



Service Plan Template for 2007/08 **(covering April 2007 – March 2010)**

Service Plan for: Policy, Improvement & Equalities Team

Directorate: Chief Executive's

Service Plan Holder: Kevin Banfield/Nigel Burchell

Workplans: Policy, Improvement & Equalities Teams

Director: Director of People and Improvement -
Heather Rice

Signed off _____ *Date* _____

EMAP : City Strategy – Cllr Steve Galloway

Signed off _____ *Date* _____

Section 1: The service

Service Description

The Policy, Improvement & Equalities Team provides key support to the Council's political and managerial leadership and senior managers under three broad headings:

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

Our purpose is to help ensure that the Council to respond effectively to the government's overall modernisation agenda. The team provides the lead in ensuring that national and legislative policy initiatives are interpreted, developed and implemented to reflect local priorities and circumstances. It has a lead role 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, corporate policy development
- Identifying key national, regional and local developments that have corporate significance and assessing their implications for the Council.
- Leading corporate strategic planning and prioritisation processes, including the development and publication of the Council's corporate strategy.
- Leading the process of improving the Council's organisational effectiveness and it's organisational culture through delivery of the Organisational Effectiveness Programme (OEP)
- Taking a lead role in embedding continuous improvement throughout the Council to improve customer service, reduce waste and increase the council's efficiency
- Taking the lead role in creating an equalities "culture" within the Council
- Taking the lead in 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. Linked to this, taking a lead role in improving the way that the Council monitors and reports on performance
- Playing a key part in helping the Council to achieve successful inspection outcomes – in particular in relation to Comprehensive Performance Assessment (CPA)

Service Objectives

Our service objectives are:

- 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 customer focused 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

Section 2: The Drivers

| Driver type | How might this affect our service | Sources |
|--|---|---|
| <p>External drivers</p> <p>Responding to 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>Taking forward 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 (linked to White Paper) | <p>This team will play a key role in interpreting and advising the Council on the range of local impacts of the white paper. And 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. This 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>2006 White paper – Strong and Prosperous Communities</p> <p>Pride in Our Communities 2005-2008 (Equality Strategy)</p> <p>2006 White paper – Strong and Prosperous Communities</p> |
| <p>Corporate drivers</p> <p>Delivery of Organisational Effectiveness Programme (OEP) including:</p> <ul style="list-style-type: none"> • Delivery plans for 13 priorities • Development of new performance framework • Embedding of systems approach to improvement • Embedding agreed project/programme management approach <p>Ensuring positive outcomes from CPA inspection (Jan/Feb 2008)</p> | <p>This 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, are due to be delivered by this team.</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</p> | <p>CPA 2008</p> <p>Organisational Effectiveness Programme</p> <p>CPA 2008 Corporate Inspection</p> |

ANNEX 1

| | | |
|--|---|---|
| <p>Leading the process of refreshing the Corporate Strategy In June 2007 – to enable a refresh of the corporate strategy for the next 4 years.</p> | <p>and service performance. The CPA process will require significant capacity from this team - and from across the organisation.</p> <p>This will need to further develop, design, prepare for and co-ordinate a series of strategic planning events in June 07 (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>CPA Key Lines of Enquiry (KLOEs)</p> <p>Organisational Effectiveness Programme</p> <p>Corporate Strategy 2006 - 2009</p> |
| <p>Directorate drivers</p> <p>Ensuring strategic alignment to ensure that, based on limited overall resources:</p> <ul style="list-style-type: none"> • the priorities for the directorate and • the way that the directorate is organised <p>most effectively support the long-term vision and ambitions of the Council and the city.</p> | <p>Supporting the Director of People and Improvement, and working with other service managers within the directorate, this team will play an important part in helping to develop a directorate business plan which most effectively helps align the directorate to support delivery of the refreshed corporate strategy</p> | <p>Directorate Business Plan</p> <p>Corporate Strategy</p> <p>OEP</p> |

Section 3: Critical Success Factors (CSFs)

| CSFs for 2007/08 | Why a CSF? |
|--|---|
| Ensuring that the Council responds proactively to the opportunities set-out in the White Paper | The team needs to take a key role in ensuring a proactive response to the challenges set-out in the White Paper. In particular, in relation to the Council becoming a place shaper. |
| Deliver a refreshed corporate strategy post election which encompasses our long-term organisational direction and priorities – including the OEP | Failure to do this will have a negative impact of the Council's ability to sustain delivery of excellent services. It will also impact on the CPA Corporate Assessment rating: and potentially the Council's overall 3 Star rating. This links directly to the CSF below. |
| Leading the CPA corporate Inspection process | Failure to effectively manage the process will have a potentially negative impact on the outcome and Council's overall CPA rating. This links directly to the CSF above |
| Delivery of the Council's Equality Strategy (PIOC 2005 – 2008) | Delivery of the PIOC is vital in ensuring that equalities is embedded within organisational culture. Failure to deliver the PIOC will have a negative impact on service delivery, minority communities and the Council's CPA rating. |

