

CHIEF EXECUTIVE'S POLICY DEVELOPMENT AND SUPPORT

| Critical Success Factors | | | | |
|--------------------------|--|---|----------|---|
| Ref. | Description | Key Actions to Deliver | By When? | Progress Update |
| CSF1 | Corporate Council recognizing the opportunities and threats presented to the City and Council by the ODPMs Sustainable Communities agenda. It is now an extension of the government's regional policy and is challenging councils and LSPs to change their thinking about how and why they deliver services. | To brief Chief Officers and members on developments in the Sustainable Communities agenda and the implications of these for York and the region. (Note: there are several aligned work areas, for example development of Local Public Service Agreement and Local Area Agreement, which both link closely to LSP) | Ongoing | Sustainable Communities summit 2007 now cancelled - team is assessing how this agenda will develop, particularly in light of forthcoming Local Government White Paper. Development of Local Area Agreements will also impact on the role and function of LSPs |
| CSF2 | Developing our customers understanding of the role we perform and our relationship to other teams. This will ensure that opportunities and threats are recognized by the Corporate Council and an added value, joined up response is achieved. | Raising profile of team's policy briefing and research function and the added value it can provide, for example through briefings to Corporate Management Team and members | Ongoing | Briefings have been provided to Corporate Management Team, for example on Police Authority Restructure and Lyons Inquiry, and further briefings planned, for example on Local Government White Paper |

PERFORMANCE IMPROVEMENT

| Critical Success Factors | | | | |
|--------------------------|--|---|--------------------|--|
| Ref. | Description | Key Actions to Deliver | By When? | Progress Update |
| CSF1 | Adoption of the three year organisational development plan. This will provide a path of organisational improvements and cultural change over the next three years and be accepted and recognised across the Council and by partners. | Achieve adoption of three year organisational development plan. | Completed. | Completed. Organisational Effectiveness Programme (OEP) adopted by Executive on 25th July 2006. Critical success factors now redefined. OEP will be implemented with support from revised Chief Executive's structure. |
| CSF2 | Successful negotiation of LAA with agreed performance reporting arrangements in place. The LAA will help us to refine planning and performance management in conjunction with partners. Partnership structure review in line with LAA. | First Draft of LAA to Government Office for Yorkshire & Humberside. New structure to LSP Board in September. | 30.9.06 30.9.06 | Both elements agreed in principle, detailed work now being carried out. |
| CSF 3 | Deliver leadership part of new strategy ready for next equalities conference in 2006. The council has made a commitment to achieving this standard in the Pride in our Communities Strategy. | Include actions in the new Organisational Effectiveness Programme. | 30.3.07 | The Equalities Conference will be held in the Autumn of 2006. Actions have been included in the Organisational Effectiveness Programme leadership element. A champion has been contacted and work has commenced. |
| CSF 4 | The Council's Service Improvement approach is utilised for all improvement activity. Consistently using the Council's agreed approach to improvement increases experience and a good of knowledge within the Council. | Review improvement methodology as part of the Organisational Effectiveness Programme. | On-going | Feedback from a recent Audit Commission report will be incorporated into the review. |

