



## Notice of a public meeting of

### Decision Session - Executive Leader, Policy, Strategy and Partnerships

**To:** Councillors Douglas

**Date:** Wednesday, 17 July 2024

**Time:** 10.00 am

**Venue:** West Offices - Station Rise, York YO1 6GA

## AGENDA

### **Notice to Members – Post Decision Calling In:**

Members are reminded that, should they wish to call in any decisions made on items\* on this agenda, notice must be given to Democratic Services by **4:00 pm on Wednesday, 24 July 2024**.

\*With the exception of matters that have been the subject of a previous call in, require Full Council approval or are urgent, which are not subject to the call-in provisions. Any called in items will be considered by the Customer and Corporate Services Scrutiny Management Committee.

- 1. Declarations of Interest** (Pages 1 - 2)  
At this point in the meeting, Members are asked to declare any disclosable pecuniary interest or other registerable interest they might have in respect of business on this agenda, if they have not already done so in advance on the Register of Interests. The disclosure must include the nature of the interest.

An interest must also be disclosed in the meeting when it becomes apparent to the member during the meeting.

[Please see attached sheet for further guidance for Members]

**2. Minutes** (Pages 3 - 4)

To approve and sign the minutes of the previous Decision Session - Executive Leader (incorporating Policy, Strategy and Partnerships) held on 9 March 2022.

**3. Public Participation**

At this point in the meeting members of the public who have registered to speak can do so. Members of the public may speak on agenda items or on matters within the remit of the committee.

Please note that our registration deadlines are set as 2 working days before the meeting, in order to facilitate the management of public participation at our meetings. The deadline for registering at this meeting is 5:00pm on Monday 15 July 2024.

To register to speak please visit [www.york.gov.uk/AttendCouncilMeetings](http://www.york.gov.uk/AttendCouncilMeetings) to fill in an online registration form. If you have any questions about the registration form or the meeting, please contact Democratic Services. Contact details can be found at the foot of this agenda.

**Webcasting of Public Meetings**

Please note that, subject to available resources, this meeting will be webcast including any registered public speakers who have given their permission. The meeting can be viewed live and on demand at [www.york.gov.uk/webcasts](http://www.york.gov.uk/webcasts).

During coronavirus, we made some changes to how we ran council meetings, including facilitating remote participation by public speakers. See our updates ([www.york.gov.uk/COVIDDemocracy](http://www.york.gov.uk/COVIDDemocracy)) for more information on meetings and decisions.

- 4. Corporate Improvement Action Plan** (Pages 5 - 48)  
This report seeks approval for the City of York Council's Corporate Improvement Action Plan, informed by the LGA Peer Challenge and the Council Plan 2023-2027, One City for All.
- 5. A York pipeline of projects for the York and North Yorkshire Combined Authority**  
Report to follow.
- 6. Urgent Business**  
Any other business which the Executive Leader considers urgent under the Local Government Act 1972.

Democracy Officer: Robert Flintoft  
Telephone No - 01904 555704  
Email – [robert.flintoft@york.gov.uk](mailto:robert.flintoft@york.gov.uk)

For more information about any of the following please contact the Democratic Services Officer responsible for servicing this meeting:

- Registering to speak
- Business of the meeting
- Any special arrangements
- Copies of reports and
- For receiving reports in other formats

Contact details are set out above.

## Alternative formats

If you require this document in an alternative language or format (e.g. large print, braille, Audio, BSL or Easy Read) you can:



Email us at: [cycaccessteam@york.gov.uk](mailto:cycaccessteam@york.gov.uk)



Call us: **01904 551550** and customer services will pass your request onto the Access Team.



Use our BSL Video Relay Service:  
[www.york.gov.uk/BSLInterpretingService](http://www.york.gov.uk/BSLInterpretingService)

Select 'Switchboard' from the menu.



We can also translate into the following languages:

我們也用您們的語言提供這個信息 (Cantonese)

এই তথ্য আপনার নিজের ভাষায় দেয়া যেতে পারে। (Bengali)

Ta informacja może być dostarczona w twoim własnym języku. (Polish)

Bu bilgiyi kendi dilinizde almanız mümkündür. (Turkish)

یہ معلومات آبی کی اپنی زبان (بولی) میں بھی میا کی جاسکتی ہیں۔ (Urdu)

**Declarations of Interest – guidance for Members**

- (1) Members must consider their interests, and act according to the following:

<b>Type of Interest</b>	<b>You must</b>
Disclosable Pecuniary Interests	Disclose the interest, not participate in the discussion or vote, and leave the meeting <u>unless</u> you have a dispensation.
Other Registrable Interests (Directly Related) <b>OR</b> Non-Registrable Interests (Directly Related)	Disclose the interest; speak on the item <u>only if</u> the public are also allowed to speak, but otherwise not participate in the discussion or vote, and leave the meeting <u>unless</u> you have a dispensation.
Other Registrable Interests (Affects) <b>OR</b> Non-Registrable Interests (Affects)	Disclose the interest; remain in the meeting, participate and vote <u>unless</u> the matter affects the financial interest or well-being: (a) to a greater extent than it affects the financial interest or well-being of a majority of inhabitants of the affected ward; and (b) a reasonable member of the public knowing all the facts would believe that it would affect your view of the wider public interest. In which case, speak on the item <u>only if</u> the public are also allowed to speak, but otherwise do not participate in the discussion or vote, and leave the meeting <u>unless</u> you have a dispensation.

- (2) Disclosable pecuniary interests relate to the Member concerned or their spouse/partner.
- (3) Members in arrears of Council Tax by more than two months must not vote in decisions on, or which might affect, budget calculations, and must disclose at the meeting that this restriction applies to them. A failure to comply with these requirements is a criminal offence under section 106 of the Local Government Finance Act 1992.

This page is intentionally left blank

City of York Council

Committee Minutes

---

Meeting	Decision Session - Executive Leader (incorporating Policy, Strategy and Partnerships)
Date	9 March 2022
Present	Councillor Aspden

---

### **1. Declarations of Interest**

The Executive Member was asked to declare, at this point in the meeting, any personal interests, not included on the Register of Interests, or any prejudicial or disclosable pecuniary interests that he might have had in respect of business on the agenda. He confirmed that he had none.

### **2. Minutes**

Resolved: That the minutes of the Executive Leader Decision Session held on 13 December 2021 be approved and signed by the Executive Leader as a correct record.

### **3. Public Participation**

It was reported that there had been one registration to speak at the meeting under the Council's Public Participation Scheme.

Cllr Kilbane confirmed that the York Labour Party supported the Council's bid to be the location of the headquarters of Great British Railways (GBR). He thanked officers, the Executive Leader, and Members of Parliament who had promoted York to be the location of the headquarters. He supported the aim to bring more high skilled jobs to York, however, he highlighted the challenges of housing affordability in York. If the Headquarters were based in the city and were successful there would be more people looking to work in the city. He therefore requested that more be done to tackle the affordability of living in York.

### **4. Great British Railways Headquarters**

Officers outlined the Council's intentions to bid to be the headquarters for the new Great British Railways (GBR). It was confirmed that the headquarters were considered by Government as a gateway to its levelling up agenda. Officers sought the Executive Leader's support for the bid

which would enter York into a public vote on which town or city should be the location of the new headquarters.

The Executive Leader confirmed his support for the bid and thanked those that had worked on and promoted the bid including Members of Parliament who had spoken in favour of York. He highlighted York's long tradition as a key location for the rail industry, the benefits of developing York Central and noted that if successful the headquarters would go alongside a government aspiration for Cabinet jobs to also be moved to York.

