



**Chief Executive's
Directorate Plan
2008 – 2011**

Foreword from Director of People and Improvement

The purpose of the Chief Executive's Directorate Business Plan is to set out the direction of the Chief Executive's Directorate over the next three years.

It will draw together the Directorate's service planning objectives and priorities, as well as a number of cross cutting issues which impact on all service areas of the Directorate.

This document is intended to help members, managers and staff alike to see how the Directorate's services fit together.

Shared ownership and responsibility for these collective challenges is needed in order to make things happen and it is the purpose of this Directorate Business Plan to help us to:

- Build a common identity across the Directorate
- Share a common understanding of the Directorate's issues and goals
- Create a climate where we can take shared ownership and responsibility for those collective challenges
- Share skills, experience and perspectives to build a more effective Directorate
- Create a platform to involve everyone across the Directorate
and ultimately deliver our goals in achieving excellent services.

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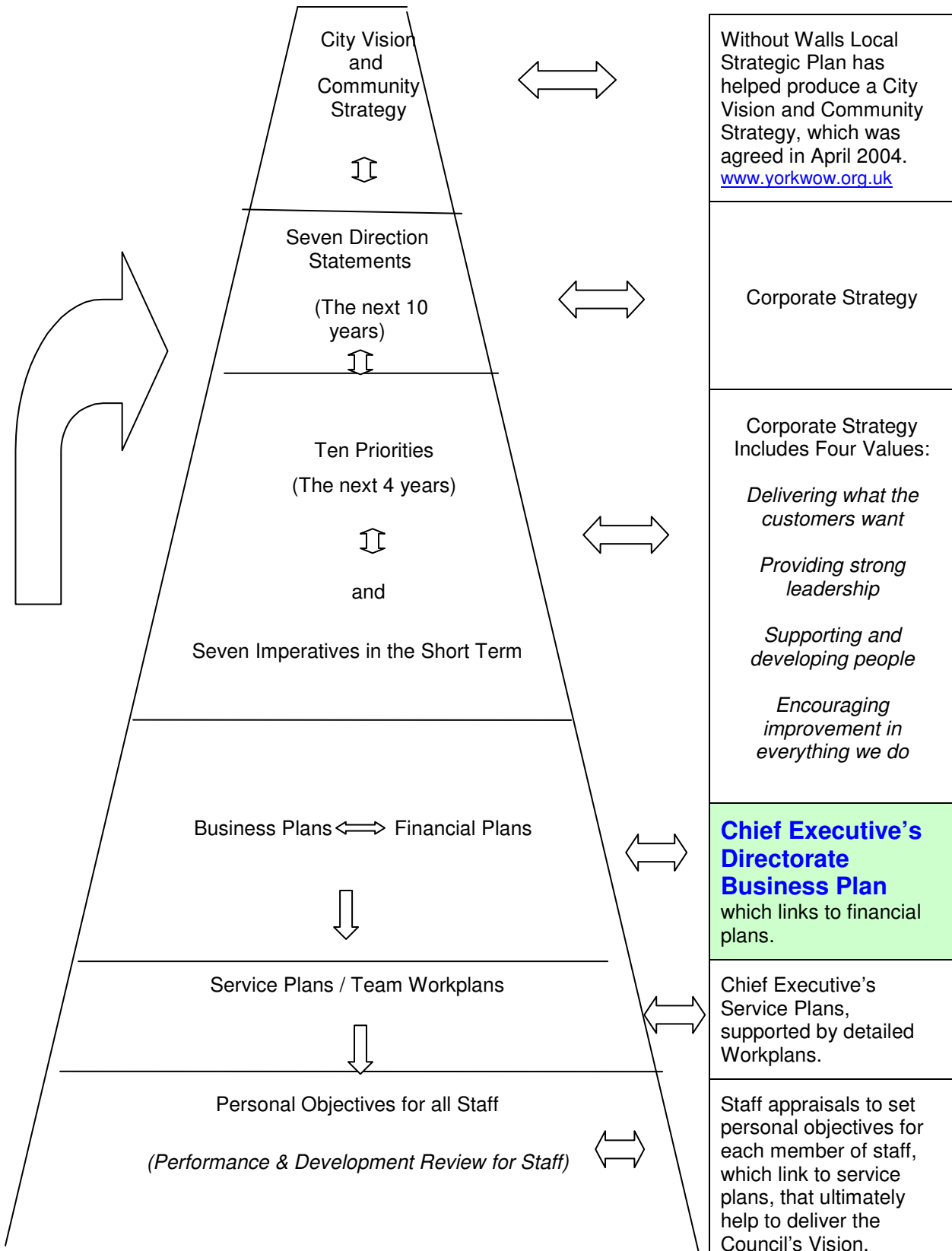
- Cross cutting issues
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- Monitoring & Reporting arrangements