HUMAN RESOURCES

| Critical Success Factors | | | | |
|--------------------------|--|---|--------------------------------------|--|
| Ref. | Description | Key Actions to Deliver | By When? | Progress Update |
| CSF1 | Provide a pay and grading structure which rationalizes conditions of employment and ensures the fair and equitable treatment of all employees. This will protect the Council against equal pay claims. | New pay and grading structure implemented | Apr-07 | All posts scored and moderation process underway. Pay Strategy in development. |
| CSF2 | Provide an employment framework which provides flexibility whilst maintaining consistency and responds effectively in support of process improvement. This will ensure the Council is able to respond effectively to changing demands. | Develop HR Policy Framework resulting from HR Strategy | Jun-06 | Completed |
| CSF 3 | Develop and promote an attendance management culture. This will ensure the Council is able to improve service delivery to York residents and to create efficiency savings. | Delivery of the attendance project | Dec-07 | Project designed and scope agreed. Attendance Policy drafted and due for consideration by CMT in September 06 |
| CSF 4 | Implement an effective HR Strategy for the council which links HRM and HRD to the strategic direction of the authority and contributes effectively to process re-engineering. HR needs to be clearly aligned with business objectives. | Development of HR Strategy | Completed. | Strategy in place and HR Workplans developed from it |
| CSF 5 | Provide a framework for the development of leadership and management competencies as there is a need to build capacity through acquisition of key skills in order to deliver more relevant and effective services for York citizens. | Develop York Management & Leadership Standards and embed across organisation in HR processes and directorate service priorities | Apr-07 | Draft Standards produced. Initial launch workshop completed. Directorate Champions identified. Communications strategy drafted to support roll-out. |
| CSF 6 | Fund efficiency savings across the council by developing external partnerships in HR functional areas and re-engineer associated processes. This will help the council manage more efficiently on limited budgets. | Development of regional recruitment web portal: Further development of recruitment pool: Tender of temporary agency contract | Ongoing - to be complete by April 07 | Regional web portal developed: Recruitment pool relaunched and is helping council reduce spend on Manpower agency contract: Agency contract to be tendered before December 06 |
| CSF 7 | Develop HR management information capacity. This will enable managers to manage performance better and improve service delivery. | Improved data production: Acceptance of Business Objects bid | Ongoing - to be complete by April 07 | Improvements in data quality and level of detail seen in management reports from April 06. Still working with IT and Internal Audit to get agreement for Business Objects purchase |

MARKETING & COMMUNICATIONS

| Critical Success Factors | | | | |
|--------------------------|--|--|--------------------------|---|
| Ref. | Description | Key Actions to Deliver | By When? | Progress Update |
| CSF1 | More proactive approach to media management. Need to establish workable systems to allow M&C to reflect all aspects of the council's work, especially the less newsworthy positive work. | The small press office team provides as proactive a service as possible, and regularly attends DMTs. Members agreed a new media protocol in early 2006, which ensures that all media contact must be via the press office. The task now is to enforce this and to encourage more departmental contact with the press office. | ongoing | Continuing to attend DMTs. Already placed article in News and Jobs to promote media protocol. Working to raise profile of press office across authority, whilst acknowledging the limited resources available. |
| CSF2 | Ensuring a fully staffed, reactive and proactive press office. The press office's ability to field enquiries and research good news is essential to managing the council's reputation. | As description. | ongoing | Fully staffed Press Office maintained. Regular attendance at DMT's and meetings with Executive Members helps to ensure proactive approach. |
| CSF3 | Ensuring accessible, reactive and proactive management of website. The website will be changing radically under easy@york plans. The Web Manager and the Assistant Web Manager remain seconded for around 70% of their joint time to manage the changes to the site. | New council website to be designed and populated, using new content management system, and launched in autumn 2006 as part of Easy @ York. The two web team members will transfer from m and c to Easy @ York later this year. | Autumn 2006 | Work continues to design and populate new site, whilst maintaining current site. On target for launch mid October. |
| CSF4 | Emphasising regular and systematic internal communications. The large number of council wide projects that will mean major change (easy@york, accommodation review, changes to the council's structure, job evaluation) will make internal communications a priority. | Redefining internal communications officer's role more closely to meet many new demands of role. | autumn 2006 | Currently working to create revised job plan for internal comms officer. Already amended frequency of internal publications to allow more time on other projects. Tasks to ensure that core work is completed on time, and that other projects can realistically be incorporated around them. |
| CSF5 | Ensuring Council teams have useful research to enable understanding of the needs of customers and improvement. Through the Residents Opinion poll and the talkabout citizen's panel M&C provides the council with feedback on its services and potential changes to services. The research team are well-placed to offer advice and support to directorates as well as conducting this key corporate research. | Ensuring that all surveys requested by directorates or central government are completed on time and within budget. Ensuring that Talkabout citizens' panel carries out quarterly surveys within budget, and on issues agreed by directorates and leader of council. This year includes several statutory government surveys as part of the Residents' Opinion Survey. Task to ensure these are carried out, in one case in association with other authorities. | ongoing | Currently working on all Res Op surveys to meet government deadlines. Constantly working on Talkabout surveys, devising questionnaires, mailing out, analysing data, and writing reports. |
| CSF6 | Ensuring that the council competes successfully in its chosen markets and that residents and businesses are fully informed on council services. Major marketing projects around the council, such as future race meetings, parking initiatives, foster care recruitment, city of Festivals and council tax/business rate collection, are supported. | | ongoing | Continue to carry out major marketing campaigns on behalf of other directorates as requested, within agreed timescales and budgets. |
| CSF7 | Maintaining and improving the Print Unit. The Print Unit has ambitious financial targets. It is establishing itself with new equipment and marketing itself to the whole council as a priority. | The Print Unit now has new leased equipment from Canon (5 year lease started May 2005). It is providing a more reliable, higher quality service. The task is to continue marketing the facility, and also persuade CMT to ensure it is used by directorates as first choice supplier. | CMT paper in autumn 2006 | Head of M and C to take paper to CMT, most likely in September. |

