

# **Annex A**

## **Recommendations from the LGA Response to Council Motion of 9 October 2014**

## Annex A: LGA Response to Council Motion 9 October 2014

	<b>Recommendation</b>	<b>LGA Review 2013</b>	<b>OD Review</b>	<b>ACTION</b>	<b>OWNER</b>	<b>What success looks like</b>
	<b>Re-set (1 – 3)</b>					
1	<b>All</b> to commit to better ways of working and without any harking back to past issues.			Group leaders to take forward by end February 2015	Group Leaders	
2	A better sense of realism, a less sensitive approach and not such an intense interest in social media will pay dividends.  <i>CYC OD Review – Staff &amp; members identified that staff were being subjected to unfair criticism on social media.</i>		✓	Group leaders to take forward with Councillors by the end of February 2015.  OCE to review Comms protocol by end February 2015	Group Leaders  Head of CYC Comms	
3	Clarify the roles of members (and different roles of different members) and officers in the decision making process. This will include visible schemes of delegation.	✓	✓	Democratic services to reissue guidance and offer briefing sessions by end of March 2015	Group Leaders  Monitoring Officer	A clear and unambiguous understanding amongst all members of the council's decision making processes so that all can

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	<p><i>LGA 2013 Peer Review – backbenchers and opposition members do not feel informed or able to influence decision making</i></p> <p><i>CYC OD Review – Opposition members do not feel involved in decision making</i></p>					understand what role they will play in decision making.
	<b>Re-affirm ( 4 – 10)</b>					
4	Clarify rights to receive and access information. Ensure these are then consistently and routinely applied.			Audit & Governance Committee is receiving a report on 11 <sup>th</sup> February 2015 recommending revised access to information rules.	Monitoring Officer & Director of Customer & Business Support Services	Improved confidence from members that they are being given access to the information that they should.
5	Revise the media protocol.			OCE to take forward by end of February 2015	Head of CYC Comms & Assistant Director Transformation and Change	New Media Protocol reflecting recommendations of the LGA review.

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6	Clarify the Council's values and what they mean for members.			Group leaders to take forward by end of February 2015	Group Leaders	Improvement in behaviour, reduction in complaints by members about one and other. More collegiate approach where there is consensus.
7	Review the Member Code of Conduct and Member/Officer Protocol; including access to officers.  <i>CYC OD Plan – There are issues with some member/officer relationships</i>		✓	The standards committee is considering this recommendation on 9 <sup>th</sup> February 2015 and a process and timetable for this review will be developed thereafter.	Monitoring Officer (supported by Director of Customer & Business Support Services, Chief Executive and Group Leaders)	Reduction in complaints by officers about member behaviour. Clear understanding of member and officer roles. Member enquiries in general are directed to chief officers and handled quickly.

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8	<p>Agree the appropriate support necessary for the role of members in their wards &amp; neighbourhoods. Consider more-regular briefing for non-Cabinet members. Consider the re-introduction of a nominal budget for ward councillors. Consider the appropriate support for Overview and Scrutiny. Consider a more-effective mechanism for dealing with councillors' casework /surgeries. Agree routes for councillors to escalate concerns.</p> <p><i>LGA 2013 Review – Members want more support with their work and wish to review the way that neighbourhood work is supported.</i></p> <p><i>LGA 2013 Review – Scrutiny is not working.</i></p> <p><i>CYC OD Report – Members want better access to information and briefings.</i></p>	✓	✓	<p>Officers to work with Group leaders to establish options for providing further support.</p> <p>Regular opposition briefing sessions created. Briefing programme to be established.</p> <p>Review of the scrutiny function and how it can be supported.</p>	<p>Chief Executive, Director of Communities and Neighbourhoods to work with Group Leaders</p> <p>Chief Executive &amp; OCE Team to work with Group Leaders</p> <p>Monitoring Officer &amp; Director of Customer &amp; Business Support Services to work with the Scrutiny Chair and Group Leaders</p>	<p>Members would feel better supported in their role and understand the key policies and work being undertaken across the council. Members would recognise that the scrutiny function adds value to the policy development at CYC.</p>

