

Organisational Effectiveness Programme Actions

	Actions
Year 1	
Internal Leadership	1-30
City Leadership	31-43
Efficiency / Waste Reduction	44-59
Customer Focus	60-78
Other Work Programmes	79-137
Years 2&3	
Internal Leadership	201-213
City Leadership	214-226
Efficiency / Waste Reduction	227-241
Customer Focus	242-250
Other Work Programmes	251-273

Key to references in Action Plan

Head of PIT	Head of Performance Improvement Team, Chief Executives
IS champion	Improvement Statement champion (<i>each of the Council's 13 priority Improvement Statements has a chief officer champion</i>)
Head of M&C	Head of Marketing & Communications, Chief Executives
"Data hub"	Name of individual and/or team (<i>details to be confirmed</i>) who will co-ordinate/collate key data from different sources
CLG	Corporate Leadership Group (<i>consisting of all chief officers</i>)
DoR	Director of Resources
CMT	Corporate Management Team
COG	Corporate Operations Group
Head of CDLS	Head of Civic, Democratic and Legal Services, Chief Executives
Head of HR	Head of Human Resources, Chief Executives

Year 1: Internal Leadership

Ref	Action	Who	When
1	Deliver Corporate Strategy	Head of PIT	June 06
2	Complete the review of the constitution	Chief Exec / Director of Resources	June 06
3	Deliver Council Plan as a Year 1 delivery plan for Corporate Strategy	Head of PIT	July 06
4	Devise Corporate Strategy implementation programme	Chief Exec	Aug 06
5	Mainstream priorities into performance monitoring	Head of PIT	Sept 06
6	Link priorities to CLG/CMT/Exec Forward Programme	IS Champion	Sept 06
7	Formalise annual planning and performance management cycle	Head of PIT	Sept 06
8	Ensure clear delivery plans for all 13 priorities	IS Champions	Sept 06
9	Work with partners to develop a Local Area Agreement	Director of City Strategy	Sept 06
10	Improve agenda management of CLG and CMT forward plans – around corporate strategy	Chief Exec	Sept 06
11	Revamp internal communications strategy around our corporate strategy	Head of M&C	Oct 06
12	Clarify target setting approach in line with best practice	Head of PIT	Dec 06
13	Mainstream priorities into Service Plans	Head of PIT, Directorates	Dec 06
14	Define the type of organisation we want to be (traditional delivery, commissioner, mixed)	Chief Exec	March 07
15	Ensure priorities linked into service and financial planning	Head of Finance	March 07
16	Clarify implications of corporate priorities for non-priority services	IS Champion	March 07
17	Establish a 'data hub' (coordinate information and intelligence information)	TBC	March 07
18	Incorporate evidence base for priorities	'Data hub'	March 07

Year 1: Internal Leadership (continued)

Ref	Action	Who	When
21	Communicate corporate strategy	Head of M&C	Mar 07 (ongoing)
22	Enhance the programme under each of the 13 priority areas	IS Champions / CLG	March 07 (ongoing)
23	Communicate corporate strategy – and how it will be delivered	Head of M&C, All CMT	March 07 (ongoing)
24	Revamp approach to public communication around corporate priorities	Head of M&C	March 07 (ongoing)
25	Other communications actions: TBC (taken together with CPA Actions 14-16, and action on consultation, partnerships, complaints handling, Customer contact – these will act on reputation of the council)	Head of M&C	March 07 (ongoing)
26	Continue to embed risk management into everyday management	AD Audit & Risk Management	March 07 (ongoing)
27	Enhance risk assessment within the performance monitoring framework	AD Audit & Risk Management	March 07 (ongoing)
28	Build links between corporate strategy and community strategy	Director of City Strategy	TBC
29	Deliver ward profiling	Director of Neighbourhood Services	TBC
30	Deliver neighbourhood action plans	Director of Neighbourhood Services	TBC

Year 1: City Leadership

Ref	Action	Who	When
31	Work with partners to develop a Local Area Agreement	Director of City Strategy	Sept 06
32	Revamp internal communications strategy around our corporate strategy	Head of M&C	Oct 06
33	Review the structure of the Local Strategic Partnership (related to Peer Review criticism of partnership working)	Director of City Strategy	March 07
34	Establish a 'data hub' (coordinate information and intelligence information)	TBC	March 07
35	Incorporate evidence base for priorities	'Data hub'	March 07
36	Link ward / local data from ward profiling into data hub	'Data hub'	March 07
37	Review approach to pooling budgets with other organisations in support of the Community Strategy	Director of City Strategy, DoR	March 07
38	Communicate corporate strategy – and how it will be delivered	Head of M&C, All CMT	Mar 07 (ongoing)
39	Revamp approach to public communication around corporate priorities	Head of M&C	Mar 07 (ongoing)
40	Other communications actions: TBC (taken together with CPA Actions 14-16, and action on consultation, partnerships, complaints handling, Customer contact – these will act on reputation of the council)	Head of M&C	March 07 (ongoing)
41	Member development: develop approach to strategic partnership working among senior members	Director of City Strategy	March 07 (ongoing)
42	Deliver ward profiling	Director of Neighbourhd Services	TBC
43	Deliver neighbourhood action plans	Director of Neighbourhd Services	TBC