Resolved:

- i. The Leader of the Council noted the considerable benefits of York being home to Great British Railways HQ;
- ii. Approved the submission of a formal expression of interest signalling the Council's intent;
- iii. Agreed the expression of interest will be a joint submission from York, North Yorkshire and Y&NY LEP and will follow extensive consultation with city partners, lead members and rail leaders.
- iv. To delegate the authority to finalise and submit the expression of interest to the Chief Operating Officer following consultation with the Leader of the Council, in accordance with the recommendations above and within the competition deadline of 16 March 2022.

Reason: The competition deadline is 16 March 2022, with several cities and towns indicating interest. To avoid revealing our evidence too early, it is proposed that the expression of interest is not publicly shared before the competition deadline. As part of the consultation process it will first be shared with city partners and rail leaders to ensure an accurate reflection of York's strengths. The joint expression of interest demonstrates the importance GBR and the rail sector has for the whole of the region, and the collaboration of the North Yorkshire Local Authorities who support York becoming the home of GBR.

Cllr Aspden, Executive Leader

[The meeting started at 1.30 pm and finished at 1.39 pm].





<b>Meeting:</b>	Executive Decision-Making Session
<b>Meeting date:</b>	17/07/2024
<b>Report of:</b>	Ian Floyd, Chief Operating Officer
<b>Portfolio of:</b>	Cllr Claire Douglas, Leader, Portfolio Holder Policy, Strategy, Partnerships

## **Decision Report:**

### **Corporate Improvement Action Plan**

#### **Subject of Report**

1. In February 2024, a Local Government Association (LGA) Peer Challenge took place at the City of York Council. The LGA Peer Challenge set out to understand how the council operates, exploring the council's leadership at place and organisational level, governance, culture, financial management and capacity to improve, with a focus on improving customer service and working closely with regional partners to best represent York's interests.
2. Informed by the LGA Peer Challenge, and already planned in response to the Council Plan strategic theme "how the council operates", the council prepared a corporate improvement framework setting out the activities that will address the recommendations of the peer review. This framework builds on existing strengths with a view to continuous improvement being very much a part of how the council operates.
3. The council has prepared a detailed draft Corporate Improvement Action Plan, developed in consultation with officers, residents and partners to implement the framework, which is now presented for Leader approval.

## Benefits and Challenges

4. The Corporate Improvement Action Plan sets out the actions the council will take in response to the Council Plan strategic theme “how the council operates”. By developing the action plan through consultation with officers, trade unions, partners, Scrutiny and residents, delivering the plan will address issues raised by different stakeholders and ultimately better support officers through our journey of continuous improvement.
5. The action plan will be monitored through the Corporate Improvement Board and is a “live” plan. It will be refreshed annually as more information is shared, particularly as central government requirements of local authorities change, or staff share information in staff surveys that require action.
6. By setting out the scale of change to support continuous improvement, there will be a challenge of too much change, or change that is not sufficiently managed. The Corporate Improvement Board has been established to monitor and steer improvements and will be mindful of managing officers capacity for improvement actions.

## Policy Basis for Decision

7. The Corporate Improvement Action Plan has been informed by the Corporate Improvement Framework and responds to the Council Plan priority theme - *How the Council Operates*.
8. The four core commitments are inherent throughout the proposed Action Plan (see **Annex A**), specifically:

**Equalities and Human Rights:** The role of staff networks to support the organisation continuously improve, together with the role of the workforce to champion equalities and human rights is key to successful delivery of the corporate improvement action plan.

**Affordability:** The balance between vision, priorities and what is realistically affordable within the financial strategy and reducing council finances has been addressed through the action plans.

**Climate and environment:** By delivering actions to embed greater shared responsibility for council action will better embed climate action throughout other areas of council delivery.

**Health:** Valuing the contribution of the council's workforce and continuing to support staff's health and wellbeing is a key action of the Council Plan. The development of the action plan has given staff the opportunity to share their views, with a focus on capacity and financial constraints.

## Financial Strategy Implications

9. There is no additional funding available to support the delivery of the Corporate Improvement Action Plan. Where additional resources to help deliver action is needed, posts will be redeployed, or roles repurposed. Additional change resources if required will be incorporated into the Working as One City Programme business case, with investment made to achieve savings later.

## Recommendation and Reasons

The Leader is invited to approve the City of York Council's Corporate Improvement Action Plan, informed by the LGA Peer Challenge and the Council Plan 2023-2027, *One City for All*.

- The action plan has been developed following extensive consultation. It sets out those actions that respond to issues raised through the LGA Peer Challenge with action, action owners and timescales clearly set out.

## Background

10. Six months into the new administration, the council invited the LGA to conduct a peer challenge to consider strengths to celebrate and areas of improvement to best deliver the ambitions set out in the Council Plan, *One City for All*, 2023-2027 whilst balancing ever-increasing financial pressures.
11. In response to the LGA Peer Challenge recommendations and reflecting the Council Plan strategic theme "how the council operates", Executive approved a Corporate Improvement

Framework which reflects a more strategic corporate approach as recommended by the peers (**Annex B**).

12. The framework maps activities to four themes and identifies which of the 15 recommendations the activities respond to.
13. The four themes provide structure and guide the council's journey of continuous improvement. They are:
  1. Strengthen strategic leadership
  2. One City, One Council
  3. Harness the commitment to the city to deliver ambitions
  4. Build a strong foundation
14. The framework was designed to provide opportunity for officers, partners and residents to share their expertise and commitment to the city and contribute to the success of the organisation by informing the development of actions to support continuous improvement.
15. The Corporate Improvement Framework was consulted on throughout May and June with feedback published on Open Data (<https://data.yorkopendata.org/dataset/corporate-improvement-framework-consultation-2024-25>) and summarised in **Annex C**.
16. Feedback from residents, together with workshops with officers, Trade Unions and Partners has informed the draft action plan which aims to deliver the activities set out in the Corporate Improvement Framework.
17. The Corporate Improvement Action Plan (**Annex A**) lists actions by theme, with action owners and timescales identified. Delivering several of the actions is already either way or completed.
18. Governance arrangements are set out in the Corporate Improvement Action Plan. A new internal governance board, the Corporate Improvement Board chaired by the Chief Operating Officer, will steer and monitor progress, the LGA will meet council officers in December to review progress to date, with Executive receiving a progress report in May 2025.
19. The action plan will be refreshed annually as more feedback from staff surveys, inspections or complaints informs how the council can continue its journey of improvement.

20. The Leader is invited to approve the Corporate Improvement Action Plan tasking officers to deliver the actions.

## **Consultation Analysis**

21. The Corporate Improvement Framework was developed in consultation with the council's Corporate Leadership Group and Executive.
22. Throughout May and June, it was shared for consultation with residents, with actions they recommended reviewed and included in the action plan if appropriate. In tandem, workshops were held with officers, trade unions and partners to inform the development of the action plan and the equalities impact assessment.
23. Corporate Services Climate Change and Scrutiny Management Committee reviewed the draft Action Plan on 8 July 2024 and their recommendations further informed the development of the action plan. Recommendations included:
  - Ensure the actions are encourage cross-council working
  - Provide more regular updates to Executive about progress
  - Show how officers will build relationships with communities
  - Show how becoming a trauma-informed council is a continuous journey
  - Develop the managing customer relations policy with resident engagement
  - Set out how to support senior managers learn more about financial management systems
  - Refresh the council's communications channels
  - Provide opportunity for scrutiny oversight of city developments
  - Make clear member induction is ongoing and informed by member feedback
  - Clarify the ask of Scrutiny Chairs when reviewing scrutiny practices

## **Options Analysis and Evidential Basis**

24. The options presented are for Executive Member Decision are to either:
  - Approve the Corporate Improvement Action Plan; or

- Commission the council's Chief Operating Officer to revise or strengthen aspects of the Corporate Improvement Action Plan.