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9	<p>Take a look at the number of FOI requests and analyse why you are receiving them.</p> <p><i>LGA 2013 – Large number of FOIs from some members.</i></p> <p><i>OD Review – Number of FOIs from some members.</i></p>	✓	✓	Monitoring Officer. by end of March 2015 to provide a summary of the number of member FOIs and a protocol for reducing this (notwithstanding the fact that members are entitled to make FOI requests)	Monitoring Officer & Group Leaders	Members have the confidence to approach officers for the information they need knowing that it will be provided quickly.
10	Above recommendations 1 to 9 – establish a cross party group to review and develop protocols			Group Leaders have taken responsibility for this.	Group Leaders	Actions are completed.
	<b>Reinforce (11- 16)</b>					
11	Reinforce the new clarity over roles, decision making process, information, media use and values through Member training, with an expectation that <b>all</b> Members would attend.			CMT, Democratic Services and Group Leaders to collaborate on a programme and ensure that members attend.	CMT, Democratic Services, Group Leaders	Clear understanding of role.

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12	Those in leadership positions, particularly Group Leader and whips (where they exist) need to recognise their particular responsibility.			Group leaders to action	Group Leaders	All members to behave more respectfully to each other and to officers. Rules are followed and fewer complaints are made.
13	Senior officers being enabled and encouraged to pro-actively support members in enforcing the new standards and to step up to this role.  <i>CYC OD Review – Member behaviour is not always appropriate.</i>		✓	CEX, Director of CBSS and Monitoring Officer to progress	Chief Executive	Reduction in complaints from staff about inappropriate behaviour from members.
14	For the Standards Committee to consider how to supplement the work of Group Leaders, whips and officers in enforcing behaviour, and also how to work			The Standards Committee is considering this recommendation at its meeting on 9 <sup>th</sup> February and will be asked how best to respond to it.	Director of CBSS, Monitoring Officer and Group Leaders.	Political groups maintain discipline within their own groups and Group

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	with members outside the influence of whips, such as Independent members. More generally for the Joint Standards Committee to review its way of working.					Leaders deal with issues at their own forum. Reduction in complaints to the Standards Board.
15	<p>Instigate more-regular meetings between Group Leaders where, amongst other issues, progress on some "non-political" issues for the City could be made in a collegiate way.</p> <p>Enable and encourage CYC members to visit other Councils to not only pick up ideas for policy and performance in York, but also to see what is normal in terms of governance and behaviour.</p>			Ongoing. A briefing programme has been established and visits will be made available after the 2015 local election. Action CEX Group leaders.	Chief Executive & Group Leaders	Improvement in member behaviour.



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16	To systematically log recommendations from the 2013 Corporate Peer Challenge, to bring them together into one document alongside (within) the Organisational Development Plan (or other overall improvement plan) and to add the recommendations from this review. Then to ensure they are acted on appropriately and that progress and impact is monitored by a nominated committee.			Ongoing. Updated plan scheduled for discussion at CMT and subsequently with A & G.	Assistant Director Transformation and Change to coordinate and responsibility with CMT & Group Leaders (where appropriate) to implement actions.	Council addresses all the recommendations of LGA Peer Reviews

# **Annex B**

## **Organisational Development Action Plan 2014/15**

## Annex B: CYC Organisational Development Action Plan 2014/15

Identified Need	Action	By when	Lead	Outcome	January 2015 Update
Articulating what the future looks like priorities to achieve this	CMT session to confirm the direction, priorities and expectations	17-Sep-14	Stewart Halliday	Consistent and realistic CMT view and a short presentation is developed to communicate agreed outcomes	Complete. The outcomes are being used to support the comms launch of the RPS programme
Articulating what the future looks like priorities to achieve this	CMT share the direction and priorities with CLG for cascade and discussion with teams and outline the role for CLG in the rewiring Programme. Provide resources for CLG to be able to communicate effectively.	26-Sep-14	Kersten England	All senior managers clearly understand the direction and their role in delivering priorities and can confidently communicate to staff and others	Complete. Senior Managers are expected to support the comms launch of the RPS and to continue to communicate key messages to staff. The need for effective staff communications was reinforced at the October From Service to City meeting when the 'Manager must do' document was launched.
Articulating what the future looks like priorities to achieve this	Dedicated team meetings to communicate the direction and priorities	03-Oct-14	CLG / HOS	Assurance from Directors that all teams have been engaged  Feedback from every team	Underway. Communication of RPS with CMT for a cascaded launch.

