

Project	CMT lead	Scope	Priority actions for year 1	Milestones for year 1
<p>Improve the council's approach to Equalities and Diversity</p>	<p>Bill Hodson Director of Housing & Adult Social Services</p>	<p>To complete and implement the Corporate Equalities Improvement Plan being overseen by the Equalities Leadership Group. This will include:</p> <ul style="list-style-type: none"> • What still needs to be done to secure Level 2 of the current equality standard • Standards that need to be achieved corporately and departmentally to ensure sustained improvement • Progress on strategically critical Equality Impact Assessments • The need for staff and union engagement in shaping the corporate equality schemes • Community Engagement and Participation Strategy • Sustained and 'mandatory' training programme linked to service planning, appraisals and PDRs • A corporate approach to and shared systems for data collection analysis and use 	<ul style="list-style-type: none"> • CMT to endorse 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 groups (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>Improve HR management</p>	<p>Heather Rice Director of People & Improvement</p>	<p>To conduct a people management review within CYC and implement and support the agreed outcomes.</p> <p>Outcomes and indications of success will include</p> <ul style="list-style-type: none"> • Clear agreed outcomes from the 	<ul style="list-style-type: none"> • Completion of People Management Review • Realignment of resources to the above • Agreement of a People Strategy and 5 key enablers • Continued review and 	<ul style="list-style-type: none"> • Recruitment of Head of HR and OD June 2008 • A clear agreed work programme for the HR team which has clearly prioritised existing capacity and understands the gaps CMT paper July 2008, work

Single Improvement Plan project outlines

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		<p>People Management review</p> <ul style="list-style-type: none"> • A revised HR Strategy (to be known as the People Strategy) • A series of 5 key enablers, including a corporate workforce development plan 	<p>development of appraisal</p> <ul style="list-style-type: none"> • A review of training and agreed training and development plan • The development of new HR policies and procedures to support major programmes of work • A review of induction • To improve HR information to help support future business needs and to promote effective and efficient working • To support the introduction of flexible working styles linked to improved attendance management 	<p>programme September 2008</p> <ul style="list-style-type: none"> • To move Payroll to HR September 2008 (subject to restructure moratorium) • Implementation of 'e-recruitment' February 2009
Improve attendance management	Heather Rice Director of People & Improvement	<p>To improve attendance management within CYC with a focus on managing sickness in the first phase, moving to a focus on improving wellbeing in the second phase.</p> <p>Outcomes and indications of success will include</p> <ul style="list-style-type: none"> • a reduction in working days lost • increased numbers of managers proactively managing absence • improved service delivery • improved health and wellbeing of 	<ul style="list-style-type: none"> • To review policies and procedures • To develop and improve data management and reporting for sickness absence • To train managers in managing sickness absence To scope introduction and improvements in employee benefits and assistance programmes 	<ul style="list-style-type: none"> • To develop and implement a communications strategy on attendance to continue to raise profile corporately and within directorates September 2008 • A decreasing number of working days lost ongoing • Monitoring of proactive management of sickness absence through (already updated) PDR process ongoing • To develop partnership

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		staff	<ul style="list-style-type: none"> To actively engage the newly contracted occupational health provider in staff support 	<p>working with PCT to improve health of people of York discussions commenced and ongoing</p> <ul style="list-style-type: none"> Regular monitoring of absence via dashboard provision ongoing
Improve Health & Safety procedures and culture	Heather Rice Director of People & Improvement	<p>To develop and embed a culture of health and safety within CYC. Outcomes and indications of success will include:-</p> <ul style="list-style-type: none"> A reduction in the number of RIDDOR incidents Clear joint working with trades union colleagues Progress on HSE pilot 	<ul style="list-style-type: none"> To review and relaunch our Safety Management System To develop the joint Health and Safety Committee To support the Health and Safety Team To develop and implement a major communications strategy on this agenda To continue to monitor progress within the performance dashboard 	<ul style="list-style-type: none"> To set up, support and develop Health and Safety groups within directorates (corporate H&S group already established May 2008 and to advise) To continue to develop the Health and Safety Team ongoing To secure a permanent Health and Safety Manager candidate identified end of July 2008
Ensure that councillors are trained and equipped to carry out their roles	Terry Collins Director of Neighbourhood Services	<p>The project will identify what training members require to successfully undertake their role. Members will be fully consulted as part of this project whilst discussions will be held with external organisations such as the IdeA to identify how they can assist.</p> <p>When the project is concluded a training programme will be developed to be used by all members consisting of a</p>	<ul style="list-style-type: none"> Review to be held of existing training arrangements Meeting with Group Leaders (and possibly their Groups) will be held to identify member training needs Contact will be made with several excellent rated authorities to identify best 	<ul style="list-style-type: none"> Review to be held of existing training arrangements July 2008 Meeting with Group Leaders (and possibly their Groups) will be held to identify member training needs August 2008 Contact will be made with several excellent rated authorities to determine best practice August 2008