The Corporate Improvement Action Plan sets out a series of actions to deliver the activities described in the Corporate Improvement Framework. The framework was developed in consultation with the Council Management Team and therefore is deemed to be those activities the council has the capacity and capability to take forward, without introducing additional financial pressure.

## Organisational Impact and Implications

**Financial** The Council has a clear and robust Medium Term Financial Strategy (MTFS) that has outlined the need to save a further £30m over the next 3 years. The MTFS is under constant review and the assumptions used within it, such as inflation, are updated as and when required. Delivery of Corporate Improvement Action Plan should help to make the MTFS even more robust and therefore will support the Council in the need to deliver an ongoing savings programme.

No additional specialist resource has been identified at this time to deliver the recommendations, but the requirement to control day to day spending remains a high priority to ensure the Council remains on track to deliver the required savings. The work outlined in Annex A will support the Council in managing the organisation through the financial challenges ahead.

**Human Resources (HR)** There is already a workforce plan in place to support the workforce, this will be strengthened and focused by adding in the actions from the Corporate Improvement Action Plan. Actions will be co-produced with employees ensuring that the journey of celebrating successes and addressing improvements is owned and acted on at all levels and is reasonably and realistically resourced. Various engagement activities are already in place to work with employees around this shared journey. This activity will sit alongside the existing plans and priorities to ensure that staff have the conditions and tools available to them.

**Legal** Under Section 3 of the Local Government Act 1999, the Council is under a duty to make arrangements to “secure **continuous improvement** in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness”. The duty, being one to make arrangements, has been

interpreted as operating at a fairly high level and free standing of the exercise of functions themselves. In each case, where a local authority proposes to make such arrangements, it must consult appropriate representatives, and take account of certain matters (prescribed in the Act), before doing so. The corporate improvement framework is likely to constitute such arrangements and has been the subject of relevant consultation. Statutory guidance<sup>1</sup> sets out the Government's expectation that councils make their own arrangements to secure continuous improvement. This includes being open to external challenge and scrutiny, including peer challenges.

**Procurement** there are no direct procurement implications.

**Health and Wellbeing:** The Corporate Improvement Framework has either a direct or indirect impact on the health and wellbeing of staff, residents and visitors to our city. Having a clear vision, narrative and understanding will help support workplace mental health by building trust, cooperation, accountability and equity – all of which inform the Council Plan *One city for all*.

**Environment and Climate action** Recognition of climate change delivery as an area of strength and innovation, with opportunities to explore and embed it's approaches throughout other areas of council delivery would support the Council's net zero and climate ready ambitions. Whilst no immediate direct implications, the actions outlined within the attached action plan will help the Council deliver on those issues the Council considers most important.

**Affordability** Aside from the benefits in terms of managing the council finances, the recommendations in this report and peer review will help maximise the benefits, efficiency and effectiveness of all council services and partnership working to all residents of York.

**Equalities and Human Rights** as per the above legal comments, we have undertaken consultation and this has been taken into consideration our human rights and equalities assessment and the council's Public Sector Equalities Duty.

---

<sup>1</sup> <https://www.legislation.gov.uk/ukpga/1999/27/contents/>  
[https://assets.publishing.service.gov.uk/media/64a2e57606179b000c1aea03/Best\\_Value\\_guidance\\_subject\\_to\\_consultation.pdf](https://assets.publishing.service.gov.uk/media/64a2e57606179b000c1aea03/Best_Value_guidance_subject_to_consultation.pdf)

**Data Protection and Privacy** Data protection impact assessments (DPIAs) are an essential part of our accountability obligations and is a legal requirement for any type of processing under UK data protection and privacy legislation. Failure to carry out a DPIA when required may leave the council open to enforcement action, including monetary penalties or fines.

DPIAs helps us to assess and demonstrate how we comply with all of our data protection obligations. It does not have to eradicate all risks but should help to minimise and determine whether the level of risk is acceptable in the circumstances, considering the benefits of what the council wants to achieve.

The DPIA screening questions were completed for this report and as there is no personal data being processed for the options set out in this decision report, there is no requirement to complete a DPIA at this point. However, this will be reviewed where required, following the decisions from this report for example the supporting action to improve customer experience and preparation for regional opportunities.

**Communications** support will be required in delivery of the corporate improvement action plan.

**Economy** No impact

## Risks and Mitigations

25. **Financial Pressures** Given the increasing financial pressures experienced by the council, the action plan could be undeliverable. The actions consider available capacity and capability. In addition, the Corporate Improvement Action Plan will help the organisation become more efficient and effective.
26. **Capacity to improve** There are a number of actions to deliver in a relatively short period of time. Corporate capacity could easily become more stretched, leading to insufficient pace to drive through the change required. The Corporate Improvement Board will monitor progress, including establishing priorities to focus on.
27. **Reputational** Failing to deliver the action plan could invite a reputational impact that will negatively impacting future recruitment, retention and relationship with key funders. The strength of the strategic leadership required to lead and deliver the Corporate Improvement Action Plan and remain focused on



addressing the issues the report presents will be crucial to mitigating the longer-term reputational impact.

## Wards Impacted

All

## Contact details

For further information please contact the authors of this Decision Report.

### Author

<b>Name:</b>	Ian Floyd
<b>Job Title:</b>	Chief Operating Officer
<b>Telephone:</b>	01904 552909
<b>Report approved:</b>	Yes
<b>Date:</b>	9 July 2024

## Background papers

Executive approves Corporate Improvement Framework [Agenda for Executive on Thursday, 9 May 2024, 5.30 pm \(york.gov.uk\)](#) item 129

Corporate Improvement Framework  
<https://democracy.york.gov.uk/documents/s176281/Annex%20B%20DR%20AFT%20IMPROVEMENT%20FRAMEWORK%20FINAL%20FOR%20CONSULTATION.pdf>

Corporate Services, Climate Change and Scrutiny Management Committee [Agenda for Corporate Services, Climate Change and Scrutiny Management Committee on Monday, 8 July 2024, 5.30 pm \(york.gov.uk\)](#) item 4

## Annexes

- Annex A: Corporate Improvement Action Plan
- Annex B: Corporate Improvement Framework and LGA Peer Challenge Recommendations (February 2024)
- Annex C: Consultation feedback summary
- Annex D: Equalities Impact Analysis

This page is intentionally left blank

## City of York Council

### Annex A Corporate Improvement Action Plan

**Council Plan action:** How the council operates (actions: 1, 2, 3, 5, 6, 8)

#### Background

This action plan lists the detailed actions that responds to the [Corporate Improvement Framework](#), feedback from staff surveys, together with engagement with officers.

Actions are council-wide and will be developed and delivered in close collaboration with the Corporate Management Team and all directorates. The four themes in the Corporate Improvement Framework provide structure for this action plan.

The action plan has been developed in consultation with partners, residents, officers and [Scrutiny](#) – through both a series of workshops and a consultation which took place throughout May and June. It will continue to be added to throughout the next three years as the council listens and responds to residents, officers and partners.