## Annex B: CYC Organisational Development Action Plan 2014/15

Identified Need	Action	By when	Lead	Outcome	January 2015 Update
Develop the culture needed to support the new way of working	Lead a small focus group from Staff Engagement Forum to summarise what a CYC person looks like (linked to behaviour standards) and use this to update the existing future culture statement and feed into the employment proposition	21-Nov-14	Linda How	Able to describe to behaviours and attributes we want to foster in CYC	Complete. Focus groups have taken place and the outputs being used to develop our behaviour standards, culture statement and employment proposition.
Develop the culture needed to support the new way of working	Staff Engagement Focus Group to present to final documents to CMT based on 'what a CYC person looks like'	05-Dec-14	Culture Focus Group	CMT agreement to communicate the behaviours and attributes we expect	Underway. Update to be provided at S2C and CMT on 27th January
Develop the culture needed to support the new way of working	Share the culture we want to encourage with CLG and Service to City Group for further cascade to all staff	19-Dec-14	CMT supported by Focus Group	Every employee understand what a CYC person looks like in terms of behaviours and attributes	Underway. Update to be provided at S2C and CMT on 27th January
Develop the culture needed to support the new way of working	Innovation network to develop and co-ordinate proposals for injecting creativity and innovation into the workplace	19-Dec-14	Ian Graham	CMT agree proposals and actions to encourage and enabling staff	Underway. Innovation network established.
Develop the culture needed to support the new way of working	Marketing campaign to support the launch of the culture and new way of working	19-Dec-14	Stuart Goulden	People feel informed through a range of targeted campaigns	Complete. Marketing approach for RPS agreed by CMT. Rewiring blog launched in December 2014.

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Identified Need	Action	By when	Lead	Outcome	January 2015 Update
Embed the culture needed to support the new way of working	Use the culture statement, CYC person description and Leadership Framework to update the Employment Proposition to be used as part of the recruitment process	27-Feb-15	Tracy Walters	Strong brand articulated that attracts high calibre candidates	Underway. Will follow on from CMT / CLG discussions and launch. New e-recruitment system due to launch in April 2015 and all potential candidates applying for a role in CYC will have an understanding of our aims, the employment proposition and culture. Initial rebranding content written by 23rd January for new intranet.
Embed the culture needed to support the new way of working	Refresh the EXtra Factor Award scheme so that we encourage the behaviours and attitudes that support our new way of working	27-Feb-15	Tracy Walters	Celebrate where good behaviours and attitudes are demonstrated	Underway. Review of 2014 eXtra factor awards due to take place, to support the planning for the 2015 event.
Embed the culture needed to support the new way of working	Review the Behaviour Standards to align with the agreed culture statement	27-Feb-15	Tracy Walters	Behaviour standards completely support culture and new way of working	This is done
Embed the culture needed to support the new way of working	Develop and publicise the CYC commissioning approach working with managers to understand the impact on their team	31-Mar-15	Tracey Carter	Clear understanding of what commissioning means in CYC and options for service delivery	TBC

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Embed the culture needed to support the new way of working	Refresh the staff Recognition and Rewards Scheme including benefits, rewards, salary sacrifice scheme etc	30-Apr-15	Mark Bennett	Staff feel healthy and supported to give their best	Underway. New salary sacrifice schemes for car leasing and IT equipment launched. Scheme for discounted train season tickets to launch in February and L&D salary scheme in development.
Embed the culture needed to support the new way of working	Volunteer group to identify additional ways to embed the new culture to foster innovation, collaboration, commercial etc	30-Jun-15	Stewart Halliday	Clear plan of actions presented to CMT	In development. There have already been a number of events which have a focus on developing commerciality and innovation.
Ensuring a consistently excellent level of service for residents and customers	Work with all areas of CYC to improve the approach to delivering customer service	31-Dec-15	Eilidh Carricker	Recognised as an excellent organisation through accreditation in customer service for CYC	Underway. Customer service excellence group established and mock inspection has taken place with good results. Formal accreditation for most services will take place in 2015.
Identifying and developing skills to build the capacity, capability and confidence	Launch the Community Engagement Approach, supporting guidance and tools and training to explain the new way of working	19-Sep-14	Mary Bailey	All staff feel confident and skilled to engage well with residents and communities	Underway. Community engagement events have taken place for all workstreams in the RPS programme; tools have been developed to support these events.

