

CYC Response to Recommendations

Annex C

Page no.	Recommendation	Priority 1 = Low 2 = Med 3 = High	Responsibility	Agreed	Comments	Date
P8 Para 21	<p>R1 Strengthen the service planning framework and guidance to include the new priorities, better target setting and increased user focus. The expected benefits of this recommendation are:</p> <ul style="list-style-type: none"> • better incorporation of the improvement statements into service plans; and • a clearer understanding of what outcomes could be achieved. <p>The implementation of this recommendation will have high impact with low costs.</p>	3	Policy & Improvement Team	Through consultation with DMTs	<p>The 2007/08 service planning guidance and templates have been revised to incorporate the new priorities. Service managers are expected to demonstrate what improvement actions and improvements they will deliver in support of our priorities.</p> <p>In addition, a two-stage service planning process has been introduced to allow priority champions and service managers to carry out joint planning in November. The outcomes of these changes will a golden thread between Delivery & Innovation Plans (DIPs) and service plans. This process will be further enhanced in the 08/09 service planning process.</p>	Complete Ongoing
P8 Para 21	<p>R2 Clarify the way in which resources will be allocated to priorities and reflect this in all relevant plans and strategies. The expected benefits of this recommendation are:</p> <ul style="list-style-type: none"> • better demonstration of value for money; • clearer decision making and an improved focus on priority outcomes. <p>The implementation of this recommendation will have high impact with low costs.</p>	3	Head of Finance	<p>As part of budget process</p> <p>As part of updating MTFS</p>	<p>The Council already has long standing arrangements which link budget decisions to priorities and underlying service needs. The CRAM (capital resource allocation model) and ITT Development Plan processes have already been amended to focus on the priorities. Since 2004/05 the revenue budget process has required managers to explicitly identify potential impacts of growth, reprioritisation and savings proposals on the council's priorities - as the new priorities become the key strategic driver this will be reflected in the analysis provided by managers.</p> <p>The Medium Term Financial Strategy for 2007/08 to 2009/10 was developed at a point where the new priorities were still being developed and so it was not possible to reflect them within the strategy. However since it was also clear that the existing policy framework was being replaced this was not included in the MTFF. Following formal adoption by the council the new policy framework will be included within the MTFF from 2008/09 onwards.</p>	<p>Stage 1 complete</p> <p>Stage 2 July 07</p>

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P8 Para 21	<p>R3 Integrate the improvement statements into the performance management framework. The expected benefits of this recommendation are:</p> <ul style="list-style-type: none"> improved reporting of progress against targeted outcomes for cross-cutting improvements; and an improved focus on all new priorities. <p>The implementation of this recommendation will have high impact with low costs.</p>	3	Policy & Improvement Team	Through consultation with Chief Exec & Leader	<p>The first corporate performance monitor session for 2006/07 included presentation from a number of priority champions. Strategic monitoring and reporting of the priorities will be formalised through Exec/CMT monitoring sessions once Delivery & Innovation Plans (DIPs) have been finalised in early December. DIPs will identify a small number of SMART high level measures to track improvement.</p> <p>In addition, regular champion progress/monitor meetings have been established for all 13 priorities: as well as the four Organisational Effectiveness priorities. These form part of ongoing work to enhance the overall programme management arrangements for both the corporate strategy and the OEP.</p>	<p>Ongoing</p> <p>6 weekly OEP champions meetings: 8 weekly 13 champions meetings</p>
P8 Para 22	<p>R4 Introduce arrangements which promote systematic exchange of information about previous successes and failures in improving outcomes. The expected benefits of this recommendations are:</p> <ul style="list-style-type: none"> less potential for duplicated effort; and opportunities to learn from notable practice. <p>The implementation of this recommendation will have medium impact with low costs.</p>	2	Policy & Improvement Team	<p>Chief Executive, all Champions group & OEP champions group</p> <p>OEP planning group (headed by Cex)</p>	<p>The two champions groups (i.e. all 13 champions and the 4 OE champions) have been established to help drive forward delivery of the priorities – and develop/share common approaches. This is complemented by work of the Corporate Leadership Group (CLG) who are taking an active involvement in supporting delivery – and promulgating learning and innovation.</p> <p>Benefits have already accrued from collective learning in preparing and finalising priority specification and DIPs. Further benefits and learning will accrue in the delivery of the priorities – but work needs to be carried out to ensure that this is both systematic and structured.. This will be picked-up as part of further enhancing programme management arrangements.</p>	<p>Ongoing</p> <p>By End Dec 06</p>

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P7 Para 16	<p>R5 Make the reasons for focusing on the new priorities more explicit in Council communications. The expected benefits of this recommendation are:</p> <ul style="list-style-type: none"> greater ownership of the priorities by the public and by potential partners, based on a better understanding of the way in which they have shaped and can now help to deliver the new priorities. <p>The implementation of this recommendation will have medium impact with low costs.</p>	2	Head of Marketing and Communications, Policy & Improvement Team	CYC leadership champion – as part of delivering this priority	The priorities are now being widely communicated (see comments on R6). The CYC leadership priority includes a number of actions due to be completed before March 2007 which will further help embed the priorities and make clearer the reasons for focusing on them (including clarify impacts on non-priority areas, linking to strategic agendas, wider communication to partners).	To be completed by March 2007
P7 Para 16	<p>R6 Develop an internal communications strategy and implement it early. The expected benefits of this recommendation are:</p> <ul style="list-style-type: none"> that all staff and councilors understand their role in delivering improvements in the new priority areas. <p>The implementation of this recommendation will have medium impact with low costs.</p>	2	Head of Marketing and Communications	Chief Executive, OEP champions	<p>(see also R5). An internal communications strategy has been developed and agreed by the Chief Executive/OEP champions. Key parts of the strategy have been delivered including:</p> <ul style="list-style-type: none"> launch to top 200 Managers (10th November) communication of priorities to all staff (end November payslips) Further actions are scheduled as part of the strategy 	<p>Complete</p> <p>Complete</p> <p>Ongoing</p>