



Service Plan 2007/08 (Stage 1)

Service Plan for: Policy and Improvement Team

Directorate: Chief Executive's

Service Plan Holder: Kevin Banfield/Nigel Burchell

Workplans: Policy Team & Improvement Team

Director: Chief Executive - David Atkinson

EMAP : City Strategy – Cllr. Steve Galloway

1. Service description & objectives

The Policy & Improvement Team is located in the Guildhall as part of the Chief Executive's Directorate. Serving the Council's political and managerial leadership and 6 service directorates, a team of 10 staff carry out three broad functions:

- Policy Development
- Improvement, corporate planning & corporate performance management
- Equalities

Our purpose is to help the Council to respond effectively to the government's overall modernisation agenda. The team provides key corporate support to ensure that national and legislative policy initiatives are interpreted, developed and implemented to reflect local priorities and circumstances. It plays a key part in helping the Council to develop and achieve its strategic ambitions by promoting continual improvement, equality and encouraging an overall performance management culture which encompasses strategic and service planning. Key areas of service delivery are:

- Corporate horizon scanning and research
- Identifying key national, regional and local developments that have corporate significance and assessing their implications for the Council.
- Corporate policy development.
- Supporting corporate strategic planning and prioritisation processes, including the development and publication of the Council's corporate strategy.
- Taking a key role in helping to improve the Council's organisational effectiveness and its organisational culture through delivery of the Organisational Effectiveness Programme (OEP)
- Promoting and helping to embed continuous improvement throughout the Council to improve customer service, reduce waste and increase the council's efficiency
- Taking a key role in creating an equalities "culture" within the Council
- Helping the Council to improve the way its plans so it is more integrated, joined-up and supports the effective delivery of the Council's priorities
- Help improve the way that the Council monitors and reports on performance
- Helping the Council to achieve successful inspection outcomes – in particular in relation to Comprehensive Performance Assessment (CPA)

Our service objectives:

- To support corporate leadership to develop innovative strategies and policies for the Council
- To ensure we have clients who are confident that we strive to exceed expectations and innovate in response to their needs.
- All of our clients use systematic processes that integrate learning and improvement.
- Corporate leaders act strategically and behave in a way that actively supports the routine improvement of services and the development of the people who deliver them.
- The continual improvement of services is seen as a priority and staff are given the time, opportunity and supportive environment in which to do so.
- We have a robust performance management system and culture in place, which drives improvement within CYC and across partner organisations.
- Key projects are robustly programme managed and use systematic process improvement methods to sustain a cycle of improvement.
- Equalities are visibly at the heart of the above outcomes.

2. Significant drivers for change and improvement

| Driver | Affect on service delivery |
|---|---|
| <p>Organisational Effectiveness Programme (OEP):</p> <ul style="list-style-type: none"> • Delivery plans for 13 priorities • New performance framework <p>2006 White Paper – “Strong and Prosperous Communities”</p> <ul style="list-style-type: none"> • New performance framework. • Transition from CPA to Comprehensive Area Assessment (CAA). • CYC as a strategic leader and place-shaper. • Stronger cities and regions. • Community cohesion. <p>Equalities Agenda</p> <ul style="list-style-type: none"> • Major change in BME population in York (now 3rd highest proportional increase in England). BME population has increased from 4.9% to 6.1% between 2001 and 2003. York is making shift from being a predominantly white city to becoming a multi-racial city. • Need to start to promote and lead the equality and community cohesion agenda. <p>Corporate Strategic Planning event in May/June 2007 – covering corporate strategy for the next 4 years.</p> <p>CPA inspection – Jan 2008</p> | <p>The P&I Team has a major role to play in the programme management, co-ordination and delivery of the OEP. A significant number of key actions (in particular in relation to the CYC Leadership priority) have been identified for the team.</p> <p>The P&I Team will play a key role in interpreting and advising the Council on the range of local impacts of the white paper. At this stage it is unclear when the White paper will become legislation. However, when it does PIT will play a key role in reviewing the changes and developing new policies, procedures and arrangements to make transitional changes across the organisation.</p> <p>The increase in BME and community cohesion are inextricably linked. We need to decide what type of multi-cultural city we want to become (i.e. segregated or integrated) and manage the transition.</p> <p>At the moment segregation is increasing in York. The P&I Team need to work with others in the Council and the city to develop strategies to avoid this, learning lessons from other cities where BME populations have increased markedly over a short period of time.</p> <p>P&I Team will need to design, prepare for and co-ordinate a series of strategic planning events in May/June (after the local election). Additional work needs to be carried out to develop a data hub and integrate customer research and consultation more effectively into the strategic planning framework.</p> <p>The formal CPA self-assessment and inspection process happens every 5 years. The outcome represents a key measure of the Council's corporate and service performance. The CPA process will require significant capacity from within the P&I team - and from across the organisation.</p> |

3. Priority improvement for 2007/08 & beyond

| Performance improvement | Reason why improvement is required |
|---|---|
| <p>CPA - Corporate Assessment score for Feb 2008 Must achieve 2 out of 4</p> | <p>Recent self-assessment exercise for Corporate Assessment section of CPA uncovered that we could conceivably score a 1 if key elements of the OEP are not delivered over the next 12 months. Although the whole organisation has to deliver the changes required, our team has a significant role to play in bringing about the changes.</p> |

Other comments to note

The overall capacity of the Policy & Improvement Team has reduced as a result of the recent directorate restructure. This has required specific prioritisation of the team's resources around delivery of key parts of the OEP.

4. New or changed actions for 2007/08 and beyond

| Action | Service plan outcome | New? / Change? | Links to note | Comments |
|---|---|---|---|---|
| 1. Interpret and advise the Council of the impacts and the likely actions required as a result of the White paper | Council responds effectively to the modernisation agenda | <u>New</u> Deadline: June 2007 | The white paper will have a significant impact on a wide range of service plans. These need to be considered as part of stage 2 of service planning process | |
| 2. Review year 1, year 2&3 actions in OEP against capacity within P&I Team (and within other central teams) | Improve the organisational effectiveness and organisational culture | <u>New</u> Deadline: April 2007 | | |
| 3. Develop an effective response to changes in Equality Standard for Local Government | Promote an equalities culture | <u>New</u> Deadline: April 2007. | | The requirements of Standard have changed significantly and the Council needs to take a view as to whether the Standard remains an effective measure of an "equalities culture" |
| 4. Develop a programme and implement approach to CPA 2008 inspection | Ensure successful inspection outcomes | <u>Change</u> Deadline: December 2007 | Links to JAR inspection process | The timing of the CPA inspection process is slightly later than originally anticipated but preparation work needs to start in January 2007. |