Single Improvement Plan project outlines

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		<p>wide range internal and external training opportunities. The main outcome will be that members will feel that their development needs are being met and that they have the required level of knowledge to undertake their role successfully.</p>	<p>practice</p> <ul style="list-style-type: none"> • Discussions with organisations such as the IdeA will be held to identify future training opportunities • Member PDR's to be developed which will include development needs • CYC member training programme to be developed and presented to members 	<ul style="list-style-type: none"> • Discussions with organisations such as the IdeA will be held to identify future training opportunities September 2008 • Member PDR's to be developed which will include development needs September 2008 • CYC member training programme to be developed and presented to members November 2008
<p>Improve alignment between community strategy, LAA and corporate strategy</p>	<p>Bill Woolley Director of City Strategy</p>	<p>The completion of a refreshed SCS and LAA2 provides the overall context for this part of the SIP. The CYC Business model confirms the leadership role of CYC in taking forward delivery of the SCS and LAA2 and influencing the contributions of all other partners and partnerships.</p> <p>The findings of CPA and future requirements of CAA show that CYC needs to ensure our strategic partners are equipped for future challenges – especially in respect of performance management arrangements.</p> <p>CYC will be seeking to influence all partners to align to the SCS. CYC will lead by example by ensuring the</p>	<ul style="list-style-type: none"> • Carry out review of strategic partnerships (i.e. LSP and 8 thematic partnerships) • Raise awareness of SCS/LAA2 with CYC staff • Agree process for refreshing CYC Corporate Strategy • Agree and implement Performance Management arrangements (including LPSA2 funding) for SCS • Commence CAA preparations (including determination of lead and support arrangements)) 	<ul style="list-style-type: none"> • CYC approve SCS June 2008 • Communication events for SCS/Corporate Strategy September 2008 onwards • Enhance the role of the WOW Executive Delivery Board to improve strategic performance management within partnerships October 2008 • Review of strategic partnerships completed and areas for improvement identified by December 2008 • LPSA2 bids approved December 2008 • CAA Action Plan completed December 2008 • Refreshed CYC strategy re launched April 2008

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		<p>refreshed CYC Corporate Strategy is aligned to the SCS and LAA.</p> <p>Outcome: Refreshed CYC Corporate Strategy that is aligned to the SCS including relevant LAA indicators. The CYC corporate strategy will reflect the needs of our customers and meets the requirements of national government and be used more fully in CYC business planning.</p>		
<p>Introduce improved budget setting process which better aligns priorities to budget allocation and efficiencies.</p>	<p>Ian Floyd/ Sian Hansom (Director of Resources)</p>	<p>To ensure an appropriate balanced budget is set and regularly (using a risk based approach) monitored</p>	<ul style="list-style-type: none"> • Base budget review in key risk areas • Efficiency plan to be built into budget process • A detailed programme (with timescales) to be agreed for the implementation of the budget, ensuring transparency and clarity of process 	<ul style="list-style-type: none"> • Spend within 2% of set budget • Efficiency plan delivered on schedule and to time (both) • Strategic consultants appointed to support the development of a high level efficiency review process <p>All by March 2009</p>
<p>Improve budget monitoring arrangements</p>	<p>Ian Floyd/ Sian Hansom</p>	<p>To ensure an appropriate balanced budget is set and regularly (using a risk based approach) monitored</p>	<ul style="list-style-type: none"> • Monthly risk analysis provided by finance managers to Head of Finance (monitoring) • Full risk based approach to be developed during 08/09 (monitoring) • Programme for the introduction of monthly budget monitoring to be introduced (monitoring) 	<ul style="list-style-type: none"> • Spend within 2% of set budget • Efficiency plan delivered on schedule and to time <p>All by March 2009</p>

