.

### Author

<b>Name:</b>	Helen Whiting
<b>Job Title:</b>	Chief Officer HR and Support services
<b>Service Area:</b>	Human Resources
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<b>Report approved:</b>	Yes
<b>Date:</b>	

## Annexes

Annex 1 - Corporate Improvement Framework

Annex 2 – Corporate Improvement Plan

## Background papers

Executive approves Corporate Improvement Framework Agenda for Executive on Thursday, 9 May 2024, 5.30 pm (york.gov.uk) item 129 Corporate Improvement

<https://democracy.york.gov.uk/documents/s176279/Local%20Government%20Association%20Peer%20Challenge.pdf>

LGA City of York Corporate Peer Challenge Report 2024

<https://democracy.york.gov.uk/documents/s176280/Annex%20A%20>

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Corporate Services, Climate Change and Scrutiny Management Committee Agenda for Corporate Services, Climate Change and Scrutiny Management Committee on Monday, 8 July 2024, 5.30 pm (york.gov.uk) item 9

[https://democracy.york.gov.uk/documents/s177327/CSCM%20Scrutiny%20%20CIP\\_v01.pdf](https://democracy.york.gov.uk/documents/s177327/CSCM%20Scrutiny%20%20CIP_v01.pdf)

<https://democracy.york.gov.uk/documents/s177328/Annex%20A%20Corporate%20Improvement%20Action%20Plan%20DRAFT.pdf>

Executive Decision-Making Session – 17<sup>th</sup> July 2024 approval of Corporate Improvement Framework

<https://democracy.york.gov.uk/documents/s177424/Corporate%20Improvement%20Action%20Plan%20Report.pdf>

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## City of York Council – Corporate Improvement Framework draft for consultation

The Corporate Improvement Framework is based on four themes to provide structure and guide our journey of continuous improvement. It enables the council to embed the four core commitments of Equalities, Affordability, Climate and Health (EACH), and responds to the Council Plan 2023-2027, *One City for all*, strategic theme “how the council operates”. It was informed by the evidence and recommendations in the LGA Peer Challenge February 2024, and will be updated with feedback from additional sources such as staff surveys or co-designing detailed action plans with Executive, officers, and partners. It provides a workplan for an initial 12 months of action and is the foundation of continuous improvement that will evolve as we learn more about how we can become a more effective and efficient organisation, that residents and officers are proud of. It is subject to consultation to inform detailed action planning (R15).

A 12-month update will be provided to Executive in response to the LGA Peer Challenge process.

1. **Strengthen strategic leadership:** Articulate a clear vision to inspire action in everything we do;
2. **One City, one council:** Build a culture that unites the council, officers, members and partners together, as one team;
3. **Harness the commitment to the city to deliver ambitions:** Deliver our shared priorities;
4. **Build a strong foundation:** Strengthen governance, accountability and financial management and a skilled, resilient workforce.