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Identified Need	Action	By when	Lead	Outcome	January 2015 Update
Introducing a sustained approach to engaging with managers, staff, and partners	Introduce a formal communications cascade (as part of Back to Basics) through team meetings that provides information, shares good news, celebrates success and elicits feedback	30-Sep-14	Leona Marshall	A formal approach to communications is established, implemented and monitored	Underway. Marketing and comms plan approved by CMT and proposals are in development for more effective communications and engagement, using the new intranet which will allow more targeted communications which can then be monitored.
Introducing a sustained approach to engaging with managers, staff, and partners	Put the Rewiring Communications marketing plan into action working with a group of staff volunteers to generate ideas for celebrate success, sharing progress and publicising events	30-Sep-14	Stuart Goulden	People feel informed and part of Team York through a range of targeted campaigns	Underway. Marketing and comms plan approved by CMT and proposals are in development for a more effective communications and engagement.
Introducing a sustained approach to engaging with managers, staff, and partners	Identify specific actions related to each Directorate that will help engage teams and embed the required culture	30-Oct-14	CMT	Each Director has a clear plan to support the corporate OD plan	In development.
Introducing a sustained approach to engaging with managers, staff, and partners	Continue to involve staff in designing the new internal website	30-Oct-14	Eilidh Carricker	A fit for purpose website that is easy to navigate	Underway. Staff involvement will continue until launch of website.

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Identified Need	Action	By when	Lead	Outcome	January 2015 Update
Introducing a sustained approach to engaging with managers, staff, and partners	Launch event led by Kersten to begin to involve the pool of willing volunteers in helping to design and deliver transformation	30-Oct-14	Mark Bennett	Staff feel involved and are assigned to particular focus groups or areas of transformation	Not started. Proposal needs to be developed to take to CMT. Innovation network is established and this group is looking at service transformation and may be possible to build onto this.
Introducing a sustained approach to engaging with managers, staff, and partners	Plan a series of Service to City events to engage HOS in the Rewiring Programme	30-Oct-14	Nigel Burchell	HOS feel that they are influencing transformation	Complete. 2015 plan of Service to City events agreed in December 2014.
Introducing a sustained approach to engaging with managers, staff, and partners	Staff Engagement Sessions (Together we can achieve great things) to reinforce the focus on community engagement, why we need to change and seek input to improve staff engagement	30-Oct-14	Stewart Halliday	All employees have attended the session and had an opportunity to put forward ideas. Also list of people who want to get involved	Underway. Communication of RPS with CMT for a cascaded launch. All staff are expected to attend an event and the engagement with staff to be interactive.
Introducing a sustained approach to engaging with managers, staff, and partners	Introduce quarterly Director's Road Shows open to everyone to update and engage with staff. All Directors to be involved.	12-Dec-14	CMT	Visible leadership and engagement and improved communications	Underway. Engagement sessions to be co-ordinated by WDU.



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Identified Need	Action	By when	Lead	Outcome	January 2015 Update
Introducing a sustained approach to engaging with managers, staff, and partners	Provide on-line managers toolkit for managers to encourage engagement	12-Dec-14	Tracy Walters	Managers feel confident in engaging with staff and can see the real results	Underway. First draft of toolkit shared for comment.
Continue the sustained approach to engaging with managers, staff, and partners	Introduce 'Back to the Floor' sessions for Directors to work with teams delivering front-line services in a different Directorate. At least one day per Director a year to be spent out with staff	30-Apr-15	Will Boardman	Directors report back to CMT on the experience, learning and improvements to be made. Article to publicise this with staff	TBC
Continue the sustained approach to engaging with managers, staff, and partners	Staff Group to continue working with Stuart to identify and propose new and innovative ways of communicating internally	Ongoing	Stuart Goulden	A co-ordinated approach that helps people feel engaged and curious to learn more	TBC
Continue the sustained approach to engaging with managers, staff, and partners	Continue Staff Engagement Forums with a planned programme of interventions	Ongoing	Tracy Walters	Staff feel involved in influencing change and designing improvements	Underway. Regular staff engagement events have taken place.