Year 1: Efficiency / Waste Reduction

Ref	Action	Who	When
44	Review approach to external funding, and integrate into the financial strategy and budget process	Head of Finance	July 06
45	Implement an Organisational Effectiveness Programme	Chief Exec	Aug 06 (ongoing)
46	Develop clear comparative information on costs and service quality	Director of Resources	Sept 06
47	Ensure information on costs and service quality used by members and managers to challenge value for money, via performance monitoring arrangements	Director of Resources	Sept 06
48	Review our approach to service improvement	Chief Exec, Director of Resources	Oct 06
49	Review 'CRAM' and 'CAPMOG' arrangements <ul style="list-style-type: none"> - Prepare new CRAM guidance by July 06 - Consult on new guidance, accounting and reporting structure, by Aug 06 - Exec approval of guidance, accounting and reporting structure, by Oct 06 - Implement new guidance, accounting and reporting structure, from Oct 06 	Head of Property Services	Oct 06
50	Devise a coherent procurement and competition policy and strategy framework to include <ul style="list-style-type: none"> - Robust corporate procurement strategy and 3-year action plan for 2007-10 - Competition strategy and policy - Practitioner guidance manuals - e-procurement strategies - Strategic procurement plan - Thin client/contractor arrangements 	Director of Resources	Dec 06
51	Implement findings of review of service improvement	Chief Exec, Director of Resources	March 07
52	Clarify use of project management techniques for all projects	Head of PIT, Director of Resources	March 07
53	Develop a robust project management methodology appropriate for smaller projects	Head of PIT, Director of Resources	March 07

Year 1: Efficiency / Waste Reduction (continued)

54	Promote and embed use of the council's approved programme management approach	Head of PIT, Director of Resources	March 07
55	Develop a comprehensive programme of efficiency projects	Director of Resources	March 07
56	Implement first year projects under the efficiency programme	Director of Resources	March 07
57	Develop and consult on a robust efficiency plan to achieve the Gershon Efficiency Review targets.	Director of Resources	March 07
58	Ensure areas of high spend are in line with stated priorities,	Head of Finance	March 07 (ongoing)
59	Develop framework for long term revenue costing as part of the 2007/08 budget process,	Head of Finance	March 07 (ongoing)

Year 1: Customer Focus

	Action	Who	When
60	Develop a transactional web-site	Easy Programme Drctr	Nov 06 (ongoing)
61	Establish York Customer Centre	Easy Programme Drctr	Nov 06
62	Mainstream equality strategy actions through service plans	Head of PIT, Directors	Dec 06
63	Enhance diversity issues within performance management systems	Head of PIT	Dec 06
64	Provide customers with opportunity to input into performance management	Head of PIT	March 07
65	Improve community engagement with small excluded communities	Head of PIT, Head of M&C, Directors	March 07
66	Improve standard of data supporting equality work	Head of PIT, Head of M&C, Directors	March 07
67	Link improved equalities data into the newly established 'data hub'	Head of PIT, Head of M&C, Director of City Strategy	March 07
68	Design new systems/processes to ensure learning from complaints/grievances	COG	March 07
69	Review user feedback mechanisms	Head PIT, Head M&C	March 07
70	Review approach to customer research / use of tracking surveys	Head of M&C, Easy Programme Director	Complete July 07
71	Complete delivery of Phase 1 of Easy @ York programme: integrated information about services	Easy Programme Director	March 07
72	Clarify plans and resources for Phase 2 of Easy @ York programme	Easy Programme Director	March 07
73	Monitor implementation of new complaints system	? Depends on CEX restructure	March 07 (ongoing)
74	Monitor delivery of equality strategy	Head of PIT	March 07 (ongoing)

Year 1: Customer Focus

	Action	Who	When
75	Complete a review of the complaints system	? Depends on CEX restructure	TBC
76	Roll out new complaints system across directorates	? Depends on CEX restructure	TBC
77	Publish new customer standards	? Depends on CEX restructure	TBC
78	Communicate new customer standards	Head of M&C	TBC