Section 1: Corporate Planning Framework

The Chief Executive's Directorate has a shared common purpose and that is to:

**Improve effectiveness by transforming the way the organisation is led,
managed and functions**

This will be achieved by ensuring that our work is effectively aligned with the various elements of the Corporate Planning Framework.



Introduction & Directorate overview

The role of the Chief Executive's Directorate is to shape the Council's external relationships and internal processes. It encompasses a wide and diverse range of services, including both corporate and cross cutting functions and more specific services.

The Directorate provides both specialist advice and support, and undertakes regulatory functions in support of the council's overall duties, powers and responsibilities. As such the directorate has a wide range of customers, with differing needs and wants, including elected members, partner organisations, all other council directorate staff, and York residents and visitors.

The Directorate employs 125 fte staff, with an overall gross operating budget of £9.220m. The services are mainly located in the Guildhall, but staff are also accommodated in other locations around the city providing direct support to the other five directorates.

Heather Rice, Director of People & Improvement is responsible for managing the Chief Executive's directorate and has responsibility for driving forward corporate business improvement and leading on major organisational change programmes.

Four main service areas deliver the business outcomes:

Policy, Improvement & Equalities

The purpose of the team is to provide advice to the leadership of the council on a range of topics and develop and support the delivery of the Corporate Strategy and organisational improvement across the Council. Functions include Policy Development, Performance Management, Service Improvement and Equalities.

Human Resources

Human resources provide advice and support across the council to approximately 10,500 staff and managers, including casual and relief staff. The key objective of the service is to provide HR policies, processes and advice to ensure that managers and staff are equipped with the skills they need to meet the government and council modernisation agenda and deliver better outcomes for customers.

Marketing & Communications

The marketing and communications team help to communicate council information and promote council services to residents and customers. The team's work frequently involves working with other departments to advise them on communication with the public and other audiences. Functions include media and publications, marketing and publicity, research and management of the corporate Print Unit.

Civic, Democratic & Legal Services (incl. Scrutiny and Monitoring Officer)

Electoral Services - is responsible for the annual registration of approximately 142,000 local government electors. The unit administers all elections: European, parliamentary, local government and parish.

Civic Services - support the Lord Mayor and Civic Party in carrying out official engagements. It manages all activities and facilities in the Guildhall and promotes the Guildhall and Mansion House by arranging events and guided tours.

Democratic Services - encompasses Democracy and Member Support Group, whose work is interlinked in that they support the decision-making process and Members' roles within it. Other functions of the group include Scrutiny support services which support the scrutiny function in a variety of ways including research and report writing in connection with scrutiny reviews.

Legal Services - provide a wide range of legal advice and support to members and officers. They advise on the nature and extent of the powers, duties and obligations of the council in seeking to achieve its goals.

Monitoring Officer function – the Head of Civic, Democratic and Legal Services is also the Monitoring Officer and has responsibility for ethical governance and shares with the Director of Resources and the S.151 officer the responsibility for corporate governance across the authority.

PIET will be transferring to Resources Directorate in 2008, and Property Services will be moving into Chief Executives. A revised version of this plan will be issued after this reorganisation.