Strengthen strategic leadership	One City, one council	Harness the commitment to the city	Build a strong foundation
<p>Refresh the <b>Corporate Management Team (CMT)</b> restructure, repositioning as the strategic heart of the organisation – with greater collective visibility, establishing early opportunities to present a united team, share ownership of challenges, co-design a unifying vision and accelerating a strategic focus on priorities.</p> <p>R1, R2, R4, R5, R13</p>	<p>Co-design the <b>Cultural Improvement Plan</b> with Leading Together and Executive, to define shared leadership values based on kindness, respect and professional generosity, learning from partners and directorate successes to define and set agreed ways of working for the Corporate Leadership Group, Leading Together (Grade 12 and above cohort) and Managers to drive cultural change.</p> <p>R3, R4, R13</p>	<p>Develop and implement a <b>communications strategy</b> and plan, defining and embedding a clear corporate narrative, sharing strategic intent and facilitating opportunities to inspire action, regularly sharing progress against priorities - internally and externally.</p> <p>R1, R7</p>	<p>Review progress against the Council Plan, confirming <b>priorities</b> with the administration and agreeing a <b>roadmap</b> to hold the organisation to account for action, understanding delivery options for each action (eg, council, or in partnership with city partner, Mayoral, Integrated Care Board, etc).</p> <p>R2, R5, R14</p>
<p>Co-design a <b>leadership framework</b>, setting out leadership behaviours, delegated areas of responsibility and accountability, and values for all senior officers, putting in place a leadership development programme across the organisation to develop leadership, build shared trust and understanding, working with Executive Members, and delegated leadership throughout the organisation.</p> <p>R1, R4, R5</p>	<p>Co-design with Leading Together (the Grade 12 or above senior manager cohort) a <b>partnerships plan</b>, defining expectations, strengthening relationships as one council, agreeing ways of working, aligning to key priorities, and learning from good practice across the council, with regular updates discussed with Executive, Corporate Management Team and Corporate Leadership Group.</p> <p>R12, R13, R14</p>	<p>Establish and facilitate a <b>city leaders’ annual ‘events’ programme</b> comprised of thematic discussions aimed at bringing Executive members and the new Corporate Management Team together with city leaders to resolve strategic issues, including championing York’s interests regionally and nationally.</p> <p>R12, R13, R14</p>	<p>Review <b>Personal performance development and performance management</b>, ensuring alignment to EACH, establishing SMART objectives for employees that are recognisable, embedded in service plans and day to day delivery of services that align to priorities, strengthening recognition and celebration of success.</p> <p>R2, R4, R5</p>
<p>Redesign the <b>roles, relationships and responsibilities</b> within senior management internal governance arrangements, reviewing terms of reference and facilitating more opportunities to co-design options to resolve strategic issues, challenging and championing progress against priorities, with a shared</p>	<p>Build <b>capacity and capability</b> to establish an environment that strengthens leadership and strategic intent through a <b>Corporate Improvement and Resilience Plan</b> which brings together:</p> <ul style="list-style-type: none"> <li>• MTFS savings</li> <li>• council plan priorities roadmap</li> <li>• all transformation projects</li> <li>• internal governance</li> </ul>	<p>Build on the range of ways that employees can make suggestions for improvement including exploring an <b>e-“ideas” hub</b> for all staff with a refreshed approach to share officer expertise and harness innovative and creative ideas for consideration as part of the transformation programme.</p>	<p>Review <b>internal governance structures</b> to embed clear accountability and responsibility, establishing appropriate governance arrangements to deliver the council plan priorities, savings plans and transformation programme.</p>

<p>approach to organisation design for the 2<sup>nd</sup> phase of the senior manager's review.</p> <p>R4, R5</p>	<ul style="list-style-type: none"> <li>• delivery of this action plan</li> </ul> <p>R10</p>	<p>R10</p>	<p>R2, R10, R11</p>
<p>Develop and embed an engagement plan to build greater understanding about the <b>mid-term financial strategy</b>, regularly sharing information about collective responsibility to overcome financial pressures, with an accountability framework across managers, and local schemes of delegation.</p> <p>R8, R9</p>	<p>Develop and deliver an <b>induction programme</b> for the new mayor of the combined authority, representing York's interests, in a visible show of unity.</p> <p>R13, R14</p>	<p>Strengthen the role of <b>Leading Together</b>, harnessing their expertise and commitment to the city to drive cultural change, change, financial and performance management, member/officer relationships, internal communications and engagement to inspire their teams to deliver the priorities.</p> <p>R2, R3, R7, R8, R9</p>	<p>Review <b>Scrutiny and oversight</b>, growing the <b>member induction programme</b> into a member development programme, to include opportunities to build increased understanding of roles and responsibilities for both officers and members.</p> <p>R10, R11</p>

## Corporate Improvement Action Plan

**Council Plan action:** How the council operates (actions: 1, 2, 3, 5, 6, 8)

### Background

This action plan lists the detailed actions that responds to the [Corporate Improvement Framework](#), feedback from staff surveys, together with engagement with officers.