Section 4: Links to corporate priorities

| Priority | Contribution |
|--|---|
| This team has a significant contribution to make in relation to all 4 Organisation Effectiveness priorities. Key contributions include | |
| Improve leadership at all levels to provide clear, consistent direction to the organisation | <ul style="list-style-type: none"> • Mainstream priorities into performance monitoring and service plans • Helping to define the type of organisation we want to be (as part of updating vision) • Supporting delivery of cultural change • Embedding systems approach as part of updated vision • Ensure full "policy" alignment of white paper leadership elements to CYC leadership and partnership priorities |
| Improve the way the Council and its partners work together to deliver better services for the people who live in York | <ul style="list-style-type: none"> • Help ensure the alignment of council plans and strategies to those of partners • Support the review of the community strategy • Embed systems approach as part of delivering LAA |
| Improve efficiency and reduce waste to free-up more resources | <ul style="list-style-type: none"> • Embed systems approach throughout Council to transform the way we do things. And support use of systems approach/systems thinking as basis for all elements of this priority • Support yr s 2 and 3 efficiency review programme |
| Improve our focus on the needs of customers and residents in designing and providing services | <ul style="list-style-type: none"> • Help with better use of customer data to inform service design and improvement and assist in long-term planning of services • Mainstream equality actions through service plans and equality improvement plans • Improve customer input into perf management systems. Linked to this, Supporting review of customer first standards – so that they are better measures of customer satisfaction |
| In addition, this team has a critical part to play in supporting the delivery of the Council's 9 service related priorities. Work is currently being undertaken in conjunction with priority champions to scope and agree this support. The outcome of these discussions will shape the team's detailed work plans for the next 3 years. | |

Section 5: Balanced Scorecard of outcomes and measures

Customer based improvement

| Outcomes | Measures | | | | | Actions |
|---|---|--------------------------|-------------------|-------------------|-------------------|--|
| | Measure | Current | 2007/08 Target | 2008/09 Target | 2009/10 Target | |
| <ul style="list-style-type: none"> Improvement in the council's organisational effectiveness as a result of the contribution of the PIE Team in supporting delivery of 4 OE priorities and OEP overall | C1: Telephone calls are answered within 20 seconds (CG2) | Qtr 3 94% (Cex's) | 96% (Cex's) | 96% (Cex's) | 96% (Cex's) | <ul style="list-style-type: none"> Support delivery of key actions in the OEP including: <ul style="list-style-type: none"> Corporate strategy refresh (July 07) Embedding systems approach (ongoing – start Jan 07) Improving all aspects of management cycle (ongoing – start Sept 06) Outcome will be measured through survey OE champions and CMT (planned for Oct 07, Oct 08, Oct 09) |
| | C2: % of letters replied to within 10 working days (CG3) | Qtr 3 95% (Cex's) | 99% (Cex's) | 99% (Cex's) | 99% (Cex's) | |
| | % of stage 2 & stage 3 complaints responded to within 10 days (CM10 & CM11) | Qtr 3 100% (Cex's) | 95% | 95% | 95% | |

Process based improvement

| Outcomes | Measures | | | | | Actions | | |
|---|---|-------------------------|-------------------|-------------------|-------------------|--|--|--|
| | Measure | Current | 2007/08 Target | 2008/09 Target | 2009/10 Target | | | |
| <ul style="list-style-type: none"> Improvement in the quality, consistency and impact of the advice and support provided by the PIE Team | P1: % of invoices paid within 30 days (BVPI 8) | Qtr 3 91% (Cex's) | 94% (Cex's) | 95% (Cex's) | 96% (Cex's) | <ul style="list-style-type: none"> Develop and apply set of core principles which underpin all aspects of the work of the PIE Team – and which directly and most effectively support the delivery of the Council's vision/refreshed corporate strategy (by Sept 07) | | |
| | <i>The measures below are outside the direct control of PIE but are clearly affected by its work.</i> | | | | | | | |
| | P2: The level of Equality Standard for Local Government (BVPI 2a) | 05/06 0 | 4 | 4 | Not set | | | |
| P3: Duty to Promote Race Equality (BVPI 2b) | 05/06 74% | 95% | 95% | Not set | | | | |

Finance based improvement

| Outcomes | Measures | | | | Actions |
|--|-------------------|----------------|----------------|----------------|---|
| | Measure | Current | 2007/08 Target | 2008/09 Target | |
| <ul style="list-style-type: none"> Service Plan delivered within allocated budget | F1 % budget spent | Qtr 3 99.8% | <100% | <100% | <100% |
| | | | | | |
| | | | | | <ul style="list-style-type: none"> Budget to be monitored on a regular ongoing basis (at least quarterly). |

