

Area	Activity	Outcome	What does success look like	Lead Officers	Progress
Vision and Values Thinking Differently	Develop vision for the Council and the City	Clarity amongst residents and staff about why we do what we do and take the decisions we take. Develop new organisation values and behaviours based on vision	Promotion of the council plan as the main strategic document of the council. Residents have an understanding of the Council's vision for York. Develop values and revised behavioural standards based on vision and values feedback from staff and external partners	Chief Executive	<ul style="list-style-type: none"> Report to Executive 14 July 2016 Initial work on values has commenced Engagement Plan to be developed New Behavioural standards work will follow
	Produce key delivery plans Council Plan (supporting corporate plans and service plans) including management of key risks	Priorities within Council Plan are delivered and specified targets, outputs and outcomes are achieved. Associated key risks are identified, monitored and managed.	Key measures of success have a positive performance trend through the lifetime of the plan. Corporate risks appear alongside KPIs.	CMT	<ul style="list-style-type: none"> Report to Executive 14 July 2016 Draft service plans to be developed in line with deadlines set
	Implement refreshed planning & performance management framework	Line of sight is visible from individual plans to the vision. Plans have clear output measures and outcomes, performance against these is monitored through a structured reporting intended to drive improvement and achievement.	Key measures of success have a positive performance trend through the lifetime of the plan. Maximise openness and transparency by exceeding Publication Scheme requirements	Assistant Director, Customers & Employees	<ul style="list-style-type: none"> Report to Executive 14 July 2016 Draft service plans to be developed in line with deadlines set Staff appraisals are underway Policy & Scrutiny structure in development which will drive reporting structure for them
	Review budget planning process and known structural/financial challenges to deliver the 2030 vision of continued financial best practice	Effective financial planning and resource prioritisation is in place to deliver strategic plans. Innovation and excellence underpins resourcing solutions and decisions.	Key financial performance measures have a positive performance trend through the lifetime of the plan and appear alongside performance, employees and customer satisfaction data.	Director of Customer & Business Support Services	<ul style="list-style-type: none"> Financial plans approved in February 2016 to 2020 Detailed budget planning for 2017/18 has commenced
Delivering For & With the City Acting Differently	Developing a listening council approach	The council and delivery partners engage with, listen to and feed back to stakeholders as part of their organisational values and process design.	Officers and Members to be seen within communities working for communities and having the power to act where appropriate. Have a Feedback ethic – 'you said we did' to all stakeholders.	CMT	<ul style="list-style-type: none"> Engagement Strategy and Toolkit to be reviewed later in year Media Protocols to be agreed Relaunch of the Talkabout panel to collect resident views on bi-annual basis
	Agree key major decision points in the delivery of significant projects and in light of vision and major policy scanning particularly for: Local Plan; Community Stadium; York Central; Southern Gateway; Future Size and Shape Priorities; Devolution	All major projects are identified, prioritised, resourced and delivered effectively. The city and council has a reputation for managing change effectively to deliver economic and efficiency priorities for the city and the council.	Major Projects appear alongside business as usual activity in Service Plans. Major project KPIs are monitored through corporate and directorate performance framework	CMT	<ul style="list-style-type: none"> 'All About Projects' methodology has been launched with updates to Audit & Governance Committee Major project reporting is to be embedded as part of the performance reporting framework
	Proactive communications and relationships with media	There is a strong and positive narrative in relation to the council's activities and its performance against its priorities. Issue management is planned wherever possible.	Restructure and re-design of communications function once in CBSS directorate	Assistant Director, Customers & Employees	<ul style="list-style-type: none"> Communications restructure complete New Head of Service to be recruited Media Protocol revised (see Executive report 14 July 2016)
Other Underpinning Actions	Peer development activity/team building support for CMT, Executive Members, Scrutiny Leads	Strong coherent leadership focussed on continuous development in delivering excellence.	Vision for 2030 is agreed. Lines of accountability established through service planning. Major projects are prioritised alongside Frontline Service Delivery	Chief Executive	<ul style="list-style-type: none"> See Executive Report 14 July 2016 Joint performance management reporting in development. Leadership development plans to be discussed on arrival of the new Chief Executive.
	Early progress on Senior Management Review	Skills and capacity are in place to focus on priorities and driving forward promised delivery and change. Delivery of council priorities, values and behaviours through the whole workforce is provided through effective leadership.	Completion of Senior Management Review	Chief Executive	<ul style="list-style-type: none"> Commenced June 2016 for completion by October 2016.
	People Plan completion & approval as part of delivery planning framework .	Successful development of the skills, capacity and confidence of the workforce during a period of significant change and challenge.	People Plan is completed and approved	Chief Executive	<ul style="list-style-type: none"> See Executive report 14 July 2016 for approval of Strategic objectives Delivery plans are under development Measurement standards to be agreed
	Review engagement framework including maximising the use of E-Democracy in order to integrate with digital and customer strategic principles across all channels of engagement.	Technologies allow a greater interaction with residents and other users on priorities that matter to them. The council is easier to do business with.	The improved CRM is launched during 2016/17 which provides opportunity for information capture on residents views and queries.	Assistant Directors, Customers & Employees/ Communities, Culture and Public Realm	<ul style="list-style-type: none"> Engagement Strategy/toolkit to be reviewed this Autumn. Digital revenues & benefits to be launched in July . 'My Account' will be launched this autumn giving greater and more flexible access to local services and information - use as an engagement tool is yet to be developed.