Actions are council-wide and will be developed and delivered in close collaboration with the Corporate Management Team and all directorates. The four themes in the Corporate Improvement Framework provide structure for this action plan.

The action plan has been developed in consultation with partners, residents, officers and [Scrutiny](#) – through both a series of workshops and a consultation which took place throughout May and June. It will continue to be added to throughout the next three years as the council listens and responds to residents, officers and partners.

### Objectives

1. **Strengthen strategic leadership:** By September 2024, we will have embedded clear expectations for our senior managers to work as one council delivering a shared vision throughout the organisation;
2. **One City, one council:** By September 2024, we will have co-designed both an internal and external approach to what it means to work together in partnership, uniting the council, officers, members and partners together, as one team;
3. **Harness the commitment to the city to deliver ambitions:** Develop and implement a communication strategy, establishing different activities to strengthen partnerships and engage the workforce, with a plan prepared by September 2024;
4. **Build a strong foundation:** By December 2024, we will have embedded council plan priorities and the performance framework throughout the organisation, reviewing how we support personal development plans and service plans, with a refreshed internal governance structure



## Governance

The Corporate Improvement Framework sets the structure for this action plan. The Framework was approved at Executive in May 2024. [Agenda for Executive on Thursday, 9 May 2024, 5.30 pm \(york.gov.uk\)](#) item 129

This action plan is monitored at quarterly Corporate Improvement Board, chaired by the Chief Operating Officer. The Corporate Improvement Board reports issues by exception to the Corporate Management Team.

The Corporate Improvement Board monitors and steers the council’s continuous corporate improvement journey, with reports covering this Corporate Improvement Action Plan, the Working as One City programme, budget savings plans and progress against the Council Plan.

The Corporate Improvement Action Plan has been developed in response to the Council Plan priority “how we operate” and the significant financial pressures the council is experiencing. It was informed by the Local Government Association (LGA) Peer Challenge which took place in February 2024 together with staff surveys and feedback from partners. As part of that process, LGA will assess progress against this action plan in December 2024. Actions have been described in such a way that allows for progress to be clearly recorded and evidenced.

Progress against this action plan will report publicly at the Leader’s Decision Making Session in November 2024 and May 2025.

This Action plan will continually be refreshed as part of our journey of continuous improvement, dates and interdependencies may change as a result.

### Action Plan key

Key	Complete	Underway	At risk	Not started
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## Action Plan

**Objective 1 Strengthen strategic leadership:** By September 2024, we will have embedded clear expectations for our senior managers to work as one council delivering a shared vision throughout the organisation;

Action	Detail	Accountable officer	Narrative and Evidence Matrix (where appropriate)	Deadline
1. Refresh the Corporate management team	1. Create a working environment for senior leaders to work together with ease and enable officers and the workforce to have access to senior teams. <b>Recommendations R1, R2, R3, R4, R5, R7</b>	Chief Officer HR	New Corporate Management Team area for visibility and ease for individuals and teams to work with and locate senior team.	March 2024
	2. Build on the senior management restructure to reflect the new structure and support officers understand their directorate and how they contribute to the organisation's vision. <b>Recommendations R1, R5, R7, R12, R13, R14</b>	COO	Work has been undertaken to communicate the new structures, all senior posts are now filled, and team are working well together.	November 2024
	3. Ensure opportunity for senior management policy and strategy discussions continue to reinforce the organisation's vision and ambition. <b>Recommendations R1, R5, R7, R12, R13, R14</b>	AD Policy & Strategy	Dedicated Policy and Strategy meetings with senior officers in place and governance structure created.	June 2024