#### Objectives

1. **Strengthen strategic leadership:** By September 2024, we will have embedded clear expectations for our senior managers to work as one council delivering a shared vision throughout the organisation;
2. **One City, one council:** By September 2024, we will have co-designed both an internal and external approach to what it means to work together in partnership, uniting the council, officers, members and partners together, as one team;
3. **Harness the commitment to the city to deliver ambitions:** Develop and implement a communication strategy, establishing different activities to strengthen partnerships and engage the workforce, with a plan prepared by September 2024;
4. **Build a strong foundation:** By December 2024, we will have embedded council plan priorities and the performance framework throughout the organisation, reviewing how we support personal development plans and service plans, with a refreshed internal governance structure

## Governance

The Corporate Improvement Framework sets the structure for this action plan. The Framework was approved at Executive in May 2024. [Agenda for Executive on Thursday, 9 May 2024, 5.30 pm \(york.gov.uk\)](#) item 129

This action plan will be monitored at the newly established quarterly Corporate Improvement Board, chaired by the Chief Operating Officer. The Corporate Improvement Board reports issues by exception to the Corporate Management Team.

The Corporate Improvement Board monitors and steers the council’s continuous corporate improvement journey, with reports covering this Corporate Improvement Action Plan, the Working as One City programme, budget savings plans and progress against the Council Plan.

The Corporate Improvement Action Plan has been developed in response to the Council Plan priority “how we operate” and the significant financial pressures the council is experiencing. It was informed by the Local Government Association (LGA) Peer Challenge which took place in February 2024 together with staff surveys and feedback from partners. As part of that process, LGA will assess progress against this action plan in December 2024. Actions have been described in such a way that allows for progress to be clearly recorded and evidenced.

Progress against this action plan will report publicly to Executive in November 2024 and May 2025.

This Action plan will continually be refreshed as part of our journey of continuous improvement, dates and interdependencies may change as a result.

## Action Plan key

Key	Complete	Underway	At risk	Not started
-----	----------	----------	---------	-------------

**Action Plan**

**Objective 1 Strengthen strategic leadership:** By September 2024, we will have embedded clear expectations for our senior managers to work as one council delivering a shared vision throughout the organisation;

Action	Detail	Accountable officer	Deadline
1. Refresh the Corporate management team	1. Create a working environment for senior leaders to work together with ease and enable officers and the workforce to have access to senior teams.	Chief Officer HR	March 2024
	2. Build on the senior management restructure to reflect the new structure and support officers understand their directorate and how they contribute to the organisation's vision.	COO	July 2024
	3. Ensure opportunity for senior management policy and strategy discussions continue to reinforce the organisation's vision and ambition.	AD PS	June 2024
2. Co-design a Leadership framework	1. Co-design with senior managers of the council expected leadership behaviours, values and actions. Leadership to be embedded across all levels of the organisation including building relationships with communities.	Chief Officer HR	Sept 2024
	2. Establish senior manager buddying system and shadowing opportunities for support and challenge to help build confidence, capabilities and share good practice.	Chief Officer HR	Oct 2024
3. Redesign the roles, relationships and responsibilities	1. Following approval of the new Corporate Management Team, develop the framework for the review of roles which directly report into the Corporate Management Team, including job naming conventions (known as the CLG review 2).	Chief Officer HR	Completed May 2025

	2. Develop a Managing Customer Relations Policy to help ensure both residents and officers understand their own roles and responsibilities	Director of Housing and Communities	Nov 2024
	3. Start the journey to become a trauma-informed council, training to ensure all officers understand their own role in supporting residents and each other during different transactions, including sharing videos and interactive learning for key roles.	Chief Officer HR	April 2025 and ongoing
	4. Introduce an annual process with senior managers to share and support each other's Service Plan development with opportunity to contribute to each other's delivery of ambitions.	COO Director of Finance AD PS	Nov 2024
4. Mid-term financial strategy	1. Design a budget setting process that provides opportunities for co-design and consultation with residents, partners and the workforce.	Director of Finance AD PS	April 2024
	2. Share the revised Medium Term Financial Strategy (MTFS) with residents, members, partners and officers, being clear on the savings target for the next three years.	Director of Finance HOC AD PS	Nov 2024
	3. Provide great opportunity for senior managers to understand and engage in setting their annual budgets, through the budget setting process and ongoing.	Director of Finance	June 2024 ongoing
	4. Design short financial literacy courses for Senior Managers to learn how to manage the financial management system, setting out the key dates for each year.	Director of Finance	Oct 2024 and ongoing

**Objective 2 One City, one council:** By September 2024, we will have co-designed both an internal and external approach to what it means to work together in partnership uniting the council, officers, members and partners together, as one team

Action	Detail	Accountable officer	Deadline
1. Co-design a culture Improvement Plan	1. Celebrate success with operational and delivery teams highlighted for personal thanks from the Leader and Chief Operating Officer (COO) following achievements.	COO	ongoing
	2. Refresh internal governance arrangements, bringing greater visibility to how decisions are made and providing greater oversight to how the council operates internally.	COO	June 2024
	3. Following CLG review 2, co-design with senior managers cohort ways of working, confirming what good looks like when considering the six themes presented to Audit and Governance: <ul style="list-style-type: none"> <li>• Build stronger relationships by understanding expectations</li> <li>• Define the culture you want to see</li> <li>• Communicate the change</li> <li>• Lead by example</li> <li>• Embed training and support</li> <li>• Align systems and processes</li> </ul> Monitoring Officer report: <a href="#">Agenda for Audit and Governance Committee on Wednesday, 19 July 2023, 5.30 pm (york.gov.uk)</a> item 9	Chief Officer HR AD PS	March 2025
2. Co-design a partnerships plan	1. Following partner workshops and recent city leader’s events, develop a partnership plan that takes a one council approach to developing partnerships for approval at an Executive Decision Session (following further discussion with partners)	AD PS	EDMS Sept 2024

	2. Provide greater visibility of partnership working, with communications during or after events to show city partners coming together to discuss strategic issues, at both local and regional level.	HOC	Ongoing
	3. Co-design with partners the top 5 things to focus on to harness energy and commitment to the city, working with partners on plans to deliver change, including increasing public affairs activities	COO/AD PS	Sept 2024
3. Build capacity and capability to transform council services	1. Establish the Corporate Improvement Board chaired by the Chief Operating Officer to monitor and steer corporate transformation, including the Working as One City programme, budget savings and delivery of the council plan	AD PS	June 2024
	2. Explore the best way to develop change and project capabilities to lead transformation, working closely with directorates, taking a one council approach to deliver end benefits such as improved customer experience and a more efficient council	AD PS	August 2024 and ongoing
	3. Develop a series of Strategic Reviews that will take a council wide approach (for example, improve customer experience, embed safe and effective social care practice, and launch integrated neighbourhood teams) that together form the Working as One City Programme, providing Executive oversight in September 2024 as part of the MTFS budget setting process	AD PS	Executive Sept 2024 ongoing
	4. Identify action plans related to corporate improvement to bring to the Corporate Improvement Board for oversight and steer – including Equalities action plan, budget savings plans, etc.	AD PS	June 2024
4. Deliver an Induction programme for	1. Introduce the newly elected Mayor to key York leaders, including Executive, Corporate Management Team, city leaders and key officers, facilitating tours of key sites, eg. York Central	AD PS	May 2024



the newly elected Mayor to best represent York's interests	2. Present the Mayor with the York pipeline of proposals, for mayoral consideration, following cross-party scrutiny	ADPS	EMDS July 2024
	3. Centrally coordinate Combined Authority business cases that have regional impact for council plan action to maintain oversight of projects progressing with Mayoral support, working with York's policy network to prepare business cases ready for further discussion	ADPS	July 2024 Ongoing
	4. Work with the Combined Authority to establish working groups between officers in York, North Yorkshire and the Combined Authority to explore opportunities in key themes	ADPS	June 2024 ongoing

**Objective 3 Harness the commitment to the city to deliver ambitions:** Develop and implement a communication strategy, establishing different activities to strengthen partnerships and engage the workforce, with a plan prepared by September 2024;