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Identified Need	Action	By when	Lead	Outcome	January 2015 Update
Introducing a sustained approach to engaging with managers, staff, and partners	Document the 'Back to Basics' expectations of managers and staff in CYC as proposed by CMT	12-Sep-14	Emma Hardy	Clear, coherent articulation of expectations in hard copy and on-line	Complete. Still requires further communication with staff in CYC.
Introducing a sustained approach to engaging with managers, staff, and partners	ADs communicate expectations of managers through team meeting. This will be reinforced with a range of marketing materials	26-Sep-14	CLG Stuart Goulden	All employees understand what they can expect from managers and their role in supporting this	Complete. Agreed as part of the marketing and communication plan and AD's to be responsible for cascade of communications.
Introducing a sustained approach to engaging with managers, staff, and partners	Communicate CMT's expectations to CLG at the same event to communicate direction and priorities	26-Sep-14	CMT	All senior managers understand the expectations and are able to confidently communicate these to staff	Underway. Agreed as part of the marketing and communication plan and AD's to be responsible for cascade of communications.
Setting the benchmark for individual and collective leadership	Work with Ruth Kennedy to scope a short programme of development for CLG based on System Leadership theory	30-Sep-14	Jon Stonehouse / Stewart Halliday	A relevant and aligned development programme that inspires, challenges and provokes change in behaviour	Underway. The development of the programme will be complete in January and will commence in February.

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<b>Identified Need</b>	<b>Action</b>	<b>By when</b>	<b>Lead</b>	<b>Outcome</b>	<b>January 2015 Update</b>
Setting the benchmark for individual and collective leadership	Develop the CYC Leadership Framework	19-Dec-14	Tracy Walters / Nigel Burchell	Clarity what leadership means in CYC and levels of leadership	Underway. Initial proposals to be discussed with CMT end of January 2015 and S2C in March 2015.
Building the confidence and capability of Members	Identify leadership skills needed by Members to strengthen their role in embedding neighbourhood engagement	16-Jan-15	Mary Bailey	Members are champions of the new way of working and focused on engagement	Underway. Member briefings with all parties have taken place.
Setting the benchmark for individual and collective leadership	Ruth Kennedy to deliver a series of interactive system leadership sessions to CLG	28-Feb-15	Stewart Halliday	Strengthen CLG leadership skills and ability to operate as system leaders	In development. Will follow the launch of the leadership programme.
Building the confidence and capability of Members	Hold a follow-up session with Members to continue to build a strong relationship and accountability that supports the transformation of services	31-Mar-15	CMT	Aligned thinking and action that supports the priorities  Political accountability and confidence	
Demonstrating strong authentic leadership	Identify key performance aspects of business that CMT need to have greater transparency on (for example completion of PDR, sick absence levels)	30-Apr-15	Stewart Halliday	CMT can collectively direct action where needed and build accountability	Underway. Workforce Equality Score Card is produced for CMT.

## Annex B: CYC Organisational Development Action Plan 2014/15

<b>Identified Need</b>	<b>Action</b>	<b>By when</b>	<b>Lead</b>	<b>Outcome</b>	<b>January 2015 Update</b>
Demonstrating strong authentic leadership	Determine and implement a mechanism for providing timely performance information to CMT about key aspects of business	29-May-15	Mark Bennett	Give assurance to CMT that performance is being managed well	Underway. HR MI digest presented to CMT each quarter.
Building a cadre of strong and confident leaders	Develop the CYC Leadership Development Programme (This may require a staff or financial resource)	30-Jun-15	Tracy Walters / Nigel Burchell	HOS feel confident and involved leaders who are able to influence CMT	Not started. Will need to meet needs of CYC Leadership framework once agreed. Will need to agree level and source of funding.
Building the confidence and capability of Members	Develop and launch a range of learning and development activities to support leadership development of Members	31-Jul-15	Mary Bailey	Members are confident and skilled in their role as Champions of the new way of working	Not started.
Supporting managers and staff to embrace and drive change	Develop a package of support for staff going through change and managers supporting staff through change; including resilience and outplacement support	30-Sep-14	Nigel Burchell	People feel personally supported and able to make informed decisions about their future	Complete. Support through change programme has been introduced and is well attended and well received by those who attend.
Identifying and developing skills to build the capacity, capability and confidence	Finalise and publicise the Learning and Development offer to CYC workforce	30-Sep-14	Nigel Burchell	Staff are able to develop skills and feel they have the tools to do the job	Complete. L&D prospectus issued.