2. Co-design a Leadership framework	<p>1. Co-design with senior managers of the council expected leadership behaviours, values and actions. Leadership to be embedded across all levels of the organisation including building relationships with communities.</p> <p><b>Recommendations</b> <b>R1, R2, R3, R4, R5, R7</b></p>	Chief Officer HR	Let's Talk Leadership engagement ongoing. Roll out of expected behaviours, accountability and responsibility and the York Deal – what officers receive in return for their employment and hardwork.	October 2024 and ongoing
	<p>2. Establish senior manager buddying system and shadowing opportunities for support and challenge to help build confidence, capabilities and share good practice.</p> <p><b>Recommendations</b> <b>R1, R3</b></p>	Chief Officer HR	Buddying system promoted to all staff not just senior managers, felt this was an important offer, in addition to the existing buddying arrangements in place for new starters. Guidance promoted in October 2024, evaluation will take place in 6 months.	October 2024
3. Redesign the roles, relationships and responsibilities	<p>1. Following approval of the new Corporate Management Team, develop the framework for the review of roles which directly report into the Corporate Management Team, including job naming conventions (known as the CLG review 2).</p> <p><b>Recommendations</b> <b>R1, R2, R4, R5</b></p>	Chief Officer HR	Ongoing work, engagement with Leading Together cohort ongoing, further work to continue re defining Senior Manager grades	Completed by May 2025

	<p>2. Develop a Managing Customer Relations Policy to help ensure both residents and officers understand their own roles and responsibilities.</p> <p><b>Recommendations</b> <b>R3, R5, R7</b></p>	<p>Director of Housing and Communities</p>	<p>Currently with Talk About panel as part of consultation agreed with Scrutiny.</p>	<p>November 2024</p>
	<p>3. Start the journey to become a trauma-informed council, training to ensure all officers understand their own role in supporting residents and each other during different transactions, including sharing videos and interactive learning for key roles.</p> <p><b>Recommendations</b> <b>R4</b></p>	<p>Chief Officer HR</p>	<p>Work has progressed with a learning platform for officers, face to face training for other officers, this will roll out wider across the council too. Staff who are also facing trauma (personally) have access to resources from EAP (from March 2024).</p>	<p>April 2025 and ongoing</p>
	<p>4. Introduce an annual process with senior managers to share and support each other's Service Plan development with opportunity to contribute to each other's delivery of ambitions.</p> <p><b>Recommendations</b> <b>R1, R2, R3, R4, R5, R6, R7</b></p>	<p>COO Director of Finance AD Policy &amp; Strategy</p>	<p>Revised service plan template and guidance for CMT members to complete. Agreed that service plans will be updated twice per year and aligned to the Council Plan. Interdependencies and links to strategic reviews also highlighted.</p>	<p>November 2024</p>



	<p>1. Share the revised Medium Term Financial Strategy (MTFS) with residents, members, partners and officers, being clear on the savings target for the next three years.</p> <p><b>Recommendations</b> <b>R6, R8, R9, R10</b></p>	<p>Director of Finance Head of Comms AD Policy &amp; Strategy</p>	<p>Budget Consultation started in November following with Executive on key proposals. Staff also part of the journey and kept informed.</p>	<p>Nov 2024</p>
	<p>2. Provide great opportunity for senior managers to understand and engage in setting their annual budgets, through the budget setting process and ongoing.</p> <p><b>Recommendations</b> <b>R8, R9</b></p>	<p>Director of Finance</p>	<p>Engagement continues with staff via All staff briefings, Leading Together, Key Three documents and weekly briefing</p>	<p>June 2024 ongoing</p>
	<p>3. Design short financial literacy courses for Senior Managers to learn how to manage the financial management system, setting out the key dates for each year.</p> <p><b>Recommendations</b> <b>R8, R9</b></p>	<p>Director of Finance</p>	<p>Courses are currently being designed.</p>	<p>Oct 2024 and ongoing</p>





**Objective 2 One City, one council:** By September 2024, we will have co-designed both an internal and external approach to what it means to work together in partnership uniting the council, officers, members and partners together, as one team