Year 1: Other Work Programmes

	Action	Who	When
	Use of Resources CPA Action Plan (Financial Reporting element)		
79	Ensure accounts subject to robust member scrutiny/discussion via the Audit & Governance Committee	Director of Resources	June 06 (annual)
80	Publish an accessible annual report.	Director of Resources	July 06 (annual)
	Use of Resources CPA Action Plan (Financial Management element) Incorporates work to develop the Medium Term Financial Strategy		
81	Develop robust methodology to ensure (1) a risk based approach to reserves and (2) that formally identify high risk elements of council's income and expenditure	Head of Finance	June 06
82	Further develop the MTFS to include balance sheet projections, key messages on cash flow, and key future events.	Head of Finance	June 06
83	Review budget monitoring reporting arrangements	Head of Finance	June 06
84	Adopt new corporate asset management strategy and corporate landlord strategy.	Head of Property Services	June 06
85	Develop the MTFS to model income and expenditure over a 3 year period	Head of Finance	Aug 06
86	Develop the MTFS to make better linkage to capital related costs.	Head of Finance	Aug 06
87	Ensure that the MTFS is based on sufficiently robust: <ul style="list-style-type: none"> - Consultation arrangements - Risk assessment within the business planning cycle - Sensitivity analysis within the planning cycle 	Director of Resources	Sept 06
88	Further integrate business and financial planning	Director of Resources	March 07
89	Develop a finance training programme for members and non-finance staff	AD Audit & Risk Management	March 07
90	Develop a framework for investment and disposal decisions to be based on thorough option appraisal and whole life costing	Head of Finance	March 07

Year 1: Other Work Programmes (continued)

91	Assess the financial robustness of key council strategies	Head of Finance	TBC
	Use of Resources CPA Action Plan (Internal Control element) Incorporates work to develop the Governance Framework		
92	Review procedure notes/manuals for business-critical systems.	AD Audit & Risk Management	June 06 (onwards)
93	Relaunch and publicise whistle blowing policy	AD Audit & Risk Management, Head HR	June 06 (onwards)
94	Establish and embed the function of an Audit & Governance Committee	AD Audit & Risk Management	June 06 (onwards)
95	Publicise reporting and accountability arrangements to Directorates	AD Audit & Risk Management	June 06 (onwards)
96	Review Counter Fraud and Prosecution policy	AD Audit & Risk Management	July 06
97	Deliver a risk management training programme for staff and members	AD Audit & Risk Management	Sept 06
98	Early post-implementation review of the constitution	Head of CLDS	Dec 06
99	Further develop a coherent integrated risk management methodology and embed within key business processes.	AD Audit & Risk Management	March 07
100	Review compliance against the code of conduct	AD Audit & Risk Management	March 07
101	Develop a new financial investigation function	AD Audit & Risk Management	March 07
102	Develop the role and organisational impact of the Officer Governance Group	Director of Resources	March 07
103	Develop a local Code of Corporate Governance and deliver associated awareness raising and training programme	AD Audit & Risk Management	March 07

Year 1: Other Work Programmes (continued)

104	Establish annual review of standing orders, standing financial instructions and scheme of delegation	AD Audit & Risk Management, Head of CLDS	March 07 (ongoing)
	Use of Resources CPA Action Plan (Financial Standing)		
105	Evaluate the effectiveness of debt recovery arrangements	Head of Finance	June 06
106	Develop a clear Income and Debt Management Strategy linked to MTFS	Head of Finance, AD Resource & Business Management	July 06
	Performance indicators data quality assurance work		
107	Complete full self assessment against the data quality KLOE document	Head of PIT	July 06
108	Develop data quality policy and agree through CMT	Head of PIT	Oct 06
109	Implement action plan arising from the self assessment and subsequent data quality policy	Head of PIT	Mar 07
	Job Evaluation and Pay Strategy		
110	Complete evaluation process for benchmark jobs	Director of Resources	June 06
111	Complete pay modelling and revised terms and conditions	Director of Resources	Nov 06
112	Complete remodelling and repackage terms and conditions	Director of Resources	Dec 06
113	Negotiate with unions and communicate with staff	Director of Resources	Jan 07
114	Start to implement outcomes of the job evaluation and pay strategy project	Director of Resources	Jan 07 (onwards)
	Council Tax Collection Arrangements		
115	Refocus and strengthen the reminder process for Council Tax:	Asst Director Public Services	April 06 (onwards)
116	Establish monitoring and performance targets for previous years debt for local taxation	Asst Director Public Services	April 06 (onwards)
117	Review and improve business processes, including offering new payment options to customers	Asst Director Public Services	June 06 (onwards)