Elected Members

The Directorate work closely with:

Cllr Andrew Waller
Leader of the Council



Cllr Christian Vassie
Executive Member for Leisure, Culture and Social Inclusion



**HEATHER RICE
DIRECTOR OF PEOPLE AND
IMPROVEMENT
Ext 1714**

CHIEF EXECUTIVE'S DIRECTORATE

**Gail Richmond, PA
to Director
Ext 1701**



**Evie Chandler,
Equalities Officer
Ext 1704**

**Interim Head of
Policy,
Improvement and
Equalities**



**Head of
Marketing &
Communications**



**Head of Civic
Democratic & Legal
Services**



**Head of HR
Services**



**Head of
Reward,
Pay & Grading**



**Finance
Support**



**Business and
Project
Development**



**PETER LOWE
EXT 2057**

- Policy Development
- Improvement
- Equalities (13fte)

**MATT BEER
EXT 1071**

- Press Office
- Marketing
- Research and Consultation.
- Print Unit
- Website Coms. (16fte)

**QUENTIN BAKER
Ext 1004**

- Electoral & Civic Services
- Democratic Services incl. Members Support, Political Assistants & Scrutiny
- Legal Services (52.5fte)

**CHRIS TISSIMAN
Ext 1715**

- HR Admin
- HR Corporate Development
- HR Other Directorates
- HR Community Services
- HR Business Development
- HR Education
- HR Health & Safety (35fte)

**JAMIE SIMS
Ext 1711**

- HR Pay & Grading

**PATRICK
LOOKER
Ext 1633**

City strategy representative providing financial advice, budget support and monitoring and IT support

**ANNIE KEOGH
Ext 1476**

City Strategy representative providing business and policy development

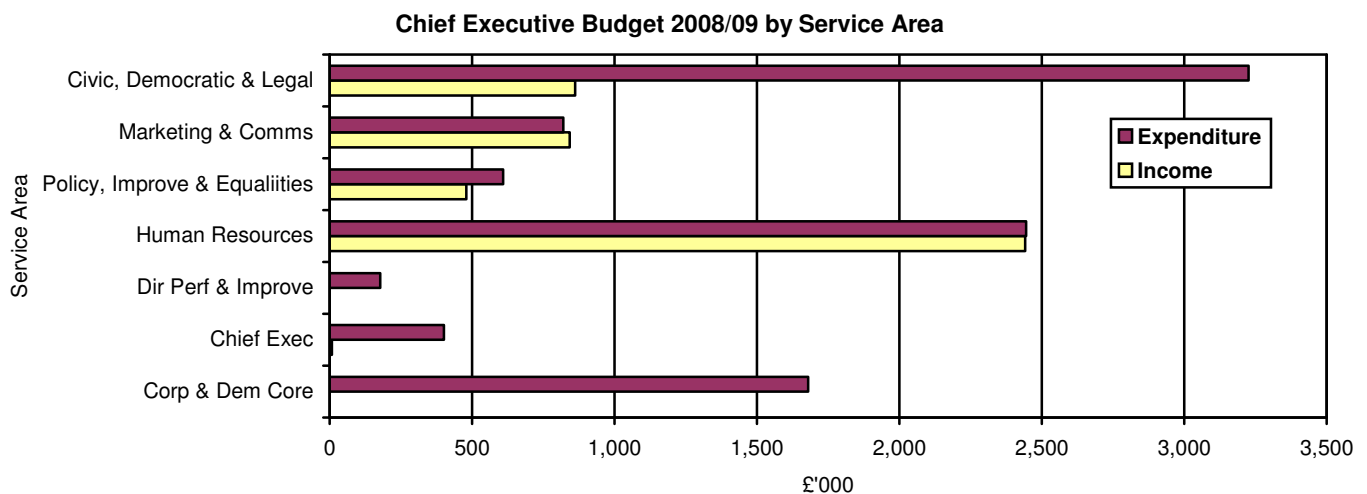
Budget 2008/09 - Chief Executive's Department

The budget for the Chief Executive Directorate in 2008/09 currently totals £4,589.4k.