Action	Detail	Accountable officer	Evidence Matrix and narrative	Deadline
1. Co-design a culture Improvement Plan	1. Celebrate success with operational and delivery teams highlighted for personal thanks from the Leader and Chief Operating Officer (COO) following achievements. <b>Recommendations R1, R3, R4, R5, R6, R7</b>	COO	COO and Leader visited teams and is in progress.	In progress
	2. Refresh internal governance arrangements, bringing greater visibility to how decisions are made and providing greater oversight to how the council operates internally. <b>Recommendations R2, R3, R4, R5, R6</b>	COO	Created and communicated	June 2024
	3. Following CLG review 2, co-design with senior managers cohort ways of working, confirming what good looks like when considering the six themes presented to Audit and Governance: <ul style="list-style-type: none"> <li>• Build stronger relationships by understanding expectations</li> <li>• Define the culture you want to see</li> <li>• Communicate the change</li> </ul>	Chief Officer HR AD Policy & Strategy	Progress ongoing but Phase 2 will be concluded by December	March 2025



	<ul style="list-style-type: none"> <li>• Lead by example</li> <li>• Embed training and support</li> <li>• Align systems and processes</li> </ul> <p>Monitoring Officer report: <a href="#">Agenda for Audit and Governance Committee on Wednesday, 19 July 2023, 5.30 pm (york.gov.uk)</a> item 9</p> <p><b>Recommendations</b> <b>R1, R2, R3, R4, R5, R6</b></p>			
<p>2. Co-design a partnerships plan</p>	<p>1. Following partner workshops and recent city leader’s events, develop a partnership plan that takes a one council approach to developing partnerships for approval at an Executive Decision Session (following further discussion with partners).</p> <p><b>Recommendations</b> <b>R12, R13</b></p>	<p>AD Policy &amp; Strategy</p>	<p>EDMS Sept 2024 Annual schedule being arranged, proposal to establish a strategic place making board prepared for COO/Leader approval.</p>	<p>In progress</p>
	<p>2. Provide greater visibility of partnership working, with communications during or after events to show city partners coming together to discuss strategic issues, at both local and regional level.</p> <p><b>Recommendations</b> <b>R1, R12, R13</b></p>	<p>Head of Comms</p>		<p>Ongoing</p>



	<p>3. Co-design with partners the top 5 things to focus on to harness energy and commitment to the city, working with partners on plans to deliver change, including increasing public affairs activities.</p> <p><b>Recommendations</b> <b>R1, R12, R13</b></p>	COO AD Policy & Strategy		October 2024
3. Build capacity and capability to transform council services	<p>1. Establish the Corporate Improvement Board chaired by the Chief Operating Officer to monitor and steer corporate transformation, including the Working as One City programme, budget savings and delivery of the Council Plan.</p> <p><b>Recommendations</b> <b>R1, R4, R5, R6, R7, R8, R9, R10</b></p>	Director of Finance	Ongoing, board created and active	June 2024
	<p>2. Explore the best way to develop change and project capabilities to lead transformation, working closely with directorates, taking a one council approach to deliver end benefits such as improved customer experience and a more efficient council.</p> <p><b>Recommendations</b> <b>R1, R4, R5, R6, R7, R8, R9, R10</b></p>	Director of Finance	Strategic reviews defined and business cases establishing this is now ongoing	August 2024 and ongoing
	<p>3. Develop a series of Strategic Reviews that will take a council wide approach (for example, improve customer experience, embed safe and effective social care</p>	AD Policy and Strategy	Strategic reviews defined and business	Executive Sept 2024  Ongoing