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<p>Make improvements to the council's capital programme</p>	<p>Pete Dwyer</p>	<p>The project will seek to understand how we will ensure that capital funding available to the authority is used most effectively to deliver required high quality facilities in an integrated and timely manner. The project will review current practice and seek to understand the steps required to</p> <ul style="list-style-type: none"> • Enable reductions in the levels of Capital Carry Forwards sought each year or at least greater understanding of reasons for carry forward • Establish clearer corporate management leadership of the agenda • Confirm effective processes for capital programme monitoring • Develop strategies which will ensure capital programme is successfully delivered • Improve programme management within the authority • Reduce potential risk of District Audit challenge to our work in this area 	<p>Phase 1. Taking Stock – Analysing the Issue</p> <ul style="list-style-type: none"> • Review current and historic practice with key players across Directorates • Review effectiveness of CAPMOG (Capital Monitoring Group) • Establish baseline data of local/regional and national performance in this area • Access external advice on best practice <p>Phase 2. Planning and Implementing Improvement</p> <ul style="list-style-type: none"> • establishing new or amending current systems/processes/capacity for capital programme monitoring • agree acceptable models of programme management which could then be applied across the wider council 	<ul style="list-style-type: none"> • Phase 1 review: June-September 2008 • CMT report September/October • Phase 2 implementation Oct-January 2009 • CMT report February/March 2009
<p>Improve the accuracy and reliability of data</p>	<p>Terry Collins</p>	<p>The project will set out the Council's vision for data quality whilst defining what this means for staff, members and in the future partners. The project will identify roles and responsibilities for data quality throughout the organisation</p>	<p>Consultation to be held with the Performance Officers Group re the draft report and Data Quality Policy Draft report and policy to be presented to be presented</p>	<ul style="list-style-type: none"> • Consultation to be held with the Performance Officers Group re the draft report and Data Quality Policy June 2008 • Draft report and policy to be presented to be presented to

Single Improvement Plan project outlines

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		<p>and develop corporate standards which will be consistently delivered in all directorates.</p> <p>The project will also address all of the actions detailed in the 'Review of Data Quality Arrangements' audit completed by the Audit Commission in 2006/07.</p> <p>At the end of this project data quality will be embedded within our organisation which will allow us to manage our day to day business effectively using the data as an integral part of our decision making process.</p>	<p>to CMT.</p> <p>Amendments to be made to the draft report.</p> <p>Consultation to be held with the Audit Commission.</p> <p>Report to be presented to the Executive and Audit and Governance Committee.</p> <p>Member champion to be appointed.</p> <p>Year one actions to be delivered.</p>	<p>CMT July 2008</p> <ul style="list-style-type: none"> • Amendments to be made to the draft report July 2008 • Consultation to be held with the Audit Commission August/September 2008 • Report to be presented to the Executive and Audit and Governance Committee September/October 2008 • Member champion to be appointed September/October 2008 • Year one actions to be delivered March 2009
<p>Review scrutiny arrangements to ensure that they are effective and add value</p>	<p>Bill McCarthy Chief Executive</p>	<p><u>Scope</u></p> <ul style="list-style-type: none"> • Drawing on best practice and in the context of Corporate Assessment, review current arrangements for pre and post decision Scrutiny. • Implement findings <p><u>Outcomes</u></p> <ul style="list-style-type: none"> • An efficient and effective Scrutiny function contributing to better decision-making 	<ul style="list-style-type: none"> • Identify best practice • Consult with Members • Agree new approach • Implement new approach 	<ul style="list-style-type: none"> • Consultation with political groups in July 2008 • Report to Council in September 2008 • Implement new arrangements in January 2009 if agreed
<p>Improve the effectiveness of the council's consultation</p>	<p>Bill McCarthy Chief Executive</p>	<p><u>Scope</u></p> <ul style="list-style-type: none"> • Drawing on best practice around the Country, develop and publish a communication and engagement 	<ul style="list-style-type: none"> • Find best practice • Consult members, staff and public in drawing up strategy 	<ul style="list-style-type: none"> • Diagnosis, discussion with members and partners and identification of best practice August 2008

Annex 2

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and engagement with York's citizens		<p>strategy to be used across the whole Council.</p> <p><u>Outcomes and Success Indicator</u></p> <ul style="list-style-type: none"> • Improvement in service satisfaction by earlier involvement and engagement of customers in service decisions. • Improved understanding by the public of the Council's policies and decisions. 	<ul style="list-style-type: none"> • Agree strategy • Publish strategy 	<ul style="list-style-type: none"> • Draft strategy for consultation in September 2008 • Publish strategy by December 2008