Growth proposals within the budget total £129k. The key items being additional budget for the newly appointed Chief Executive £35k, additional cost of Members Allowances following an Independent Review Panel report and the impact of revised arrangements following the May 2007 Elections (£54k), plus additional funding for a permanent Political Assistant post (£15k) and an Organisational Development Officer post (£25k)

Savings total £297k which have been identified across all service areas. Savings across the Human Resources function total £67k, mainly from supplies and services budget but also includes £20k from additional Recruitment Pool income; the Legal, Civic Electoral & Democratic Services area have identified a total £116k mainly from a minor restructure, redundant supplies and services budgets and generating additional income from fees and charges. Additionally, a saving of £44k was made by reducing the size of the Executive and Shadow Executive by two members. The Marketing and Communications team have identified a total of £39k of savings mostly by the reduction of hours on 2 posts, and the Performance, Improvements and Equalities team have identified £31k from a staff restructure and the removal of 2 vacant posts.

The bar chart below shows income and expenditure by service area:



Chief Executive Revenue budget by Category

	2008/09 £'000	2009/10 £'000	2010/11 £'000
Employees	4,920	5,093	5,270
Premises	50	50	50
Transport	56	56	56
Supplies & Services	1,580	1,575	1,575
Recharges	2,614	2,692	2,773
Gross Expenditure	9,220	9,466	9,724
Less Income			
Fees & Charges	(92)	(93)	(94)
Recharges	(4,539)	(4,675)	(4,815)
Total Income	(4,631)	(4,768)	(4,909)
Net Expenditure	4,589	4,698	4,815

The figures for 2009/10 and 2010/11 show indicative budget requirements for future years that will be subject of future budget processes.

Section 2:Key Future Challenges

Chief Executive's are constantly being presented with new challenges. There are still many new and continuing challenges ahead which will impact on our services and the things that we do. Some examples of which are outlines below.

<u>Government Challenges</u>	<u>Regional Challenges</u>	<u>City Wide Challenges</u>	<u>Corporate Challenges</u>	<u>Directorate Operational Challenges</u>
<p>Responding to CPA Corporate Inspection</p> <p>E Government agenda. Managing our part of transferring services into easy@york project so they can be delivered through new access channels such as the website, over the phone, and eventually a corporate 'one stop shop'.</p> <p>Gershon Report – efficiency and cash savings.</p> <p>Audit Commission New Indicators for Local Authorities & Local Authority Partnerships.</p> <p>10 Year Vision for local government</p> <p>Responding to challenges of new legislation including Local Government and Public Involvement in Health Act</p> <p>Implementing the new system of local assessment of complaints involving elected members.</p> <p>Requirement to produce Race, Gender and Disability schemes</p>	<p>Leeds City Region</p> <p>Local Area Agreements – preparation required for new relationship between central government, local authorities and their partners</p>	<p>Partnership working</p> <p>Working Closer with Without Walls</p> <p>City leadership – enhanced role of Council as a community leader</p> <p>York North West</p>	<p>Hungate 2010</p> <p>Leadership Staff Morale</p> <p>Budget Pressures</p> <p>Customer focus</p> <p>Training and development (or workforce planning)</p> <p>Developing a culture of equality</p> <p>Health and safety</p> <p>Attendance Management</p> <p>Pay and Grading</p> <p>Constitutional Review</p> <p>Corporate Performance Assessment (CPA)</p> <p>Carbon footprint/ Environment</p> <p>Reputation</p> <p>Waste Minimisation</p> <p>Introduction of Place Survey</p> <p>Engagement Strategy</p> <p>Improving corporate governance</p>	<p>Additional financial savings required to meet directorate and corporate shortfalls.</p> <p>Risk Management issues (eg business continuity, H&S, data protection)</p> <p>Corporate Governance</p> <p>Information Governance</p> <p>Preparations for the Hungate move in 2010.</p> <p>Business Continuity</p> <p>Implementing & Embedding the Corporate Strategy, with specific focus on improving organisational effectiveness</p> <p>Implementation of Pay and Grading</p>

Directorate Major Risks

The directorate's operational, strategic and corporately supported risks are managed via the Council's 'Magique' Risk Management System. The key risks identified for the directorate are outlined below:

<p>Directorate Operational Risks</p>	<p>Description:</p> <p>Failure to implement Hungate 2010 project, details to be agreed</p> <p>0602 - Failure to sufficiently reduce high levels of sickness absence.</p> <p>0614 – Failure to consider the importance of perceptions in how the council is viewed</p> <p>0615 - Failure to have and act on adequate customer data to inform service provision</p> <p>0589 - Inability to retain staff</p> <p>0733 - Potential industrial action</p> <p>0896 - Inability to recruit staff</p>	<p>Risk Owners:</p> <p>To be agreed</p> <p>Chris Tissiman</p> <p>Matt Beer</p> <p>Matt Beer</p> <p>Chris Tissiman</p> <p>Chris Tissiman</p> <p>Heather Rice</p>
<p>Directorate Strategic Risks</p>	<p>Description:</p> <p>0588 - Drop in the corporate assessment aspect of CPA</p> <p>0595 - Failure to respond to new legislation</p> <p>0596 – Failure to deliver corporate Strategy</p>	<p>Risk Owners:</p> <p>Peter Lowe</p> <p>Peter Lowe</p> <p>CMT</p>
<p>Corporately Supported Strategic Risks</p>	<p>Description:</p> <p>0592 Health and Safety Executive intervention with risk of prosecution</p> <p>0598 Failure to respond to BME (Black & other Minority Ethnic)</p> <p>0602 Failure to sufficiently reduce high levels of sickness absence</p>	<p>Risk Owners:</p> <p>Chris Tissiman</p> <p>Evie Chandler</p> <p>Chris Tissiman</p>

Section 3: Our Commitment to Organisational Improvements

The directorate will play a key role in helping to deliver the council's Single Improvement Plan, which will drive organisational development improvements. The key actions the directorate is leading on over the next 18 months are set out below under 3 theme headings – Customers, People & Processes.

Customers

Change/Improvement action	Lead
Improve the Council's approach to equalities and diversity. This will include progressing work on equality impact assessments of services and policies, improved access to services across the community, tackling inequality in outcomes and development of an engagement strategy	PIET M&C

People

Change/Improvement action	Lead
Improve HR management, workforce & diversity development across the council. Initial actions will focus on the improved and consistent use of appraisals and Personal Development Plans	HR Team
Improve staff absenteeism management and significantly improve York's comparative performance	HR Team
Improve Health & Safety procedures and culture - raising the profile of H&S across the council	HR Team
Ensure that councillors are trained and equipped to carry out their roles by improving attendance at training programmes	CDL
Successfully implement pay and grading review which will ensure extensive contribution to equalities across the Council	P and G team
Embedding a culture of equality and fairness across the Council	Equalities Team

Processes

Change/Improvement action	Lead
Improve alignment between community strategy, LAA and corporate strategy	PIET
Improve the accuracy and reliability of data to support the performance management and decision making needs of the organisation. Subsequently implement effectively an IT performance management system to improve the timeliness, accessibility and analysis of performance data and reporting	PIET
Review scrutiny arrangements to ensure that they are effective, add value and contribute to better policy making and performance management	CDL

The directorate will also be delivering significant changes across the organisation this year in response to the recent Local Government and Public Involvement in Health Act (2007). These include:

- the introduction of a new Place Survey, which requires us to change the way we consult and involve our customers, providing them with more opportunity for them

to help shape York's future. This will also link to improvements we need to make in relation to the way we manage the Council's reputation.

- a new performance framework of 198 national performance indicators (NPIs). This requires us to report performance under LAAs (Local Area Agreements), collecting and managing performance in partnership.
- moving from Comprehensive Performance Assessment (CPA) to comprehensive Area Assessment (CAA), which looks more at how well we are delivering services across the city, working with our LSP partners.
- Implementing the local assessment process for complaints about elected members.
- the need to improve community cohesion and inclusion across the city, This also involves facilitating a programme of priority EIAs (Equality Impact Assessments) on a number of key strategies and plans, including:
 - Sustainable Community Strategy
 - Corporate Strategy
 - Community Safety Strategy
 - Local Development Framework