	<p>practice, and launch integrated neighbourhood teams) that together form the Working as One City Programme, providing Executive oversight in September 2024 as part of the MTFs budget setting process.</p> <p><b>Recommendations</b> <b>R1, R4, R5, R6, R7, R8, R9, R10</b></p>		<p>cases establishing this is now ongoing</p>	
	<p>4. Identify action plans related to corporate improvement to bring to the Corporate Improvement Board for oversight and steer – including equalities action plan, budget savings plans, etc.</p> <p><b>Recommendations</b> <b>R1, R4, R5, R6, R7, R8, R9, R10</b></p>	<p>AD Policy and Strategy</p>	<p>Ongoing, board created and active</p>	<p>June 2024</p>
<p>4. Deliver an Induction programme for the newly elected Mayor to best represent York’s interests</p>	<p>1. Introduce the newly elected Mayor to key York leaders, including Executive, Corporate Management Team, city leaders and key officers, facilitating tours of key sites, eg. York Central</p> <p><b>Recommendations</b> <b>R1, R12, R13</b></p>	<p>AD Policy and Strategy</p>	<p>City Leaders event in May and ongoing work with the combined authority, the Mayor and Deputy Mayor</p>	<p>May 2024</p>
	<p>2. Present the Mayor with the York pipeline of proposals, for mayoral consideration, following cross-party scrutiny</p> <p><b>Recommendations</b> <b>R1, R12, R13</b></p>	<p>AD Policy and Strategy</p>	<p>MCA pipeline approved in July and MCA business cases being</p>	<p>July 2024</p>



			coordinated. Work required to activated cases for Local Growth Plan.	
	<p>3. Centrally coordinate Combined Authority business cases that have regional impact for council plan action to maintain oversight of projects progressing with Mayoral support, working with York’s policy network to prepare business cases ready for further discussion.</p> <p><b>Recommendations</b> <b>R12, R13</b></p>	AD Policy and Strategy	MCA pipeline approved in July and MCA business cases being coordinated. Work required to activated cases for Local Growth Plan	July 2024 Ongoing
	<p>4. Work with the Combined Authority to establish working groups between officers in York, North Yorkshire and the Combined Authority to explore opportunities in key themes!</p> <p><b>Recommendations</b> <b>R12, R13</b></p>	AD Policy and Strategy	MCA pipeline approved in July and MCA business cases being coordinated. Work required to activated cases for Local Growth Plan	June 2024 ongoing



**Objective 3 Harness the commitment to the city to deliver ambitions:** Develop and implement a communication strategy, establishing different activities to strengthen partnerships and engage the workforce, with a plan prepared by September 2024;

Action	Detail	Accountable officer	Narrative and Evidence Matrix (where appropriate)	Deadline
1. Develop and implement the Communications Strategy	1. Define a clear corporate narrative through the Working as One City Programme <b>Recommendations R4, R5, R6, R7, R8, R10</b>	Head of Comms Director of Finance	Work started, business cases commenced, working groups convened and communication with staff commenced	November 2024
	2. Develop a new Communications Strategy that aligns to the Council Plan and Working as One City programme, setting out a clear corporate narrative and refreshing channels. <b>Recommendations R4, R5, R6, R7, R8, R10</b>	Head of Comms	Work started, business cases commenced, working groups convened and communication with staff commenced	Dec 2024
	3. Develop an internal engagement plan that shows how different internal meetings and communications are integrated, with key strategic issues discussed and providing opportunity for	Head of Comms	Internal comms completed and now ongoing	June 2024



	<p>staff to get involved and meet the Corporate Management Team (CMT).</p> <p><b>Recommendations</b> <b>R2, R3, R4, R5, R6, R7</b></p>			
	<p>4. Launch senior management weekly blogs to introduce senior management to officers and share their ambition for the organisation, celebrating success and sharing resident's experiences.</p> <p><b>Recommendations</b> <b>R2, R3, R4, R5, R6, R7</b></p>	Head of Comms	CMT blog schedule confirmed and rota established	Sept 2024
	<p>5. Share the clear narrative throughout all internal communications with three key messages from CMT every month.</p> <p><b>Recommendations</b> <b>R2, R3, R4, R5, R6, R7</b></p>	Head of comms	Agreed and established	July 2024
	<p>6. Refresh how we share information to better equip officers with the information they need and consider all workforce including those without access to council-provided ICT.</p> <p><b>Recommendations</b> <b>R2, R3, R4, R5, R6, R7</b></p>	AD Policy & Strategy Head of Comms	Ongoing, implemented new email platform, key three and ongoing all staff meetings	April 2025
2. Establish and facilitate the City leaders annual	<p>1. Establish a partner plan to provide greater opportunity to build relationships.</p> <p><b>Recommendations R1, R11, R12</b></p>	AD Policy & Strategy		September 2024