Year 1: Other Work Programmes

118	Improve understanding of costs of elements of local tax billing and collection process	Asst Director Public Services	Nov 06
	Review admin accommodation		
119	Complete sale and leaseback arrangements for St Leonards Place and 2/4 Museum Street	Head of Property Services	Sept 06
120	Shortlist design and construction partner for the new Hungate building	Head of Property Service	Sept 06
121	Approve a provisional user brief for new Hungate building	Head of Property Services	Sept 06
122	Review the councils facilities management arrangements	Head of Property Service	Oct 06
123	Appoint design and construction partners for Hungate	Head of Property Services	March 07
	QPR system development		
124	Undertake contractor healthcheck to clear data and reduce ongoing data quality problems.	Head of PIT	Aug 06
125	Upgrade to version 7.4, test and plan rollout	Head of PIT	Aug 06
126	Start the migration of data entry from manual to automated loading.	Head of PIT	Nov 06
127	Use reporting technology (Business Objects XI) to produce performance information	Head of PIT	Nov 06
128	Start to present performance information (indicators and actions) as in the performance monitors and ad hoc scorecards.	Head of PIT	Nov 06
	Implement new FMS by April 2008		
129	Develop project requirements for a Financial Management System	Head of Finance	Aug 06
130	Evaluate models for selection process	Head of Finance	Sept 06
131	Procurement and tender process including demonstrations and site visits	Head of Finance	Jan 07
132	Selection process complete / enter contracting and negotiation process	Head of Finance	April 07

Year 1: Other Work Programmes

	Develop Risk Based Auditing		
133	Integrate new Audit /Risk Management software into business process	AD Audit & Risk Management	Jan 07
134	Integrate into Risk Management Training Programme	AD Audit & Risk Management	Jan 07
135	Review quality and relevance of risks currently in the corporate register	AD Audit & Risk Management	March 07
136	Develop formal joint working arrangements between Audit & Risk Management	AD Audit & Risk Management	March 07
	Complete Corporate Restructure		
137	Gain agreement on final restructure proposals	Chief Exec	Aug 06

Years 2&3: Internal Leadership

	Action	Who	When
201	Develop ways to deliver effective leadership at all levels	IS Champion	2007/08
202	Develop a clear policy framework based around the council vision	Chief Executive	2007/08
203	Agree the use of QOLI indicators (better measures/outcome measures) within service plans	Head of PIT	2007/08
204	Develop links between 'data hub' and management cycle	Head of M&C, Head of PIT	2007/08
205	Complete the review of the constitution: deliver enhanced scrutiny arrangements	Head of CDLS	2007/08
206	Reinvigorate/reassess leadership development programme	Head of HR, CMT	2007/08
207	Develop a community leadership building programme	Director of City Strategy, Head of HR	2007/08
208	Develop a cultural change programme aimed at delivering the expressed values of the council set out in the council vision	Chief Executive	2007/08
209	Increase information sharing with partner organisations	Director of City Strategy	2007/08
210	Develop strong learning mechanisms from complaints, grievances, customer comments, and link into service and corporate planning	Head of M&C, Director of Resources	2007/08
211	Coordinate information on race, diversity and deprivation	Directors, Head of PIT	2007/08
212	Develop and implement new approach to communicating our plans	Head of M&C, Director of City Strategy	2007/08
213	Raise the profile of the ethical agenda	Chief Executive	2007/08

Years 2&3: City Leadership

	Action	Who	When
214	Review the Community Strategy	Director of City Strategy	2007/08
215	Ensure that city council priorities can help deliver the new community strategy	Director of City Strategy	2007/08
216	Design how to place needs of community at the heart of partnership work	Director of City Strategy	2007/08
217	Improve the effectiveness and profile of the LSP	Director of City Strategy	2007/08
218	Review the purpose and added benefit of our partnership arrangements	Director of City Strategy	2007/08
219	Use easy@york to share knowledge with partners	Director of Resources	2007/08
220	Increase information sharing with partner organisations	Director of City Strategy	2007/08
221	Develop strong learning mechanisms from complaints, grievances, customer comments, and link into service and corporate planning	Head of M&C, Director of Resources	2007/08
222	Coordinate information on race, diversity and deprivation	Directors, Head of PIT	2007/08
223	Develop and implement new approach to communicating our plans	Head of M&C, Director of City Strategy	2007/08
224	Align council plans to community strategy in areas where CYC is not the lead agency	All Directorates	2007/08
225	Overhaul our approach to consulting with partner organisations	Director of City Strategy, Head of M&C, Head of PIT, Director of Resources	2007/08
226	Explore capacity building in key areas at LSP partnership level	Director of City Strategy, Head of HR	2007/08

