

Performance Improvement Team (PIT) - current work being undertaken/not being undertaken

Current work which PIT is involved in leading or supporting

- Promoting and embedding the use of the Council's approved approach to service improvement
- Supporting service improvement projects – including easy@york programme
- Supporting the development and embedding of improved corporate planning and corporate prioritisation arrangements
- Supporting the development and embedding of improved corporate performance arrangements (through, for example, joint Executive/CMT performance monitor sessions)
- Ensuring an effective response to CPA
- Driving forward the improvement and ongoing delivery of the corporate management cycle (including improving Council Plan process, enhancing service planning and improving performance management/performance monitoring, LPSA)
- Supporting the development of improved corporate leadership arrangements (for example, through CLG, COG)
- Supporting successful inspection outcomes (e.g. peer review, JAR, CPA)
- Supporting the strategic management of Chief Executives
- Developing and embedding improved operational performance management
- Promoting and embedding an equalities culture
- Supporting development and embedding of Local Strategic Partnership and LAA
- Supporting capacity building within the voluntary and community sector, including grants
- Providing business management support to the Chief Executives directorate
- Supporting Safer York Partnership and the community safety agenda

Work in PIT current scope but which is not in current workplans (with reasons)

Work on promoting customer focus (complaints, standards, contracts)	Not a priority in PIT service plan. Improvement post left unfilled pending restructure
Support to a wider range of service improvement/best value/efficiency projects	Service Improvement resources dedicated to supporting service improvement in easy@york
Further improvement to performance management arrangements (by fully exploiting capabilities of QPR)	Other work (e.g. LPSA2) given higher priority
Improvements to project management arrangements within the council	Other work given higher priority. Some improvement work taken forward by Resources
Supporting the development of partnership working	Partnership post left unfilled pending restructure
Developing and embedding improved use of data within the Council	Other work given higher priority.

Improvement “Team” (structure proposed in latest report)

- what work within PIT’s current scope appears to fall WITHIN and OUTSIDE the remit of the improvement function proposed in the new structure

Work within PIT’s current scope which appears to fall WITHIN the remit of the proposed improvement function

- Promoting and embedding the use of the Council's approved approach to service improvement
- Supporting a wide range of service improvement/best value/efficiency projects
- Supporting the development and embedding of improved corporate planning, corporate performance management and corporate prioritisation arrangements
- Supporting the development and embedding of improved corporate performance arrangements (through, for example, joint Executive/CMT performance monitor sessions)
- Ensuring an effective response to CPA
- Driving forward the improvement and ongoing delivery of the corporate management cycle (including improving Council Plan process, enhancing service planning and improving performance management/performance monitoring, LPSA)
- Supporting the development of improved corporate leadership arrangements (for example, through CLG, COG)
- Supporting successful inspection outcomes (e.g. peer review, JAR, CPA)
- Developing and embedding improved operational performance management systems (by fully exploiting capabilities of QPR)
- Improvements to project management arrangements within the council
- Developing and embedding improved use of data within the Council
- Promoting and embedding an equalities culture (*through Policy arm of the new structure*)

Work within PIT’s current scope which appears to fall OUTSIDE the remit of the proposed improvement function (with new location)

Supporting development and embedding of Local Strategic Partnership and Local Area Agreement	City Strategy
Supporting capacity building within the voluntary and community sector	City Strategy
Supporting the development of partnership working	City Strategy
Providing business management support to the Chief Executives directorate	City Strategy
Supporting Safer York Partnership and the community safety agenda	Neighbourhoods
Supporting the strategic management of Chief Executives	Assistant Chief Executive
Work on promoting customer focus (complaints, standards, contracts)	Resources

Improvement Team (proposed structure)

- what the Improvement resources proposed in the new structure appear to provide the CAPACITY to deliver or NOT to deliver

What the improvement resources proposed within the new structure provide the CAPACITY to deliver (related to PIT's current function and the Organisational Effectiveness Programme (OEP)) [FTE estimates have been included for completeness]

Promoting and embedding the use of the Council's approved approach to service improvement	1.8fte
Ensuring an effective response to CPA	0.2fte
Driving forward the improvement and ongoing delivery of the corporate management cycle (including improving Council Plan process, enhancing service planning and improving performance management/performance monitoring, LPSA)	2.3fte
Supporting successful inspection outcomes (e.g. peer review, JAR, CPA)	0.5fte
Developing and embedding improved use of data within the Council	0.2fte
Promoting and embedding an equalities culture (<i>through Policy arm of the new structure</i>)	2.0fte

What the improvement resources proposed within the new structure DO NOT provide the CAPACITY to deliver (related to PIT's current function, the corporate strategy and the Organisational Effectiveness Programme (OEP))

<i>Priority activities for Improvement function as defined by Chief Executive</i>	
OEP programme management and support	0.25fte
Supporting the FURTHER development of improved corporate planning, corporate performance management and corporate prioritisation arrangements – including supporting the delivery of the Corporate Strategy	1.25fte
Improvements to programme/project management arrangements within the council	0.5fte

Lower priority activities for Improvement function as defined by Chief Executive

Supporting a wide range of service improvement/best value/efficiency projects	
EMBEDDING improved corporate leadership arrangements (eg, through CLG, COG)	
Supporting elements of the OEP not covered within the scope of the above (for example: data hub, communications, easy@york, customers)	

Further improvement to performance management arrangements by fully exploiting the capabilities of QPR is potentially also a priority activity for the improvement function. The costs and benefits of this work are currently being assessed. If additional resource

requirements are identified then these will be subject to a (one-off) growth bid.