events programme	2. Share with partners the annual partner event plan in advance, with invitations. <b>Recommendations</b> <b>R1, R11, R12</b>	AD Policy & Strategy	Programme of events has been produced.	October 2024
	3. Establish a City Developments Group that oversees and steers regeneration projects informed by partner task and finish / working groups and with opportunity for Scrutiny review. <b>Recommendations</b> <b>R1, R10, R11</b>	Director of City Development	City Development Board established, forward look agreed, meeting schedule underway.	October 2024
	4. Through the City Developments Group, reignite the York Narrative to embed the city values in built infrastructure and design. <b>Recommendations</b> <b>R1, R10, R11</b>	Director of City Development	Ongoing, embedded into York Central developer's proposition, Acomb Front Street Masterplan underway, Castle Gateway Master Plan due at Executive, Inward Investment Plan being developed.	January 2025
3. Explore and launch an e-ideas hub	1. Launch the staff ideas hub to encourage staff to take part in corporate consultations, including the	Head of Comms	In place and attracting responses,	June 2024





	<p>budget consultation and workforce improvements.</p> <p><b>Recommendations</b> <b>R2, R3, R4, R5, R6, R7</b></p>		<p>responses shared via a 'you said we did' basis</p>	
	<p>2. Every month, share 'you said, we did' information based on staff ideas.</p> <p><b>Recommendations</b> <b>R2, R3, R4, R5, R6, R7</b></p>	Head of Comms	<p>Responses provided in periodic weekly COO emails</p>	July 2024
4. Strengthen the role of Leading Together role	<p>1. Develop an induction and training guide for Senior Managers, including scheme of delegation, financial management, performance and managing high performing teams</p> <p><b>Recommendations</b> <b>R2, R3, R4, R5, R6, R7</b></p>	Chief Officer HR	<p>Induction document produced and in circulation</p>	Dec 2024
	<p>2. Share the forward look and decisions made through internal governance arrangements every month with Senior Managers to keep them informed about how the council operates, and their role in delivering ambitions.</p> <p><b>Recommendations</b> <b>R2, R3, R4, R5, R6, R7</b></p>	COO	<p>Completed and sent on a monthly basis</p>	Sept 2024
	<p>3. Explore options for a management development programme for all Senior Managers to help embed expected ways of working and sharing learning.</p>	Chief Officer HR	<p>Programme to launch in new year, promoted to</p>	Dec 2024 Started October



	<p><b>Recommendations</b> <b>R2, R3, R4, R5, R6, R7</b></p>		managers in October	
	<p>4. As part of the Working as One City programme, develop small task and finish group for Heads of Service to work together on cross-council issues, eg. how to make it easier for Head of Service to manage their service through greater oversight of HR and Finance data.</p> <p><b>Recommendations</b> <b>R2, R3, R4, R5, R6, R7</b></p>	AD Policy & Strategy Head of BI	These have started and lead by CMT members	Ongoing
	<p>5. Reset the regular senior officer meetings to provide space to explore organisational strategic issues together, publishing the schedule well in advance</p> <p><b>Recommendations</b> <b>R2, R3, R4, R5, R6, R7</b></p>	Chief Officer HR	Established and ongoing	June 2024



**Objective 4 Build a strong foundation:** By December 2024, we will have embedded council plan priorities and the performance framework throughout the organisation, reviewing how we support personal development plans and service plans, with a refreshed internal governance structure