Years 2&3: Efficiency / Waste Reduction

	Action	Who	When
227	Further develop the easy@york programme	Director of Resources	2007/08
228	Complete year 2 and 3 efficiency projects	Director of Resources	2007/08
229	Develop and implement a competition strategy, procurement strategy and three year procurement plan	Director of Resources	2007/08
230	Increase knowledge of procurement across officers and councillors	Director of Resources	2007/08
231	Improve the management of the council's assets	Director of Resources	2007/08
232	Measure and manage organisational capacity gap (ie can we afford to deliver our plans?)	DoR, IS Champions, CLG	2007/08
233	Implement actions to monitor energy and water use by the council	TBC	2007/08
234	Ensure CYC becomes a learning organisation	Chief Executive	2007/08
235	Successfully implement the existing HR Strategy	Head of HR	2007/08
236	Implement an attendance management strategy	Head of HR	2007/08
237	Undertake a workforce planning exercise	Head of HR	2007/08
238	Implement management competencies	Head of HR	2007/08
239	Evaluate and improve effectiveness of training budgets in delivering the corporate strategy	Head of HR	2007/08
240	Set out project management resourcing standards	Head of PIT, DoR	2007/08
241	Explore development of VFM protocols for decision making	DoR	2007/08

Years 2&3: Customer Focus

	Action	Who	When
242	Continue to transfer further services into the York Customer Centre	Easy Programme Director	2007/08
243	Improve the quality of the experience for people contacting the council	Easy Programme Director	2007/08
244	Promote more efficient ways for customers to enquire, book and pay for services	Easy Programme Director	2007/08
245	Improve the way that the council responds to, and uses, feedback from customers	IS Champion	2007/08
246	Design new system/process to ensure learning from user views	IS Champion	2007/08
247	Explore pooling customer research facilities across partner organisations	Head of M&C, Head of PIT, Director of City Strategy	2007/08
248	Increase involvement from customers and residents in the design and review of services.	IS Champion	2007/08
249	Roll out equality improvement plans across directorates	Head of PIT, Directorates	2007/08
250	Review complaints and other user feedback systems from a diversity perspective	Head of PIT, Directorates	2007/08

Years 2 & 3: Other Work Programmes

	Action	Who	When
	Use of Resources CPA Action Plan (Financial Standing)		
251	Develop set of key financial health indicators	Director of Resources	2007/08
252	Develop framework to identify, quantify and monitor opportunity costs, and integrated into Treasury Management monitoring and the MTFF	Head of Finance	2007/08
253	Use of Resources CPA Action Plan (Internal Control element) Incorporates work to develop the Governance Framework		
254	Implement new Governance IT and Management system (provisional action)	AD Audit & Risk Management	2007/08
255	Develop governance aspects of partnership working	DoR, Director of City Strategy	2007/08
256	Undertake post-implementation annual reviews of the Constitution and Financial Regulations	AD Audit & Risk Management, Head of CLDS	2008/09
257	Review whistle blowing procedure	Head of HR, AD Audit & Risk Management	2008/09
	Council Tax Collection Arrangements		
258	Carry out benchmarking exercises to test improved performance	Asst Director for Public Services	2007/08
259	Review corporate debt recovery	Asst Director for Public Services	2007/08
	Review admin accommodation		
260	Complete sketched design for Hungate building	Head of Property Services	June 07
261	Detailed design and final space plan and fit out for the new Hungate building	Head of Property Services	Sept 07
262	Detailed planning application for Hungate building	Head of Property Services	Sept 07
263	Sell Reynards Garage site	Head of Property Services	Oct 07

Year 2 & 3: Other Work Programmes

264	Planning approval	Head of Property Services	Jan 08
265	Approve main building contract for Hungate building, and commence construction	Head of Property Services	April 08
	QPR system development		
266	Roll out further data entry and reporting developments	Head of PIT	June 07
	Implement new FMS by April 2008		
267	Implement new Financial Management System	Head of Finance	Apr 08
268	Complete work to implement new related policies and processes	Head of Finance	Sept 08
269	Complete project. Review ongoing implementation and support needs	Head of Finance	Dec 08
	Develop Risk Based Auditing		
270	Develop consistent definitions of risk	AD Audit & Risk Management	July 07
271	Communicate new arrangements to relevant officers/Members	AD Audit & Risk Management	Jan 08
272	Consider corporate risk in developing Audit Plan	AD Audit & Risk Management	March 08
273	Consolidate reporting on risk	AD Audit & Risk Management	March 08