
Meeting of Executive Members for City Strategy & Advisory Panel

14th January 2008

Report of the Director of People & Improvement

Chief Executive's 2008/09 Service Plans

Summary

- 1 This report presents the 2008/09 Service Plans for the Chief Executive's Directorate. Members are asked to note and comment on the content of the plans and to consider how these might influence any budget considerations outlined in the directorate's 2008/09 revenue budget report.

Executive Summary

- 2 As part of the service planning process, the directorate looks ahead to identify drivers of future challenges. This year has highlighted a major programme of change, both from the government and at corporate level.
- 3 One of the most significant 'drivers' for the directorate, and the authority as a whole, is to respond to the successful delivery of the refreshed Corporate Strategy with its 14 priorities, and in particular for the directorate, to help support the delivery of the Organisational Effectiveness Programme (OEP).
- 4 The directorate will consult with priority champions as part of the directorate business planning process in order to ensure that the directorate focuses its resources in the key areas for improvement. Prioritisation will be essential in helping to manage the delivery of the challenging programme of work ahead.

Background

Changes to Service Plans

- 5 Following a recent review to improve service planning across the authority, three key changes have been agreed:
- 6 Directorate Planning – the development of Directorate Business Plans. This will play an important strategic role in consolidating improvement across the directorate and will provide an overall picture of the directorate and its intended direction of travel over the medium term.
 - Streamlined Template – Service Plans have been simplified and reduced to just six sections:

- a. Service Description and Objectives
 - b. Service Drivers
 - c. Critical Success Factors (CSFs)
 - d. Links to Corporate Priorities
 - e. Balanced Scorecard and measures and targets
 - f. Resources – staff and budget
- One Service Plan – only one version of a service plan is required this year, as opposed to the two staged process utilised last year. However, should there be significant changes as a result of the budget proposals for 2008/09, or requirements to provide additional, specific support for a corporate priority, then these will be required to be brought back to Members in March.
- 7 Although no longer forming part of the main service plan document, operational risks and cross-cutting improvements relating to equalities, Gershon and competitiveness are considered as part of the overall service planning process and a separate template is completed to capture this information for monitoring purposes throughout the year. Key actions from this will be included in individual service plans and brought together into a Directorate Business Plan.

Chief Executive's Service Plans and Directorate Business Plan

- 8 The Chief Executive's 2007/08 Service Plans can be found in Annexes 1-4 attached.
- Annex 1 - Policy, Improvement & Equalities
 - Annex 2 - Human Resources
 - Annex 3 - Marketing & Communications
 - Annex 4 - Civic, Democratic & Legal Services (inc. Scrutiny)
- 9 The Service Plans provide members with a snapshot of service planning issues facing Chief Executive's over the next 1-3 years. Hopefully, this planning information will be useful when considering the 2008/09 budget proposals elsewhere on this agenda. The financial information contained within the Directorate's Service Plans is based on the 2007/08 budget, pending the approval of the 2008/09 budgets.
- 10 The performance measures contained within the Directorate's Service Plans are based on measures which currently best support monitoring of the service plans. However, these measures may change pending a corporate review of all measures following the introduction of the new National Indicators which are replacing Best Value Performance Indicators (as proposed by the Government's Communities & Local Government Department).
- 11 Chief Executive's Directorate Management Team have recently held workshops to develop a Directorate Business Plan and also review its current performance measures to support the service planning process. This document is planned for completion in February/March 2008 and will set out the direction of the Chief Executive's Directorate over the medium term, whilst also drawing together the directorate's current service planning objectives and priorities, and a number of cross cutting issues.

12 It is from this document that the annual cycle of performance monitoring will be reported upon to future EMAP's in September, December and as a year end report in June.

Key Challenges

13 Each year our planning process looks ahead to future 'improvement' and 'delivery' challenges that the directorate is facing. This year in particular, has highlighted a major programme of change, both from the government and at the corporate level of the Council. Specific areas include:

- The need for the Council to make stepped improvements on equalities, absence and health and safety.
- The delivery of the Organisational Effectiveness Programme, which will be updated in April 2008 once the Comprehensive Performance Assessment (CPA) process has been completed.
- Responding to changes set out in the *Local Government and Public Involvement in Health Act*, which represents one of the government's most ambitious legislative changes since best value was introduced in 1999. Key areas of change include a new performance framework, moving from Comprehensive Performance Assessment (CPA) to Comprehensive Area Assessment (CAA), and the need to prioritise community cohesion across the city.
- Changing the way we consult and involve our customers, providing them with more opportunity for them to help shape York's future. This also links to improvements we need to make in relation to the way we manage the Council's reputation.
- Continuing implementation of Pay and Grading.

14 To be able to meet the above challenges, it is necessary to prioritise resources. However, in some instances, for example, equalities, due to the scale of the work required, it will be difficult to meet all these requirements with existing capacity. Requests for additional resources have been made to address these gaps and these are set out for members consideration in the directorate's 2008/09 revenue budget report.

