



## **Service Plan Template for 2008/09 (covering April 2008 – March 2011)**

**Service Plan for:** Policy, Improvement & Equalities Team

**Directorate:** Chief Executive's

**Service Plan Holder:** Kevin Banfield

**Workplans:** Policy, Improvement & Equalities Teams

**Director:** Director of People and Improvement -  
Heather Rice

*Signed off* \_\_\_\_\_ *Date* \_\_\_\_\_

**EMAP :** City Strategy – Cllr Steve Galloway

*Signed off* \_\_\_\_\_ *Date* \_\_\_\_\_

## Section 1: The service

### **Service Description**

The Policy, Improvement & Equalities Team provides key support to the Council's political and managerial leadership and senior managers under three broad headings:

- Policy Development
- Improvement, corporate planning & corporate performance management
- Equalities

Our purpose is to help ensure that the Council to respond effectively to the government's overall modernisation agenda. The team provides the lead in ensuring that national and legislative policy initiatives are interpreted, developed and implemented to reflect local priorities and circumstances. It has a lead role in helping the Council to develop and achieve its strategic ambitions by promoting continual improvement, equality and encouraging an overall performance management culture, which encompasses strategic and service planning. Key areas of service delivery are:

- Corporate horizon scanning and research, corporate policy development
- Identifying key national, regional and local developments that have corporate significance and assessing their implications for the Council.
- Leading corporate strategic planning and prioritisation processes, including the development and publication of the Council's corporate strategy.
- Leading the process of improving the Council's organisational effectiveness and its organisational culture through delivery of the Organisational Effectiveness Programme (OEP)
- Taking a lead role in embedding continuous improvement throughout the Council to improve customer service, reduce waste and increase the council's efficiency
- Taking the lead role in creating an equalities "culture" within the Council
- Taking the lead in helping the Council to improve the way its plans so it is more integrated, joined-up and supports the effective delivery of the Council's priorities. Linked to this, taking a lead role in improving the way that the Council monitors and reports on performance
- Playing a key part in helping the Council to achieve successful inspection outcomes – in particular in relation to Comprehensive Performance Assessment (CPA)

### **Service Objectives**

Our service objectives are:

- To support corporate leadership to develop innovative strategies and policies for the Council
- To ensure we have clients who are confident that we strive to exceed expectations and innovate in response to their needs.
- All of our clients use systematic processes that integrate learning and improvement.
- Corporate leaders act strategically and behave in a way that actively supports the routine improvement of services and the development of the people who deliver them.
- The continual improvement of services is seen as a priority and staff are given the time, opportunity and supportive environment in which to do so.
- We have a robust performance management system and culture in place, which drives customer focused improvement within CYC and across partner organisations.
- Key projects are robustly programme managed and use systematic process improvement methods to sustain a cycle of improvement.
- Equalities are visibly at the heart of the above outcomes