Action	Detail	Accountable officer	Deadline
1. Develop and implement the Communications Strategy	1. Define a clear corporate narrative through the Working as One City Programme	AD PS	Oct 2024
	2. Develop a new Communications Strategy that aligns to the Council Plan and Working as One City programme, setting out a clear corporate narrative and refreshing channels.	HOC	Dec 2024
	3. Develop an internal engagement plan that shows how different internal meetings and communications are integrated, with key strategic issues discussed and providing opportunity for staff to get involved and meet the Corporate Management Team (CMT).	Chief Officer HR HOC	June 2024
	4. Launch senior management weekly blogs to introduce senior management to officers and share their ambition for the organisation, celebrating success and sharing resident’s experiences.	HOC	Sept 2024
	5. Share the clear narrative throughout all internal communications with three key messages from CMT every month.	HOC	July 2024
	6. Refresh how we share information to better equip officers with the information they need and consider all workforce including those without access to council-provided ICT.	ADPS HOC	April 2025

2. Establish and facilitate the City leaders annual events programme	1. Establish a partner plan to provide greater opportunity to build relationships.	ADPS	July 2024
	2. Share with partners the annual partner event plan in advance, with invitations.	ADPS	Sept 2024
	3. Establish a City Developments Group that oversees and steers regeneration projects informed by partner task and finish / working groups and with opportunity for Scrutiny review.	Director of City Development	Dec 2024
	4. Through the City Developments Group, reignite the York Narrative to embed the city values in built infrastructure and design.	Director of City Development	Dec 2024
3. Explore and launch an e-ideas hub	1. Launch the staff ideas hub to encourage staff to take part in corporate consultations, including the budget consultation and workforce improvements.	HOC	June 2024
	2. Every month, share 'you said, we did' information based on staff ideas.	HOC	July 2024
4. Strengthen the role of Leading Together role	1. Develop an induction and training guide for Senior Managers, including scheme of delegation, financial management, performance and managing high performing teams (through the Personal Development Review process).	Chief Officer HR	Dec 2024
	2. Share the forward look and decisions made through internal governance arrangements every month with Senior Managers to keep them informed about how the council operates, and their role in delivering ambitions.	COO	Sept 2024

	3. Explore options for a management development programme for all Senior Managers to help embed expected ways of working and sharing learning.	Chief Officer HR	Dec 2024
	4. As part of the Working as One City programme, develop small task and finish group for Heads of Service to work together on cross-council issues, eg. how to make it easier for Head of Service to manage their service through greater oversight of HR and Finance data.	AD PS Head of BI	ongoing
	5. Reset the regular senior officer meetings to provide space to explore organisational strategic issues together, publishing the schedule well in advance	Chief Officer HR	June 2024 ongoing

**Objective 4 Build a strong foundation:** By December 2024, we will have embedded council plan priorities and the performance framework throughout the organisation, reviewing how we support personal development plans and service plans, with a refreshed internal governance structure

Action	Detail	Accountable officer	Deadline
1. Confirm the Council plan priorities	1. Publish a six-month snapshot of progress on the website and to city partners, with a report to Executive and internal comms	AD PS	ongoing
	2. Confirm priority council plan actions with Executive, recommending different delivery models when the council is not funded to support	COO/CMT	Jan 2025
	3. Work closely with CMT, senior managers and Executive, develop a roadmap of council plan action, showing which service is accountable for delivering which action (informed by Service Plans)	AD PS	Jan 2025
2. Review Personal development and performance management	1. Establish a Core Service Performance Board, chaired by the Chief Operating Officer, to provide oversight and monitor performance, scrutinising poor performing services and exploring how to support improvements	COO	July 2024
	2. Scrutinise Service Plans bi-annually in the Core Service Performance Board, taking a 'one council' approach to consider how ambitions are effectively and efficiently delivered and customer experience improved.	COO	Oct 2024
	3. Identify the 4-5 key performance indicators for each Senior Manager to be responsible for delivering through their teams	CMT	Dec 2024
	4. Initial review of the Personal Development Review process, reinforcing the link of service plans and performance management to ensure <u>all</u>	Chief Officer HR	Jan 2025

	<p>officers are aware of how they contribute to ambition, setting SMART objectives based on Service Plans and EACH (Equalities, Affordability, Climate and Health) and holding regular performance discussions with staff, which may be followed up in a further review for the 2025/26 reporting year. Reinforcing the importance of regular 121 discussions for all staff to ensure the understanding of expectation, performance and opportunity to celebrate.</p>		
3. Review Internal governance structures	1. Establish how internal governance arrangements create clear lines of accountability for CMT, introducing new arrangements for any gaps in corporate oversight and leadership.	AD PS	April 2024
	2. Establish a Corporate Governance Board, chaired by the Director of Governance and Director of Finance, to review decision reports and governance arrangements, escalating issues to Corporate Management Team and prior to publication.	COO	June 2024
	3. Establish new internal governance arrangements to provide structures to support strategic and priorities and organisational management discussions.	COO	June 2024
	4. Launch new internal governance arrangements making it easier for Senior Managers to know who to engage with and when, publishing terms of reference and forward plans for each meeting	COO	June 2024
4. Review Scrutiny oversight and member induction programme	1. Continue the development of the ongoing member induction programme informed by member feedback.	Head of Democratic Services	Ongoing
	2. Update the Member's Portal to signpost access to information and member support.	Head of Democratic Services	December 2025

FINAL Corporate Improvement Action Plan

	3. Work with Chairs of Scrutiny to agree a process for reviewing scrutiny practices and identifying annual workplans	Head of Democratic Services	October 2024
	4. Review scrutiny officer's role considering how they can support a continuous review of Scrutiny	Head of Democratic Services	April 2025
	5. Continue to work with a cross-party representative group to review the Constitution.	Director of Governance	Ongoing
	6. Review the role and responsibilities of independent members and how they can best support constructive scrutiny	Director of Governance	December 2024

This page is intentionally left blank



**Annex B City of York Council – Corporate Improvement Framework**

The Corporate Improvement Framework is based on four themes to provide structure and guide our journey of continuous improvement. It enables the council to embed the four core commitments of Equalities, Affordability, Climate and Health (EACH), and responds to the Council Plan 2023-2027, *One City for all*, strategic theme “how the council operates”. It was informed by the evidence and recommendations in the LGA Peer Challenge February 2024, and will be updated with feedback from additional sources such as staff surveys or co-designing detailed action plans with Executive, officers, and partners. It provides a workplan for an initial 12 months of action and is the foundation of continuous improvement that will evolve as we learn more about how we can become a more effective and efficient organisation, that residents and officers are proud of. It is subject to consultation to inform detailed action planning (R15).

A 12-month update will be provided to Executive in response to the LGA Peer Challenge process.

1. **Strengthen strategic leadership:** Articulate a clear vision to inspire action in everything we do;
2. **One City, one council:** Build a culture that unites the council, officers, members and partners together, as one team;
3. **Harness the commitment to the city to deliver ambitions:** Deliver our shared priorities;
4. **Build a strong foundation:** Strengthen governance, accountability and financial management and a skilled, resilient workforce.