Service Priorities 2008 - 2011

Policy, Performance and Improvement

Priority	Milestones & Targets	Key Measures & Drivers
<ul style="list-style-type: none"> Complete a programme of impact assessments of CYC's services and policies. Improve access to services across the community, tackling inequality in outcomes in the context of an engagement strategy. Use the 2008 corporate strategy refresh process to improve alignment between community strategy, LAA and corporate strategy. Develop and implement a corporate data quality policy and improvement strategy. Implement phase 1 of the performance data quality action plan. Work closely with M&C to review customer consultation & engagement whilst implementing the government's new Place Survey 	<p>December 08</p> <p>Ongoing</p> <p>November 08</p> <p>July 08</p> <p>March 09</p> <p>November 08</p>	<p>Local Government and Public Involvement in Health Act 2007</p> <p>Comprehensive Spending Review</p> <p>Delivery of Corporate Strategy</p> <p>Responding to outcomes of CPA Inspection</p> <p>Level achieved in Equality Standard for Local Government</p>

Equalities

Priority	Milestones & Targets	Key Measures & Drivers
<ul style="list-style-type: none"> To produce an Equalities system for York (similar to the approach on Health and Safety) as part of the Business Model. This would set ambitions and standards and make stronger links to departmental service planning. Complete the agreed list of 'strategic' Equality Impact Assessments Analyse existing data to get a baseline of "what inequality/where". Set up designated staff reference group (essential to framework compliance) 	<ul style="list-style-type: none"> "Updated" corporate Gender Disability and Race schemes for period to June 2008 to June 2009 agreed by members in September 08 CMT to endorse an Equalities (or "Fairness") System by October 08 Complete 'strategic' EIAs by October 08 Public consultation conference in November 08 Community engagement strategy for the Social Inclusion Working Group agreed by the end of 2008 New, national equality framework (with newly defined standards) comes into effect in April 2009 	<p>Annual Audit Letter 2008</p> <p>Use of Resources 2008</p> <p>Corporate Assessment</p> <p>Annual Governance Statement</p> <p>Staff Survey</p>

Human Resources

Priority Deliverables	Milestones & Targets	Key Measures and Drivers
<p>Phase 1</p> <p>Reprioritise and realign resources;</p> <ul style="list-style-type: none"> • Expand the scope of HR Corporate Development Services; • Develop and agree the 5 key enablers of the People Strategy; • Set up Professional Advisory Services and Health, Safety and Wellbeing Services; • Set up HR Transactional Services migrating Payroll, Pay and Rewards, HR Management Information and Temporary Resourcing into the service, bringing e-recruitment on line to enable transactional recruitment service to go live; • Commence work on Delphi replacement. 	<p>January 2009</p>	<p>Corporate Strategy</p> <p>Hungate 2010</p> <p>Pay and Grading review</p> <p>Workforce development</p> <p>R10 No of days lost to sickness absence (inc stress) per fte</p>
<p>Phase 2</p> <p>Implement Delphi replacement;</p> <ul style="list-style-type: none"> • Re-engineer HR processes to allow a fully transactional approach through easy@york phase 2. 	<p>October 2009</p>	
<p>Phase 3</p> <p>Implement transactional Training and Development function.</p> <p>2 Undertake Phase II of the attendance management project (maximising attendance through health promotion and healthy lifestyles initiatives)</p> <p>Undertake Phase III of the attendance management project (work/life balance review)</p> <p>Undertake Phase IV of the attendance management project (work styles review)</p>	<p>December 2010</p> <p>December 2008</p> <p>April 2009</p> <p>April 2010</p>	
<p>3 Implementation of a fair and equitable pay and grading structure and a modern flexible reward system.</p>	<p>June 2008</p>	

Marketing and Communications

Priority	Milestones & Targets	Key Measures and Drivers
<p>1 Write and implement external communications policy to reflect the priorities and values of the corporate strategy and to include the issue of reputation.</p> <p>2 Write and implement and internal communications strategy to ensure staff understand their role and that the Council can effectively communicate essential information to officers.</p> <p>3 Write and implement a consultation strategy, which will ensure that the needs and requirements of the council's customers are understood through effective research and consultation.</p>	<p>October 2008</p> <p>October 2008</p> <p>October 2008</p>	<p>BVPI 3 – percentage of citizens satisfied with overall service provided by council</p> <p>BVPI 12 – the percentage of people surveyed who feel that the council keeps them informed about benefits and services</p> <p>CG 13 – the percentage of people surveyed who are satisfied with the amount of information provided by the council</p>