## Section 2: The Drivers

Driver type	How might this affect our service	Sources
<p><b>External drivers</b></p> <p><b>Responding to CSR07 and the Local Government and Public Involvement in Health Act</b></p> <ul style="list-style-type: none"> <li>• New performance framework (including national indicator set)</li> <li>• Transition from CPA to Comprehensive Area Assessment (CAA).</li> <li>• CYC as a strategic leader and place-shaper.</li> <li>• Stronger cities and regions.</li> <li>• Community cohesion.</li> </ul> <p><b>Responding to demographic changes</b></p> <ul style="list-style-type: none"> <li>• Current trends suggest that York faces a number of significant demographic changes. These include: changes in BME population in York (now 3<sup>rd</sup> highest proportional increase in England); age (increase in the over 50s population); and disability - linked with increases in the older population.</li> <li>• Strengthening of equality related legislation in relation to race, disability and gender. With further legislative changes due in the next 12/18 months in relation to age, sexual orientation and religion and belief.</li> <li>• Legislative and inspection focus on local government leading inclusive place shaping.</li> </ul>	<p>This team will play a key role in implementing and progressing key parts of the Act. And will play a key role in reviewing the changes and developing new policies, procedures and arrangements to make transitional changes across the organisation.</p> <p>Community cohesion issues, including inter-generational, ethnicity, and gender related issues arising from demographic changes will affect the way in which Council and it's partners plan, resource and deliver services.</p> <p>The team will play a key role in interpreting and helping the Council to meet increasing statutory duties in this field. This agenda will be underpinned by customer profiling and insight so as to ensure that all citizens (including those facing or likely to face disadvantage) receive services which they need and value.</p>	<p>CSR07 and the Local Government and Public Involvement in Health Act (place shaping)</p> <p>Equality Legislation (several acts)</p> <p>Equality Strategy and Plans 2008-20011)</p>
<p><b>Corporate drivers</b></p> <p><b>Delivery of Corporate Strategy and, as part of it, delivery of the Organisational Effectiveness Programme (OEP) including:</b></p> <ul style="list-style-type: none"> <li>• Delivery plans for 10 service priorities, and 4 values</li> <li>• Development of new corporate performance framework to ensure that delivery of the corporate strategy can be tracked by CMT/Executive</li> <li>• A range of actions to ensure that the corporate strategy is embedded</li> <li>• Effective programme management of the OEP</li> <li>• Taking a key role in ensuring that decisions made by the Council contribute</li> </ul>	<p>This team has a major role to play in the programme management, co-ordination and delivery of the corporate strategy and as part of it, the OEP. A significant number of key actions, in particular in relation to the CYC Leadership priority, are due to be delivered by this team.</p>	<p>Corporate Strategy 2007-2011</p> <p>Organisational Effectiveness Programme 2007 -</p>

**ANNEX 1**

<p>to delivering the vision</p> <p><b>Responding to outcomes of CPA corporate inspection (taking place Jan/Feb 2008)</b></p> <p><b>Leading the process of re-refreshing the Corporate Strategy so that it aligns completely with the new Sustainable Community Strategy</b></p>	<p>The outcome of the CPA process will strongly influence our improvement plans for the future. The improvements identified from this process will need to be prioritised alongside other improvements (e.g. those already in the OEP), improvements required for the CAA process and thereafter form the basis of a refresh and updating of the Council's key improvement plans.</p> <p>This will need to further develop, design, prepare for and co-ordinate a series of strategic planning events in May- June 08 – and require close collaboration with City Strategy.</p>	<p>2011</p> <p>CPA 2008 Corporate Inspection CAA Organisational Effectiveness Programme</p> <p>Corporate Strategy 2007 – 2011</p> <p>SCS April 2008</p>
<p><b>Directorate drivers</b></p> <p><b>Ensuring strategic alignment</b> to ensure that, based on limited overall resources:</p> <ul style="list-style-type: none"> <li>• The priorities for the directorate and</li> <li>• The way that the directorate is organised</li> <li>• Most effectively support the long-term vision and ambitions of the Council and the city.</li> </ul>	<p>Supporting the Director of People and Improvement, and working with other service managers within the directorate, this team will play an important part in helping to develop a directorate business plan which most effectively helps align the directorate to support delivery of the refreshed corporate strategy</p>	<p>Directorate Business Plan Corporate Strategy 2007 -2011 OEP</p>

### Section 3: Critical Success Factors (CSFs)

CSFs for 2008/09	Why a CSF?
<b>CSF1:</b> 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)
<b>CSF2:</b> 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.
<b>CSF3:</b> 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.
<b>CSF4:</b> Responding effectively to the equalities and inclusion 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.

### Section 4: Links to corporate strategy

Priority	Contribution
This team has a significant contribution to make in relation to delivery of the vision in the corporate strategy: Key contributions include:	
Values	Actions contained in the Organisational Effectiveness Programme.
Strong Leadership ( <i>improving leadership at all levels to provide clear, consistent direction to the organisation</i> )	<ul style="list-style-type: none"> <li>• Leading the implementation of the new performance framework (CAA)</li> <li>• Mainstream priorities into performance monitoring and service plans</li> <li>• Embedding the values through core processes such as performance management, service and directorate planning</li> <li>• Helping define the implications of priorities and non-priorities</li> <li>• Taking a lead role in ensuring alignment, and the “golden thread”, between the community strategy, corporate strategy, directorate plans and individual workplans</li> </ul>
Improvement in everything we do ( <i>Improve efficiency and reduce waste to free-up more resources</i> )	<ul style="list-style-type: none"> <li>• Provide key support in helping to align the improvement activity within the Council. As part of this helping to embed an improved and sustainable improvement approach throughout the Council</li> <li>• Support delivery of yrs 2 and 3 efficiency review programme</li> <li>• Support development and implementation of a data hub to help to more effectively co-ordinate collection, analysis and use of data to inform strategy, planning and service delivery</li> </ul>
Deliver what our customers want ( <i>improve our focus on the needs of customers and residents in designing and providing services</i> )	<ul style="list-style-type: none"> <li>• Help with better use of customer data to inform service design and improvement and assist in long-term planning of services</li> <li>• Mainstream equality actions through service and equality improvement plans</li> <li>• Improve customer input into perf management systems. Linked to this, Supporting review of customer first standards – so that they are better measures of customer satisfaction</li> </ul>