Strengthen strategic leadership	One City, one council	Harness the commitment to the city	Build a strong foundation
<p>Refresh the <b>Corporate Management Team (CMT)</b> restructure, repositioning as the strategic heart of the organisation – with greater collective visibility, establishing early opportunities to present a united team, share ownership of challenges, co-design a unifying vision and accelerating a strategic focus on priorities.</p>	<p>Co-design the <b>Cultural Improvement Plan</b> with Leading Together and Executive, to define shared leadership values based on kindness, respect and professional generosity, learning from partners and directorate successes to define and set agreed ways of working for the Corporate Leadership Group, Leading Together (Grade 12 and above cohort) and Managers to drive cultural change.</p>	<p>Develop and implement a <b>communications strategy</b> and plan, defining and embedding a clear corporate narrative, sharing strategic intent and facilitating opportunities to inspire action, regularly sharing progress against priorities - internally and externally.</p>	<p>Review progress against the Council Plan, confirming <b>priorities</b> with the administration and agreeing a <b>roadmap</b> to hold the organisation to account for action, understanding delivery options for each action (eg, council, or in partnership with city partner, Mayoral, Integrated Care Board, etc).</p>
R1, R2, R4, R5, R13	R3, R4, R13	R1, R7	R2, R5, R14
<p>Co-design a <b>leadership framework</b>, setting out leadership behaviours, delegated areas of responsibility and accountability, and values for all senior officers, putting in place a leadership development programme across the organisation to develop leadership, build shared trust and understanding, working with Executive Members, and delegated leadership throughout the organisation.</p>	<p>Co-design with Leading Together (the Grade 12 or above senior manager cohort) a <b>partnerships plan</b>, defining expectations, strengthening relationships as one council, agreeing ways of working, aligning to key priorities, and learning from good practice across the council, with regular updates discussed with Executive, Corporate Management Team and Corporate Leadership Group.</p>	<p>Establish and facilitate a <b>city leaders’ annual ‘events’ programme</b> comprised of thematic discussions aimed at bringing Executive members and the new Corporate Management Team together with city leaders to resolve strategic issues, including championing York’s interests regionally and nationally.</p>	<p>Review <b>Personal performance development and performance management</b>, ensuring alignment to EACH, establishing SMART objectives for employees that are recognisable, embedded in service plans and day to day delivery of services that align to priorities, strengthening recognition and celebration of success.</p>
R1, R4, R5	R12, R13, R14	R12, R13, R14	R2, R4, R5
<p>Redesign the <b>roles, relationships and responsibilities</b> within senior management internal governance arrangements, reviewing terms of reference and facilitating more opportunities to co-design options to resolve strategic issues, challenging and championing progress against priorities, with a shared approach to organisation design</p>	<p>Build <b>capacity and capability</b> to establish an environment that strengthens leadership and strategic intent through a <b>Corporate Improvement and Resilience Plan</b> which brings together:</p> <ul style="list-style-type: none"> <li>• MTFS savings</li> <li>• council plan priorities roadmap</li> <li>• all transformation projects</li> <li>• internal governance</li> <li>• delivery of this action plan</li> </ul>	<p>Build on the range of ways that employees can make suggestions for improvement including exploring an <b>e-“ideas” hub</b> for all staff with a refreshed approach to share officer expertise and harness innovative and creative ideas for consideration as part of the transformation programme.</p>	<p>Review <b>internal governance structures</b> to embed clear accountability and responsibility, establishing appropriate governance arrangements to deliver the council plan priorities, savings plans and transformation programme.</p>

for the 2 <sup>nd</sup> phase of the senior manager's review. R4, R5	R10	R10	R2, R10, R11
Develop and embed an engagement plan to build greater understanding about the <b>mid-term financial strategy</b> , regularly sharing information about collective responsibility to overcome financial pressures, with an accountability framework across managers, and local schemes of delegation. R8, R9	Develop and deliver an <b>induction programme</b> for the new mayor of the combined authority, representing York's interests, in a visible show of unity. R13, R14	Strengthen the role of <b>Leading Together</b> , harnessing their expertise and commitment to the city to drive cultural change, change, financial and performance management, member/officer relationships, internal communications and engagement to inspire their teams to deliver the priorities. R2, R3, R7, R8, R9	Review <b>Scrutiny and oversight</b> , growing the <b>member induction programme</b> into a member development programme, to include opportunities to build increased understanding of roles and responsibilities for both officers and members. R10, R11

### LGA Peer Challenge Recommendations, February 2024

Recommendation 1: Clarify a strong and consistent narrative that drives the ability of the organisation to take advantage of the opportunities available to York.

Recommendation 2: Be clear on the need to prioritise the ambition of the new council plan to focus on key delivery.

Recommendation 3: Build on the clear leadership of the new administration to develop a more mature corporate culture that improves appropriate behaviours and relationships within the organisation.

Recommendation 4: Consider how the corporate culture and senior arrangements of the organisation can help shape and deliver key priorities.

Recommendation 5: Consider how the Corporate Management Team can establish a collective responsibility for the delivery of key priorities and provide clear and consistent positive leadership to the many hard working and dedicated staff.

Recommendation 6: Put in place a robust performance management framework that recognises and rewards success and has clear accountability for delivery.

Recommendation 7: Ensure improved staff engagement that clearly communicates the shared aims ambitions and priorities of the organisation and celebrates success.

Recommendation 8: Establish a well evidenced and robust single version of the medium-term financial position that is collectively owned and understood.

Recommendation 9: Improve the financial literacy of the organisation, financial controls and financial grip that focuses on the big picture.

Recommendation 10: Develop a clear plan to deliver savings that includes a properly resourced strategic program for change with sound business cases that flow through a strong and more robust governance framework.

Recommendation 11: Ensure there are appropriate support resources and structures to enable all members to undertake their respective roles including training, early access to papers and expanded access to information.

Recommendation 12: Develop a clear corporate strategy on how City of York Council can better utilise the desire capacity and ability of partners to help the city improve and achieve its ambition.

Recommendation 13: Develop stronger, positive and strategic corporate relationships with all partners. Ensure these are more consistent across all partnership working utilising localised good practice -(for example the work of the ICB, engagement with the voluntary sector etc). Seek to replicate and embed these positive examples across CYC to establish effective collaboration as being the norm.

Recommendation 14: Properly understand the relationship with the Combined Authority and its role in enabling CYC to deliver its key priorities.

Recommendation 15: Implement an action plan to address these recommendations with urgency and pace that moves from single tactical interventions to a more strategic corporate approach.

# Corporate Improvement Framework

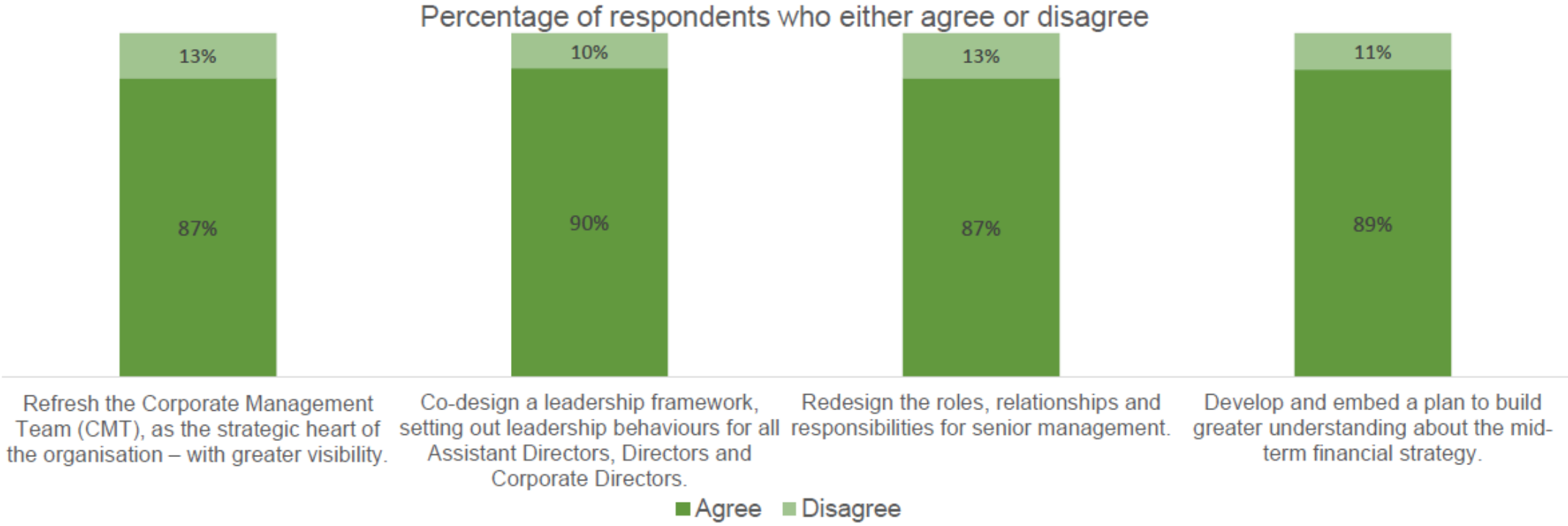
The Corporate Improvement Framework was consulted on throughout May and June with resident feedback ready to be published on Open Data .