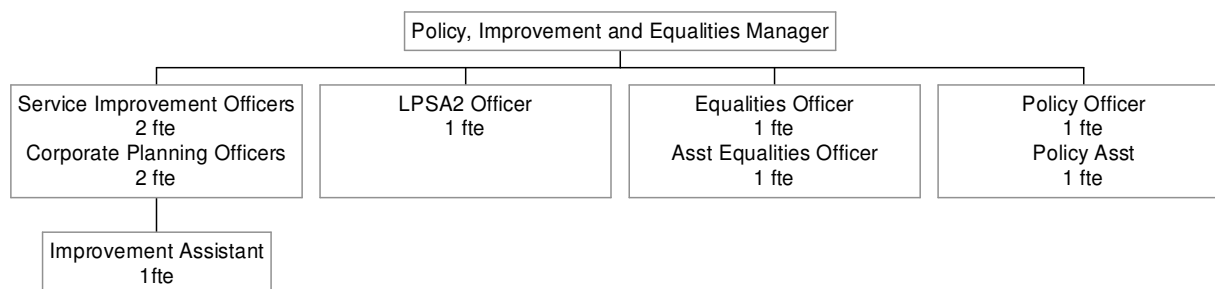
Staff based improvement

| Outcomes | Measures | | | | Actions |
|--|---|--------------------------|--------------------|--------------------|---|
| | Measure | Current | 2007/08 Target | 2008/09 Target | |
| <ul style="list-style-type: none"> Improved alignment between the work of the PIE Team and the priorities of the Council Capacity available optimised to deliver the PIE service | S1: % staff who have had an appraisal in past 12 months (CP14) | 100% (Cex's) | 100% | 100% | 100% |
| | S2: No. of days lost due to sickness absence (incl. Stress) (BVPI 12) | 05/06 8.98 (Cex's) | <8 days (Cex's) | <8 days (Cex's) | <8 days Cex's) |
| | S3: No. of days lost for stress related illness. (CP13a) | 05/06 0.45 (Cex's) | <1.4 (Cex's) | <1.3 (Cex's) | <1.2 (Cex's) |
| | S4: No of RIDDOR accidents amongst Council staff (CP11a) | 05/06 0 (Cex's) | 0 (Cex's) | 0 (Cex's) | 0 (Cex's) |
| | S5: Overall Staff satisfaction rating from Staff Survey | 57% (Cex's) | 70% (Cex's) | No survey | 72% (Cex's) |
| | | | | | <ul style="list-style-type: none"> PIE manager to provide leadership to the PIE Team in a way which is consistent with the systems approach (ongoing – develop as part of action in OEP to embed systems approach) |

Section 6: Corporate Issues

| Actions/Evidence | Deadline |
|---|-------------------------|
| Equalities action/s | |
| Lead the process of setting-up the Equality Leadership Group | April 07 |
| Lead the planned Equalities Self Assessment process to: A) support achievement of Level 3 of the Equality Standard B) feed-in to the CPA 2008 Self Assessment process | Completed by end Nov 07 |
| Lead/facilitate the consultation process to ensure that equality priorities are fed into the corporate strategy refresh process | End June 06 |
| Provide support to delivering the Council's equality priorities. With particular focus on the following (high) impact areas (which are part of agreed directorate/corporate equality priorities): <ul style="list-style-type: none"> • Development/implementation of Local Area Agreement (LAA) blocks (especially stronger and safer communities) • Council-wide equality monitoring • Local Development Framework • easy@york • accommodation review • modernisation of day care services | All 07/08 |
| Operational Risk – red risk action/s | |
| Failure to deliver key elements of the White Paper, Organisational Effectiveness Programme (OEP) and Pride in our Communities (PIOC). <ul style="list-style-type: none"> • Prioritise actions via OEP Board/OEP Planning group/Equality Leadership Group • Reallocate resources wherever appropriate | Ongoing during 07/08 |
| Gershon – Efficiency improvement | |
| Lead process of embedding systems approach which will lead to less waste (i.e. reduced costs) and greater efficiency (i.e. more output for same cost). Specific areas where a systems approach is likely to be applied are currently being agreed but are likely to include: Affordable Housing, Transport and customer focus priorities. | 07/08 |
| Competitiveness statement | |
| N/a | |

Section 7: Resources



Current issues include need to recruit an Equalities Officer and Corporate Planning Officer due to the post-holders recent promotion into other jobs

Budget

| | <u>2006/07</u> | <u>2007/08</u> |
|-----------------------|----------------|----------------|
| | £'000 | £'000 |
| Employees | 693 | 389 |
| Premises | 0 | 0 |
| Transport | 2 | 3 |
| Supplies and Services | 695 | 123 |
| Miscellaneous | | |
| – Recharges | 218 | 131 |
| – Other | 0 | 0 |
| Capital Financing | 0 | 0 |
| Gross cost | 1,608 | 646 |
| Less Income | (641) | (533) |
| Net cost | 967 | 113 |

There has been a 60% decrease in our gross budget since last year. This is mainly due to the restructure of the Chief Executives Directorate. It should also be noted that Community Planning budgets have transferred to City Strategy and Safer York budgets have transferred to Neighbourhoods Services.

Section 7: Monitoring and reporting arrangements

Formal directorate reporting is carried out twice yearly through City Strategy EMAPs in September and December, with an annual out-turn report in June.

Directorate Management Team performance reviews take place quarterly.

Service area performance reviews minimum standard Quarterly.

In addition, there will be ongoing monitoring of delivery of the OEP (which a significant number of PIE Team actions support). Progress reports on the OEP will also be presented to the Executive