CIVIC, DEMOCRATIC & LEGAL SERVICES

ANNEX 3

| Critical Success Factors | | | | |
|--------------------------|---|--|----------------------------|---|
| Ref. | Description | Key Actions to Deliver | By When? | Progress Update |
| CSF1 | To address the budget resource issues within the Election Team. This is crucial to the delivery of statutory services. | Explore ways of addressing budget pressure. | Mar-07 | To be delivered in the Cex's re structure |
| CSF2 | Begin preparations for the Local Government combined elections in 2007 in accordance with legislations. | As description. | | Work in progress. New requirement to postal voting requiring new software and hardware to deal with new legal requirement to check signatures and personal identifiers on postal votes with a stored sample signature and data. Currently pursuing IT bid to handle this anti-fraud measure in time for 2007 elections. |
| CSF 3 | To ensure that the CORE project progresses in accordance with Government Guidelines. (National programme in collaboration with Dept. of Constitutional Affairs (DCA), Office of Deputy Prime Minister (ODPM) and Electoral Commission). | The Co-ordinated On-line Register of Electors (CORE) is a project to modernise the electoral registration process by introducing standardised electronic electoral registration across the country and subsequently putting in place a national system to provide authorised users on-line to accommodate electoral registration data. | Pending Govt notification. | Currently awaiting Central Government notification on further development of this project. |
| CSF 4 | To introduce legislative changes introduced by the Electoral Administration Bill in accordance with legislation. | Various regulations introduced. | On-going | Awaiting introduction of changes. New regulation due Oct/Nov 2006. |
| CSF 5 | To ensure successful implementation of a new Committee Management System. This will help us to meet our obligations with regard to 'Access to Information' and E Gov targets. | Complete Phased implementation of CMS. | May-06 | Phases 1 & 2 of implementation fully achieved. Full usage of system in relation to Forward Plan function in Directorates still to be resolved. |
| CSF 6 | To complete the review of the Constitution and implement resulting changes. This is essential to achieve effective operation of decision-making process and to meet commitment given to Members. | Review Constitution. Implement constitution changes. | 26.5.06 | Review completed. New constitution implemented. 6 months post implementation review now underway. |
| CSF 7 | Administer an efficient system/code of practice of dealing with hearings under the Gambling Act, following its introduction. This will enable the authority to run hearings in accordance with the 2005 Gambling Act. Legislative demand. | | | No longer priority for 06/07. Introduction of Act delayed until 07/08. |
| CSF 8 | Administer a structured approach to Members developmental and support needs as identified through consultation with members ('Every Member Matters'). Need to implement the findings in the final report. | Review findings and implement improved system. | Dec-05 | All findings implemented with a structured PDP process now in place. Need to take this forward as part of induction for new Members in 07/08. |
| CSF 9 | Address specific scrutiny co-optee support needs. Current and future co-optees need to be supported, as there is a high reputational risk factor. | Identify scrutiny co-optee support needs and implement improvements. | On-going | Leaflet on rights and entitlements for all co-optees (inc. Scrutiny) prepared and issued. Constitutional changes have reduced significance of this. |