Direction statements	Plans and strategies lead (or contributed to significantly) by PIET
<ul style="list-style-type: none"> <li>• Promoting cohesive and inclusive communities</li> <li>• Being clear about what we will do to meet the needs of our communities, and then deliver best quality of services that we can afford</li> <li>• We will listen to communities and ensure that people have a greater say in deciding local priorities</li> </ul>	<ul style="list-style-type: none"> <li>• Via equality strategy and equality policy</li> <li>• Via work supporting leadership value, in particular               <ul style="list-style-type: none"> <li>○ Clarify about priorities and non-priorities</li> <li>○ Performance management/strategic target setting</li> <li>○ Matching capacity to ambition</li> </ul> </li> <li>• Via work supporting leadership, customer and improvement values, in particular               <ul style="list-style-type: none"> <li>○ Ensuring golden thread</li> <li>○ Improving corporate and strategic planning so that it is long-term plans and strategies are informed by needs of customers and citizens</li> <li>○ Developing and embedding data hub</li> </ul> </li> </ul>
<p>In addition, this team has a potentially important part to play in supporting champions to deliver the Council's 10 service related priorities. Work is currently being undertaken in conjunction with priority champions to scope and agree this support. The outcome of these discussions will shape the team's detailed work plans for the next 3 years.</p>	

## Section 5: Balanced Scorecard of outcomes and measures

### Customer based improvements

<b>Customer Measures (to be reviewed during 08/09)</b>				
Measure	Current	2008/09 Target	2009/10 Target	2010/11 Target
<b>Service specific measures</b>				
Internal customer satisfaction levels with PIET services. <i>This will be measured via (internal) "customer" feedback from CMT, senior managers and elected members – and measure the quality and timeliness of advice and support given by PIET</i>	Not currently measured	To be defined	To be defined	To be defined
% of avoidable contacts (NPI 14) <i>This will be measured as part of the new national performance indicator (NPI 14). "Contact" is defined as all requests for service, advice and support. Avoidable contact includes: repeat requests for service (for example, the need to ring back, or requests for support which result from a failure to do something).</i>	Not currently measured	To be defined	To be defined	To be defined
<b>Customer Actions</b>				
Improvement action		Deadline		
Develop ways to better measure internal customer satisfaction levels with PIET support and advice – in particular in relation to (a) support to OEP (b) equalities advice (c) policy advice (d) performance management support (e) service improvement support		Develop measures and targets during q1 08/09		
Support customer champion in developing ways in which to accurately measure avoidable contact – and support initiatives to reduce number of avoidable contacts		Ongoing throughout 08/09		

### Process based improvements

<b>Process Measures</b>				
Measure	Current	2008/09 Target	2009/10 Target	2010/11 Target
<b>Corporate measures</b>				
Make a significant contribution to maintaining or improving the annual (CAA) Direction of Travel statement	Improving well	Improving well	Improving strongly	Improving strongly
Level achieved in relation to Equality Standard for Local Government (ESLG) (or equivalent)	Level 2	Level 2	Level 3	Level 4
<b>Service specific measures</b>				
% of PIET actions in OEP completed in accordance with planned timescales	Not measured	80%	85%	90%
<b>Process Actions</b>				
Improvement action		Deadline		
Ensure that improvement actions emerging from corporate assessment are integrated effectively into OEP		May 2008		
Ensure formal member approval for updated OEP		June 2008		
Ensure that the OEP is resourced, programme managed and delivered effectively (via OEP board) - and ensure that key actions for PIET are delivered		Ongoing throughout 08/09		
Develop, agreed and implement action plan to achieve Level 3 of ESLG including approval of new Equality Strategy for period 2008 to 2011		Strategy approved by June 08 (existing strategy comes to an end May 2008)		
Ensure that the PIET team is lead effectively – including the definition of clear priorities, effective performance and people management		Ongoing throughout 08/09		