15 Below is a summary of the Critical Success Factors (CSFs) which have been identified for 2008/09 for each service area, and are the actions considered critical in terms of dealing with key issues and/or delivering improvement:

Policy, Improvement & Equalities:

CSF for 2008/09	Why Critical?
CSF1: Ensuring that the Council responds effectively to the challenges and opportunities set-out in CSR07 and the Local Government and Public Involvement in Health Act the White Paper	The team needs to take a key role in ensuring an effective and proactive response to the challenges set-out in CSR07 and the Local Government and Public Involvement in Health Act the White Paper, in particular, in relation to the development of the new performance management framework (CAA)

Policy, Improvement & Equalities (Continued)

CSF for 2008/09	Why Critical?
CSF2: Take a key role in ensuring the embedding and delivery of the refreshed corporate strategy, in particular in relation to the delivery of the four values via the OEP	Failure to do this will have a negative impact of the Council's ability to sustain delivery of excellent services. Delivery of the council's vision underpins the long-term sustainability of the Council and makes a significant contribution in a citywide context. It will also impact on future assessments under CAA.
CSF3: Responding effectively to the outcomes of the 2008 CPA corporate Inspection process	Failure to respond effectively to the outcomes of the CPA process, and integrate key findings into our improvement plans, will have a negative impact on the outcome of future assessments under CAA.
CSF4: Responding effectively to the equalities agenda through the development of a new equality strategy – a key part of which helps ensure that the Council meets its statutory equality duties	Development and delivery of an updated equality strategy (for 2008 – 2011) will be vital in ensuring that the council meets its statutory equality duties whilst at the same time making progress in delivering its aspiration to embed equalities culture within the council.

Human Resources (HR):

CSF for 2008/09	Why Critical?
CSF1: Clarify and agree the role and scope of the HR service within the Council, realigning the delivery model and resources as necessary.	To ensure the HR service is aligned to organisational needs and delivers what the organisation wants. To enable the HR service to support the Council's priorities.
CSF2: Design and implementation of the HR and Health & Safety infrastructure, which will enable managers to improve levels of attendance.	Increase in productive time. To ensure compliance with H&S legislation and reduce accidents and near misses. To allow flexible and new ways of working across the Council.
CSF3: Implementation of a fair and Equitable pay and grading structure and a modern flexible reward system.	To protect the Council against equal pay claims. To ensure the Council is able to respond effectively to changing demands.

Marketing & Communications:

CSF for 2008/09	Why Critical?
CSF1: Write and implement external communications strategy incorporating the issue of reputation and reflecting the priorities and values of the corporate strategy.	There is a gap between the public's broadly positive perception of services and less positive perception of the corporate council.
CSF2: Write and implement an internal communications strategy to ensure staff understand their role in the 'golden thread' and the council is able to communicate essential information effectively to staff.	The projects that will require great organisational change such as the accommodation review and the pay and grading review will need communicating in 08/09.
CSF3: 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.	In order to understand their needs the m&c research team conduct corporate research and are well placed to offer advice and support to directorates in other consultation.

Civic, Democratic & Legal Services (incl. Scrutiny):

CSF for 2008/09	Why Critical?
CSF1: Seeking Member Development Charter status and accreditation	To establish a recognized framework and guiding principles for developing & training Members
CSF2: Making available 'help' manuals to Council staff & Members covering the: <ul style="list-style-type: none">• Decision making process• Constitution• Committee Management System	To help staff & Members understand the processes involved efficiently.
CSF3: Introduction of revised scrutiny tools and practices in response to the Local Government and Involvement in Health Act 2007	To evidence the requirements in the Local Government and Involvement in Health Act 2007 in relation to Councillor Call for Action and extended partnership scrutiny.

Consultation

- 16 The Chief Executive and the Directorate's Management Team have approved the attached service plans. Priority Champions will be consulted on specific actions to support the Corporate Strategy as part of the directorate business planning process.

Options and Analysis

- 17 There are no specific options for members to consider in this report.

Corporate Priorities

- 18 The Chief Executive's department has a major role to play in the programme management, co-ordination and delivery of the Organisational Effectiveness Programme. A significant number of key actions (in particular in relation to the CYC Leadership priority) have been identified for the Policy, Improvement & Equalities Team. The directorate, via its service planning, will therefore make a significant contribution to the overall delivery of the Corporate Strategy over the next three years.

Implications

- 19 **Financial** – The Chief Executive's 2008/09 revenue budget report should be read in conjunction with this report, which identifies the need for additional resources to address gaps in capacity to meet those areas which have greater demands due to the scale of the work required.
- 20 **Human Resources (HR)** The major focus of these service plans is on supporting the improvement of the corporate contribution to meeting the Council's priorities and to support the Council's CPA rating. As such the main HR implications are contained within the body of this report.
- 21 **Equalities** – The delivery of the key parts of the OEP and the Council's 3 year Equality Strategy are closely linked – in particular to the priorities relating to CYC leadership and customer focus.
- 22 **Legal** – There are no legal implications.
- 23 **Crime and Disorder** – There are no crime and disorder implications.

24 **Information Technology (IT)** – There are no IT implications.

25 **Property Implications** – There are no Property implications.

26 **Other** – There are no Other implications.

Risk Management

27 In compliance with the Council’s risk management strategy, there are no risks associated with the recommendations of this report.

Recommendations

28 That the Advisory Panel advise the Executive Leader to note and comment on the Chief Executive’s 2008/09 Service Plans

Reason: To inform the budget process alongside the Directorate’s service planning.

Contact Details

Author:

Sandra Herbert
Business & Performance
Manager
Chief Executive’s
Tel. No. 552014

Chief Officer Responsible for the report:

Heather Rice
Director of People & Improvement

Report Approved

Date 27.12.2007

Wards Affected:

All

Specialist Implications Officers:

Implication: Finance

Patrick Looker
Finance Manager
City Strategy
Tel No. 551633

**Implication: Human
Resources**

Chris Tissiman
Head of Human Resources
Chief Executive’s
Tel No. 551715

Implication: Equalities

Kevin Banfield
Head of Policy,
Improvement & Equalities
Chief Executive’s
Tel No. 551723

Background Papers:

CYC Service Planning Guidance and Templates (2008-2011)

Annexes – Service Plans relating to:

Annex 1 – Policy, Improvement & Equalities

Annex 2 – Human Resources

Annex 3 - Marketing & Communications

Annex 4 - Civic, Democratic & Legal Services (incl. Scrutiny)