## Annex B: CYC Organisational Development Action Plan 2014/15

Identified Need	Action	By when	Lead	Outcome	January 2015 Update
Identifying and developing skills to build the capacity, capability and confidence	Develop a Skills Audit tool that can be used by WDU and managers to identify any skills gap	28-Nov-14	Nigel Burchell	A simple tool is implemented that supports managers to target learning and development	Underway.
Inspiring and developing talented individuals	Succession planning session with CMT	13-Mar-15	Tracy Walters	CMT understand succession planning and are able to identify the critical roles	Underway. Proposals for identification of critical roles to support succession planning going to CMT on 27th Feb. Incorporating feedback from HRBPs. Phase 2 succession planning booked with CMT for 1st April.
Continue to identify and develop skills to build the capacity, capability and confidence	Understand and document the project management framework in CYC (Stages in project management, approach to risk, benefits realisation etc)	10-Apr-15	Stewart Halliday	A simple and clear project management framework launched	In development.
Inspiring and developing talented individuals	Develop and launch a succession plan to identify a process to protect critical role and sustain the business	30-Apr-15	Tracy Walters	A planned approach is publicised and implemented to support CMT	Underway. Proposals for identification of critical roles to support succession planning going to CMT on 27th Feb. Incorporating feedback from HRBPs. Phase 2 - succession planning booked with CMT for 1st April.

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Identified Need	Action	By when	Lead	Outcome	January 2015 Update
Give managers and staff confidence in the HR policy and processes	Work with a group of volunteers to streamline the recruitment process so that it is effective for managers, adopts HR best practice (including job specs and competency based recruiting) and recruits the right people in a timely and fair way	29-May-15	Mark Bennett	Managers have confidence in an efficient and effective recruitment process	Underway. Some changes will be made to the recruitment information candidates will see when applying for roles in CYC. Work not started on a competency based recruitment process.
Continue to identify and develop skills to build the capacity, capability and confidence	Develop and launch a practical one-day project management course linked on CYC project management framework	29-May-15	Nigel Burchell	Staff are confident in managing projects or being involved in a project	Underway. Introduction to Project Management now available via Learning Prospectus. Need to respond to further need once CYC project management framework finalised.
Continue to identify and develop skills to build the capacity, capability and confidence	Develop and launch a programme of interventions to support the commissioning approach beginning with building commercial awareness and skills	29-May-15	Nigel Burchell	Managers confident in understanding and influencing the marketplace	Underway. Developing Commercial Acumen course available via CYC Learning Prospectus.

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Supporting managers and staff to embrace and drive change	Develop an on-line Change Management Toolkit linked to the CYC stages of project management	29-May-15	Nigel Burchell	Managers feel more confident and supported in helping people through change	Underway. Developing Commercial Acumen course available via CYC Learning Prospectus.
Give managers and staff confidence in the HR policy and processes	Work with managers to identify additional resources or support needed to help them manage poor performance. Review current processes where necessary	29-May-15	Tracy Walters / Mark Bennett	Managers can confidently manage poor performance in line with policy	Not started.
Inspiring and developing talented individuals	Develop and launch a 'Rising Stars' programme for high performers	30-Jun-15	Tracy Walters / Nigel Burchell	Individuals feel inspired and are able to progress in CYC	Underway. Programme has been developed and agreed by CMT for the first cohort of staff who were identified as high performers. Learning partner to be selected by end of January.