Civic, Democratic and Legal Services

Priority	Milestones & Targets	Key Measures and Drivers
<p>1 Establish a recognised and accountable framework for offering and providing development and training opportunities to elected members</p> <p>2 Review the Council's Constitution to ensure it meets hanging legislative and operational requirements and remains publicly transparent</p> <p>3 Reviewing the council's scrutiny practices and procedures to address the provisions of the Local Government and Public Involvement in Health Act 2007 and in response to recommendations arising from the CPA inspection</p> <p>4 review report writing protocol and decision making process</p>	<p>Achievement of Charter status for member development</p> <p>In accordance with requirements of LGPIH Act</p> <p>Review being carried out with report to be considered by September 2008</p> <p>Review to be completed by March 2009</p>	<p>Local Government and Public Involvement in Health Act 2007</p>

Section 4: Cross Cutting Issues

In addition to the priorities and the improvements identified within this document and directorate service plans, a number of cross cutting issues, which impact on every service area within the directorate, have been identified. These issues require the commitment of everyone to ensure that they are achieved and become embedded within our day to day practices.

Each cross cutting issue has been assigned a Directorate Champion from within the Directorate Management Team to oversee the success and delivery of the following key actions:-

Issue	Key Actions	Directorate Champion
Equalities	Development of Equality Strategy	Matt Beer
Staff Welfare	Implementation of effective and equitable pay and grading scheme Workforce development	Peter Lowe
Health & Safety	Improving health and safety across the authority	Neil Hindhaugh (after re-organisation)
Information Governance Corporate Governance Business Continuity	To devise action plans for record management prior to relocation to Hungate. Complete Stage 3 of the Ethical Governance Healthcheck. Review the protocol on member/officer relations. Review the process and guidance relating to the preparation of reports by officers. To ensure that appropriate business continuity arrangements are in place, reviewed and maintained for the directorate's services, addressing the needs of the Civil Contingencies Act 2004.	Quentin Baker
Risk Management & Reputation	To ensure that Magique is updated regularly and risk management is embedded into business processes	Chris Tissiman
Financial Management	To manage overall out-turn against budget to <100%.	Chris Tissiman

Organisational Development Priorities

A number of organisational development priorities have been identified. These issues impact on every service area in the directorate. These issues require commitment from everyone to ensure that they are achieved and become embedded in day to day work. The key actions and measures identified here will be cascaded appropriately into all of the directorate's service plans.

Improving absence management:		
CEX1: Improve approach to absence management	Milestones	
<ul style="list-style-type: none"> • Key actions: <ul style="list-style-type: none"> Contribute to the further development of a corporate policy. Continue to improve how we measure sickness absence information to help manage absence. Improve internal staff communications, including writing to staff with no absence Improve methods of ensuring a healthy workforce Continue to review sickness on a monthly basis at DMT, and follow up issues on a timely basis 	Established + ongoing. Jun 08 and ongoing Jun 08 and ongoing Sep 08 Sep 08	
	2007/8 actual	2008/9 Target
<ul style="list-style-type: none"> • Key Measure(s) <ul style="list-style-type: none"> BV12: Number of working days lost to sickness (per fte). CPA13a. Number of days lost to stress related illness (per fte). Staff survey: Overall satisfaction with present job. Staff survey: Currently being bullied / harassed. Staff survey: I am able to cope with the demands of my job. 	7.82 days 1.52 days 69% 7% 74%	11 (CYC) 2 (CYC) no target set 0% (10/08) no target set (10/08)

Implementation of pay and grading:		
CEX2: Implement Pay & Grading	Milestones	
<ul style="list-style-type: none"> • Key actions: <ul style="list-style-type: none"> Implement new pay and grading structure. 	Jun 08	
	2007/8	2008/9 Target
<ul style="list-style-type: none"> • Key Measure(s) <ul style="list-style-type: none"> Level of detriment to industrial relations (qualitative measure) Number of successful equal pay claims 	No baseline	No target set
<ul style="list-style-type: none"> • Potential further actions (2009-11): <ul style="list-style-type: none"> Monitor effect of new pay structure. Monitor equalities impact profile of new pay structure. Ensure effective management of new pay structure. 		