It was shared as a result of the Government's recently published [\[1\]](#)Best Value Guidance which sets an expectation that councils should be open to challenge and are clearly accountable to residents.

Inviting residents to consider the council's continuous corporate improvement journey would help to reduce the risk that the council might focus on areas that were not supported by residents.

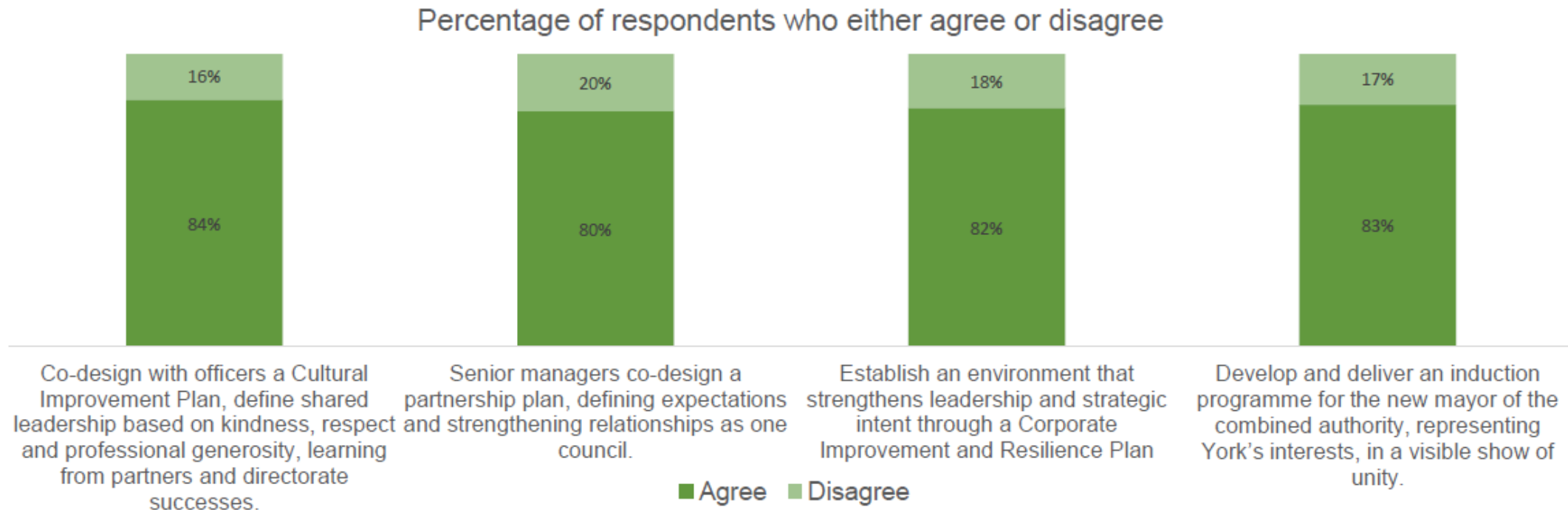
# Key Results

- Residents agreed with the theme 'strengthen strategic leadership'. Key areas to consider include communications and transparency, action, visibility and working practices or structural change.



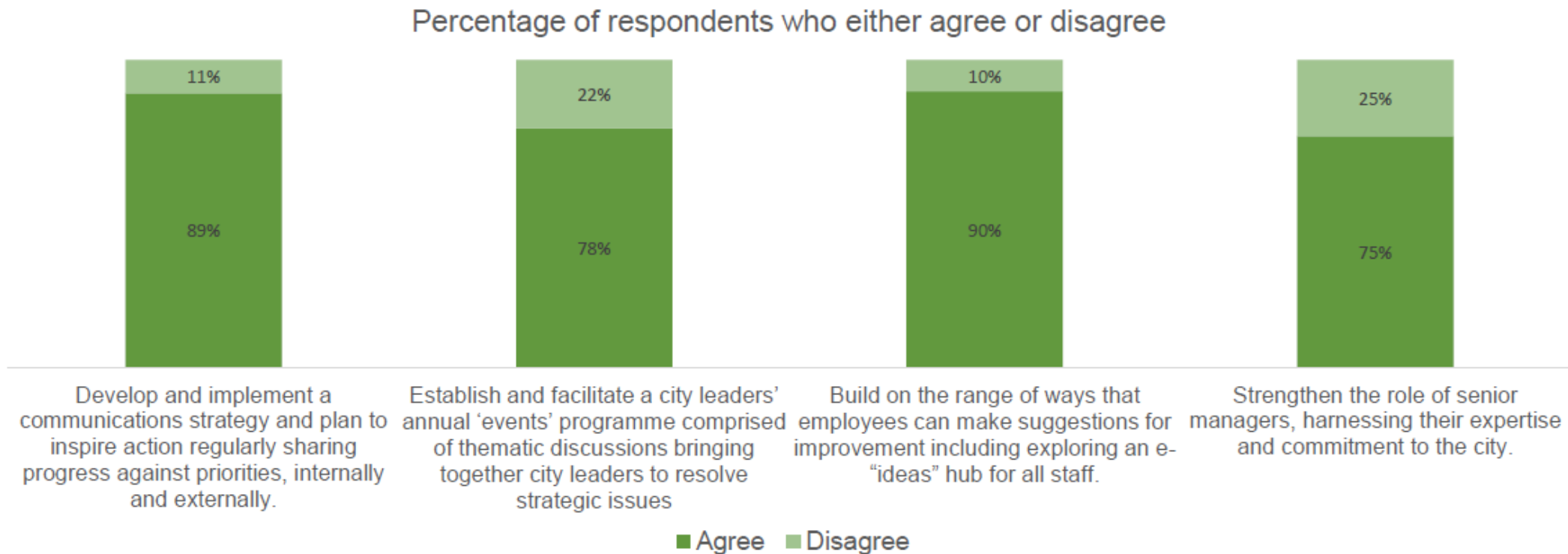
# Key Results

- Residents agreed with the theme 'One City, One Council' with varying responses around the specific activities. Key area to consider was working practices and structural change, with less agreement around how the council works in partnership.