Action	Detail	Accountable officer	Narrative and Evidence Matrix (where appropriate)	Deadline
1. Confirm the Council plan priorities	1. Publish a six-month snapshot of progress on the website and to city partners, with a report to Executive and internal comms <b>Recommendations R1, R2, R4, R5, R11, R12</b>	AD Policy and Strategy		In place ongoing
	2. Confirm priority council plan actions with Executive, recommending different delivery models when the council is not funded to support <b>Recommendations R1, R2, R3, R4, R5,</b>	COO/CMT		January 2025
	3. Work closely with CMT, senior managers and Executive, develop a roadmap of council plan action, showing which service is accountable for delivering which action (informed by Service Plans) <b>Recommendations R4, R5, R6, R7</b>	AD Policy and Strategy		January 2025
	1. Establish a Core Service Performance Board, chaired by the Chief Operating Officer, to provide	COO		July 2024

2. Review performance management	oversight and monitor performance, scrutinising poor performing services and exploring how to support improvements <b>Recommendations</b> <b>R6</b>			
	2. Scrutinise Service Plans bi-annually in the Core Service Performance Board, taking a 'one council' approach to consider how ambitions are effectively and efficiently delivered and customer experience improved. <b>Recommendations</b> <b>R6</b>	COO		October 2024
	3. Identify the 4-5 key performance indicators for each Senior Manager to be responsible for delivering through their teams <b>Recommendations</b> <b>R6</b>	CMT	Part of service planning	December 2024
	4. Reinforcing the link of service plans and performance management to ensure <u>all</u> officers are aware of how they contribute to ambition, setting SMART objectives based on Service Plans and EACH (Equalities, Affordability, Climate and Health) and holding regular performance discussions with staff, which may be followed up in a further review for the 2025/26 reporting year. Reinforcing the importance of regular 121 discussions for all staff to ensure the	Chief Officer HR	Initial review of PDR process completed. Further review planned in February 2025 Higher completion rate in 2024, than 2023 already	January / February 2025



	<p>understanding of expectation, performance and opportunity to celebrate.</p> <p><b>Recommendation R6</b></p>			
3. Review Internal governance structures	<p>1. Establish how internal governance arrangements create clear lines of accountability for CMT, introducing new arrangements for any gaps in corporate oversight and leadership.</p> <p><b>Recommendations R4, R5, R6</b></p>	AD Policy & Strategy	Complete, launched and ongoing	April 2024
	<p>2. Establish a Corporate Governance Board, chaired by the Director of Governance and Director of Finance, to review decision reports and governance arrangements, escalating issues to Corporate Management Team and prior to publication.</p> <p><b>Recommendation R7,</b></p>	COO	Complete, launched and ongoing.	June 2024
	<p>3. Establish new internal governance arrangements to provide structures to support strategic and priorities and organisational management discussions.</p> <p><b>Recommendation R4, R5, R7</b></p>	COO	Complete, launched and ongoing	June 2024
	<p>4. Launch new internal governance arrangements making it easier for Senior Managers to know</p>	COO	Complete and ongoing	June 2024



	<p>who to engage with and when, publishing terms of reference and forward plans for each meeting</p> <p><b>Recommendations R2, R3, R4</b></p>			
4. Review Scrutiny oversight and member induction programme	<p>1. Continue the development of the ongoing member induction programme informed by member feedback.</p> <p><b>Recommendation R11</b></p>	Head of Democratic Services		Ongoing
	<p>2. Update the Member's Portal to signpost access to information and member support.</p> <p><b>Recommendation R11</b></p>	Head of Democratic Services		December 2024
	<p>3. Work with Chairs of Scrutiny to agree a process for reviewing scrutiny practices and identifying annual workplans</p> <p><b>Recommendation R11</b></p>	Head of Democratic Services		December 2024
	<p>4. Review scrutiny officer's role considering how they can support a continuous review of Scrutiny</p> <p><b>Recommendation R11</b></p>	Head of Democratic Services		April 2025
	<p>5. Continue to work with a cross-party representative group to review the Constitution.</p> <p><b>Recommendation R11</b></p>	Director of Governance		Ongoing
	<p>6. Review the role and responsibilities of independent members and how they can best support constructive scrutiny</p> <p><b>Recommendation R11</b></p>	Director of Governance		December 2024