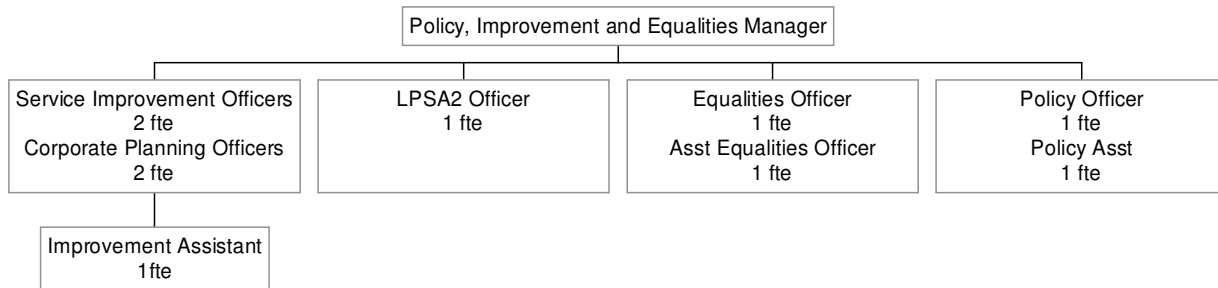
**Resource management improvements**

<b>Resource Measures</b>				
Measure	Current	2008/09 Target	2009/10 Target	2010/11 Target
<b>Service specific measures</b>				
% of agreed overall work objectives for PIET delivered within year (as agreed with DPI in annual appraisal)	Not measured	80%	85%	90%
Budget Spend	+0.4%	<100%	<100%	<100%
% of invoices paid within 30 days (BVPI 8)	95.34%	96%	96%	97%
% of employees having an appraisal	91.40% (06/07)	100%	100%	100%
No of days lost due to sickness absence per full time equivalent	4.14 (7 months)	8 days (Cex's)	8 days (Cex's)	8 days (Cex's)
No. of days lost for stress related illness. (CP13a)	0.44 (7 months)	1.4 (Cex's)	1.3 (Cex's)	1.2 (Cex's)
No of RIDDOR accidents amongst council staff	0	0	0	0

<b>Resource Actions</b>	
Improvement action	Deadline
Agree clear high-level objectives as part of annual appraisal	By March 08
Develop and agree specific workplans with all members of PIET in order to deliver agreed high level objectives	By April 08
Proactively manage PIET resources to meet high level objectives within overall budget provision for service	Ongoing throughout 08/09



## Section 7: Resources



Current issues include need to restructure team to provide more management support to the head of service, strengthen key elements (such as policy) and contribute to the directorate's budget savings target. This process will also enable a number of temporary (fixed-term) staffing arrangements to be resolved.

### Budget

	<u>2007/08</u> £'000	<u>2008/09</u> £'000	
Employees	428	507	The overall increase in gross expenditure in 2008/09 of £68k reflects additional investment in the Organisational Effectiveness Programme of £85k. There have been savings identified totaling £31k including a refocus of resources across the group.
Premises	-	-	
Transport	3	3	
Supplies and Services	46	35	
Miscellaneous	-	-	
– Recharges	149	149	
– Other	-	-	
Capital Financing	-	-	
Gross cost	626	694	
Less Income	(480)	(480)	
<b>Net cost</b>	<b>146</b>	<b>214</b>	

## Section 7: Monitoring and reporting arrangements

Formal directorate reporting is carried out twice yearly through City Strategy EMAPs in September and December, with an annual out-turn report in June.

Directorate Management Team performance reviews take place quarterly.

Service area performance reviews minimum standard Quarterly.

In addition, there will be ongoing monitoring of delivery of the OEP (which a significant number of PIE Team actions support). Progress reports on the OEP will also be presented to the Executive