Staff learning and development:

CEX3: Staff learning and development		Milestones
<ul style="list-style-type: none"> Key actions: <ul style="list-style-type: none"> To ensure PDR's are completed within corporate timescales, including the learning and development needs HR to review learning and development needs across the directorate with a view to establishing required generic training Develop proposals for a management training programme, including supervisory staff. Improve training record management. 		Established + ongoing Established + ongoing March 08 Apr 08 and ongoing
	2007/8 actual	2008/9 Target
<ul style="list-style-type: none"> Key Measure(s) <ul style="list-style-type: none"> Staff survey: Line managers reporting that the council gives opportunities to develop people management skills. Staff receiving an appraisal (PDR) in last 12 months. 	53% not available yet	no target set (10/08) 100%

Improving Communications:

CEX4: Improve internal communications across directorate		Milestones
<ul style="list-style-type: none"> Key actions: <ul style="list-style-type: none"> Each Head of Service to hold full group meetings bi-annually Director to hold annual full directorate meeting with all staff DMT digest of decisions to be produced to deliver key messages to all staff, incorporating appropriate feedback Team briefs to be held at least monthly Newsletters and project information to be reviewed to ensure that they reach all staff 		Jun 08 Jun 08 Jun 08 Oct 08
	2007/8 Actual	2008/9 Target
Key Measures Staff survey: Staff reporting that they are well informed	71%	No target set (10/08)

Health and Safety

CEX5 Improve Health and safety culture	Milestones
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<ul style="list-style-type: none"> Key actions: <ul style="list-style-type: none"> Improve methods of ensuring a healthy workforce Improve approach to lone working Develop clear approach to inspections, training and communications Improve training record management Introduce a user-friendly approach to risk assessment Audit 		
	2007/8 actual	2008/9 Target
<ul style="list-style-type: none"> Key Measure(s) <ul style="list-style-type: none"> Total number of accidents reported Number of RIDDOR accidents 	0 0	No target set
<ul style="list-style-type: none"> Potential further actions (2009-11): <ul style="list-style-type: none"> Revise Health and Safety strategy Develop campaigns to target specific issues 		

Equalities

CEX6 Improve Equality culture		Milestones
<ul style="list-style-type: none"> Key actions: <ul style="list-style-type: none"> Engagement with production of Equalities Impact Assessments Participation in creation of Race, Gender and Disability schemes Inclusion of equality issues in Service Plans 		October 08 Sept 08 October 08
	2007/8 actual	2008/9 Target
<ul style="list-style-type: none"> Key Measure(s) (by race, gender, ethnicity) <ul style="list-style-type: none"> BV12: Number of working days lost to sickness (per fte). CPA13a. Number of days lost to stress related illness (per fte). Staff survey: Overall satisfaction with present job. Staff survey: Currently being bullied / harassed. Staff survey: I am able to cope with the demands of my job. 	No figures	No target set
<ul style="list-style-type: none"> Potential further actions (2009-11): <ul style="list-style-type: none"> New National Equality Framework 		

Monitoring and Reporting Arrangements

Progress against the Directorate's priorities, cross cutting issues and key performance indicators contained within this Business Plan and progress against the budget will be monitored by the Directorate Management Team (DMT) on a quarterly basis.

Priorities and actions will be cascaded from the Business Plan into the directorate's four service plans for monitoring at group management levels.

Service Plan actions and indicators will be monitored via 1:1s between the Director of People and Improvement and Service Heads.

Exception reporting will be made to Executive Member Advisory Panel (EMAP) and will be carried out twice yearly in September and December, with an annual out-turn report in June.

Corporate Management Team meetings are held around the same cycle as EMAPs. These sessions will focus on key issues resulting from the EMAP performance reports which have a corporate relevance.