# **Annex C**

## **Feedback and Recommendations from the 2013 Peer Review**



## Annex C: Feedback and Recommendations from the 2013 Peer Review

	<b>2013 Peer Review Comment</b>	<b>Recommended (if appropriate) / suggested</b>	<b>2013 Cabinet Paper Action Plan</b>	<b>Update</b>
Local context and priority setting	<p>Although the Council Plan is a 4 year corporate strategy, it should be reviewed to ensure that it remains relevant and deliverable.</p> <p>Staff do not yet see the council priorities as shaping their day job</p> <p>Economic growth priority is clear but type of growth is not articulated</p>			<p>Service Planning completely overhauled during 2013 and 2014 to align work to council priorities. Performance scorecards built around council plan outcomes and reporting process improved in terms of frequency and clarity of outcomes.</p> <p>Policy and Performance teams consolidated to improve policy making and improved visibility of outcomes against Council priorities.</p> <p>Priority Boards established to ensure that that coherent work programmes are in place to deliver priorities.</p> <p>Extensive HR programme in place to deliver the core competencies. In addition an OD programme was initiated in October 2014.</p>

## Annex C: Feedback and Recommendations from the 2013 Peer Review

	<b>2013 Peer Review Comment</b>	<b>Recommended (if appropriate) / suggested</b>	<b>2013 Cabinet Paper Action Plan</b>	<b>Update</b>
	<p>Appears to be little alignment between areas which are considered a council priority and where budget cuts are made (e.g. budget cuts are being made to high priority areas)</p>	<p>Recommended that as well as better aligning priorities and budgets, the current year should be reviewed so budget impact on longer term ambitions for co-delivery of services can be determined</p>	<p>Budget process needs to be realigned to ensure that we are able to meet the challenging budget reductions and continue to invest in priority areas</p> <p>In the future CYC will adopt a three way approach to</p>	<p>Internal comms programme launched to improve understanding of council objectives.</p> <p>Service to City Programme established to improve leadership skills but also understanding of the council priorities and dependencies across them.</p> <p>Create Jobs and Growing the Economy Board has defined what is meant by 'good growth' and there is buy in to this from the York Economic Partnership.</p> <p>Budget consultation process has improved in terms of reach and scale and key priorities such as Adult Social Care have received growth and protection from pro rata budget reductions.</p> <p>MTFS was agreed by Members in 2014 and will be discussed and</p>

## Annex C: Feedback and Recommendations from the 2013 Peer Review

	<b>2013 Peer Review Comment</b>	<b>Recommended (if appropriate) / suggested</b>	<b>2013 Cabinet Paper Action Plan</b>	<b>Update</b>
	<p>Does the Council's medium term financial strategy actually support the amount of priorities the Council has?</p> <p>Council plan: Adult social care is a major priority for the budget but the assurance on transformation plans, quality and safety of care need to be planned for</p>	<p>Suggested that broader understanding of the challenges &amp; complexities around Health and Adult social care was needed so that it wasn't regarded as departmental but as corporate and a council-wide issue</p>	<p>balancing the budget: Council Wide Efficiency Targets, Priority Based Budgeting and the Transformation Programme.</p> <p>The council objective will be to secure excellent outcomes for the more vulnerable of the city. The council will continue to invest in initiatives that deliver quality services for those individuals.</p>	<p>considered in 2015.</p> <p>Capital Asset Board established to bring improved focus to the use of assets.</p> <p>Mazars review of Adult Social Care has been the catalyst for ensuring that there is a council wide approach to resolving the challenges the service faces. Support is being drawn from across the council to support the service.</p> <p>Health &amp; Wellbeing Board is delivering a collaborative approach to health and social care in the city. The Joint Delivery Group is testing a number of improved delivery models. This group is also identifying the opportunities for wider integration</p>

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	Lack of a council-wide approach to change and transformation			<p>Transformation Programme; Rewiring Public Services created. Key work: Adult Social Care, Children, Place Based Services, Corporate Consolidation. Standardised methodology and approach to change management agreed.</p> <p>LCR/North Yorks LEPs. Strong alliances aimed at securing central government funding to secure the key infrastructure the city needs.</p>
Financial planning and viability	<p>Evidence of financial stability but no evidence of a strategic financial plan that grounds income and efficiency over the medium term in order to fulfil ambitions</p> <p>Transformation capacity seems patchy and project specific, a stronger corporate / programme approach needed.</p>		<p>The Transformation Programme aims to recover its costs from better service efficiency and approval is sought to use the DIF and Venture Fund to finance the programme on a full repayment basis.</p> <p>A more detailed initiation document brought to</p>	<p>Rewiring Programme has identified models of service delivery that provide the council with some options around more sustainable service delivery models.</p> <p>The MTFS is being reviewed.</p> <p>New service delivery models are in place for libraries and warden call. Other traded models are being considered by services.</p>

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			Cabinet in November 2013 where it is proposed that the programme will start with the following projects: Health & Adult Social Care, Hazel Court Based Services and Business Efficiency.	<p>Commercial Awareness courses being delivered to enable managers to explore the benefits of alternative service delivery models outside of the council organisation.</p> <p>CMT driving the corporate transformation agenda. Strong progress in terms of place based and children's services. Adult Social Care moving towards a commissioning organisation. Local Plan offers potential to provide the council with increased revenue through council tax and business rates.</p>
Political and managerial leadership	The number of priorities can result in stretched officer capacity		Examination of how the council can organise itself to best deliver its priorities.	Improved service planning and creation of priority boards allows the council to identify and focus on key priorities.

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	<p>Cabinet and CMT need to address the perception among backbenchers, opposition members and communities that they are not informed or able to influence decision making</p>		<p>A broad ‘conversation’ will be started with residents to determine how we capture what matters to them and shape the way we engage with them in the future.</p> <p>Residents have to be involved on equal footing so that trust can be built and community capacity unlocked.</p> <p>CMT, the Council Leader and Cabinet members will hold a meeting in every ward in the city to give residents the opportunity to discuss what matters to them and their communities.</p>	<p>Continued development of staff and particularly managers through workforce development and service to city programme.</p> <p>Continuing work with the voluntary sector and partners in the city.</p> <p>Community conversation programme established with an opportunity for residents to be more engaged.</p>

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	<p>Review overview and Scrutiny's role in supporting policy development</p> <p>Cabinet and CMT need to understand their roles and what their contribution is when delivering the council's responsibilities</p>	<p>They should be prepared to do things differently, moving away from traditional solutions to embrace new and untested ways of working</p>	<p>Approval sought to delegate responsibility to the chief executive to bring forward proposals to restructure the council's management team in a way that will support the delivery of future services</p>	<p>Officer support to scrutiny has increased and the new chair has established a broad work programme for 2014/15</p> <p>CMT and Cabinet continue to meet regularly to discuss the implementation of Cabinet and Council priorities</p>
Governance and decision making	<p>Neighbourhood governance models are not clear or widely understood</p>			<p>Recognition that the model of engagement needs to be reviewed. Consultation underway to determine how best that can be done.</p> <p>New Engagement methodology is being tested by the Rewiring Programme. Also a community hub project has developed to test how groups and communities can be supported to work together.</p>

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	<p>Scrutiny is under-developed</p> <p>Council needs to further develop its approach to measuring and demonstrating success and performance against its ambition for the city</p> <p>The need to balance the budget has led to cuts in traditional neighbourhood service areas as finances are more stretched (e.g. in management, play development, community development)</p>	<p>The council's approach to the transfer of assets to communities needs further development so that stakeholders and staff have a better understanding of what it means and how it will work</p>	<p>We will work with group leaders to determine what can be done to give confidence to residents that members from all parties are participating in a process to help shape and challenge council performance and the development of policy.</p>	<p>The performance function has been overhauled during 2013 and the creation of the data warehouse project in 2014 offers further opportunity for transparency. A new performance report has been developed specifically for residents called the 'York Monitor'. Work is ongoing to update ward profiles to provide more information on the impact of the council's work across the city. These are due to be published in March 2015.</p> <p>The budget process is seeking to protect those areas considered a key priority for residents but further work will be done.</p> <p>As part of the Re-wiring Programme, there is a specific project looking to transfer assets to the voluntary sector to enable</p>



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				mental health charities to increase the work that they undertake. Additionally work is taking place to encourage all community centres to transfer to community ownership.
Being a responsive and innovative organisation	Balance innovation and capacity to deliver as capacity seems over stretched		CYC intends to consolidate and streamline the phone, email and internet customer contact points and systems to ensure that constant, timely and effective access to services and information is provided. Plans to develop phone apps and 'do it online services' will be accelerated. Data needs to be accessed easily on the website so the Freedom of Information Request pages will be updated before 1 <sup>st</sup> January 2014.	<p>The council plans from April 2015 to implement new Customer Services processes. There will be an overhaul of the web and online services.</p> <p>Many of the techniques and systems used by the councils Innovation team are being cascaded to all staff to encourage more modernisation of services.</p>