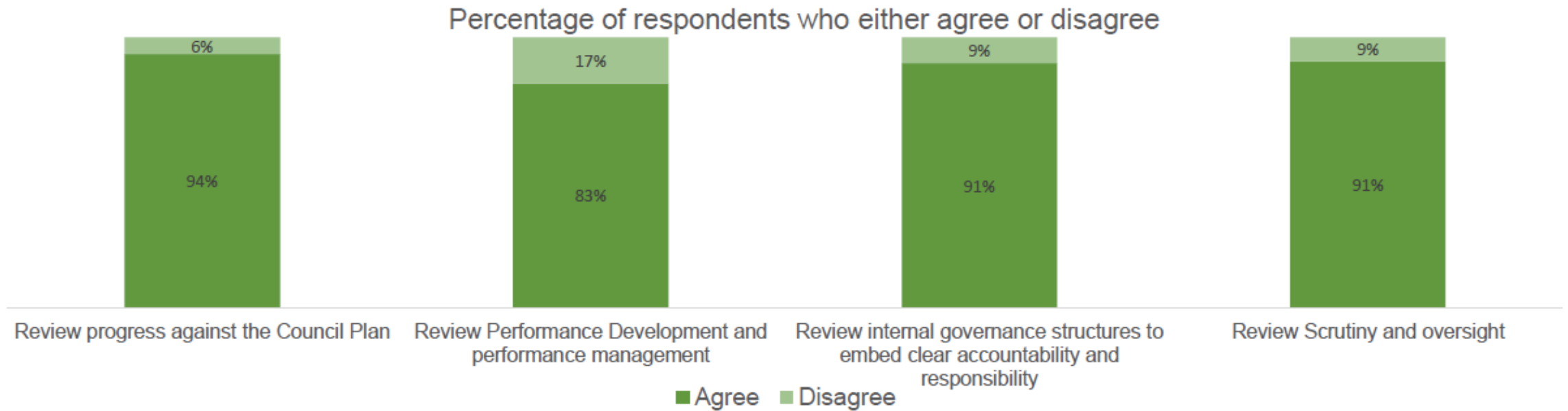
# Key Results

- Residents agreed with the theme 'Harness commitment to the city' with a focus on leadership and management actions.



# Key Results

- Residents agreed with the theme 'Build a strong foundation' with a focus on the council plan and performance management framework, working practices and structure.



# Comments

- Comments generally followed up further expansion on any of the four questions asked under a theme
- There was a strong feeling of negativity towards the consultation itself, with the main view being the council should “get on with it” (ie. managing the organisation).
- Actions suggested by residents have been considered, and incorporated into the action plan where appropriate



**City of York Council  
Equalities Impact Assessment**

**Who is submitting the proposal?**

<b>Directorate:</b>	Housing and Communities		
<b>Service Area:</b>	Policy and Strategy		
<b>Name of the proposal :</b>	Corporate Improvement Action Plan		
<b>Lead officer:</b>	Claire Foale		
<b>Date assessment completed:</b>	9 July 2024 (updated following Scrutiny) <a href="#">Agenda for Corporate Services, Climate Change and Scrutiny Management Committee on Monday, 8 July 2024, 5.30 pm (york.gov.uk)</a> item 4		
<b>Names of those who contributed to the assessment :</b>			
<b>Name</b>	<b>Job title</b>	<b>Organisation</b>	<b>Area of expertise</b>
Helen Whiting	Chief Officer HR	CYC	HR, OD, ICT

## Step 1 – Aims and intended outcomes

<b>1.1</b>	<b>What is the purpose of the proposal?</b> Please explain your proposal in Plain English avoiding acronyms and jargon.
	The Corporate Improvement Action Plan sets out actions the council will take to continuously improve how it operates, in response to the LGA Peer Challenge recommendations and the Council Plan action “how the council operates”.
<b>1.2</b>	<b>Are there any external considerations?</b> (Legislation/government directive/codes of practice etc.)
	The LGA Peer Challenge report - February 2024 <a href="https://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=14497&amp;Ver=4">https://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&amp;MId=14497&amp;Ver=4</a> item 129 The Government’s <a href="#">Best Value Regulations</a> .
<b>1.3</b>	<b>Who are the stakeholders and what are their interests?</b>
	The workforce and staff groups :how the council operates and supports their day to day delivery Trade Unions: how the council supports the workforce Members: how the council supports members exercise their duties Residents: how they experience the council to access services Partners: how the council builds and maintains positive relationships with partners
<b>1.4</b>	<b>What results/outcomes do we want to achieve and for whom?</b>
	The Corporate Improvement Action Plan responds to the Council Plan strategic theme “how the council operates”. The benefits of corporate improvement will be primarily felt by officers, however, by becoming a

	more efficient and effective organisation, residents will experience a better service and the council will be better able to identify savings.
--	--

## Step 2 – Gathering the information and feedback

<b>2.1</b>	<b>What sources of data, evidence and consultation feedback do we have to help us understand the impact of the proposal on equality rights and human rights?</b> Please consider a range of sources, including: consultation exercises, surveys, feedback from staff, stakeholders, participants, research reports, the views of equality groups, as well your own experience of working in this area etc.	
	<b>Source of data/supporting evidence</b>	<b>Reason for using</b>
	Workshops with officers and Trade Unions	Workshops were held to understand how the council could improve, and through discussion what the impact might be on different groups.
	Corporate Improvement Framework Consultation with residents	The consultation helped identify key considerations by residents, who broadly agreed with the framework, with more detail shared in their comments about the impact on different characteristics.
	LGA Peer Challenge evidence – in the report	Evidence collated during the peer challenge helped identify issues and barriers experienced by the workforce
	Staff surveys	Different staff surveys identified issues that were also reported through the peer challenge
	Poverty Truth Commission report <a href="#">York Poverty Truth Commission - York CVS</a>	The commissioner’s experience of the council helped provide more information about the council values, behaviours and leadership culture.

### Step 3 – Gaps in data and knowledge

3.1	<b>What are the main gaps in information and understanding of the impact of your proposal? Please indicate how any gaps will be dealt with.</b>		
<b>Gaps in data or knowledge</b>		<b>Action to deal with this</b>	
Discussions did not take place with groups with protected characteristics		Demographic data from the survey shows the data is representative and the comments included help identify specific issues from a qualitative perspective, rather than quantitative.	
Staff groups were not specifically consulted in the development of the action plan		Staff groups will be invited to discuss actions within the action plan, such as co-designing the cultural improvement plan or leadership framework. This is to ensure there is sufficient representation in developing the tools that will drive continuous improvement.	

### Step 4 – Analysing the impacts or effects.

4.1	<b>Please consider what the evidence tells you about the likely impact (positive or negative) on people sharing a protected characteristic, i.e. how significant could the impacts be if we did not make any adjustments? Remember the duty is also positive – so please identify where the proposal offers opportunities to promote equality and/or foster good relations.</b>		
<b>Equality Groups and Human Rights.</b>	<b>Key Findings/Impacts</b>	<b>Positive (+) Negative (-) Neutral (0)</b>	<b>High (H) Medium (M) Low (L)</b>

<b>Age</b>	The officer cohort is ageing and therefore age-related issues were shared. This includes a lack of development opportunities and a feeling that experience isn't shared or heard.	-	M
<b>Disability</b>	Residents reported that officers do not understand or aware enough of the Social Model of Disability or Public Sector Equalities Duty, including how to remove barriers negatively impacting on the disabled community.  Accessible information was highlighted as a requirement with improved communications and transparency.	-	M
<b>Gender</b>	Although not specifically gender related, some of the roles in the council are predominately female or male. With the council being seen as operating in silos there is a concern that the silo-working is preventing movement between directorates.	-	L
<b>Gender Reassignment</b>	No issues identified		
<b>Marriage and civil partnership</b>	No issues identified		
<b>Pregnancy and maternity</b>	No issues identified		
<b>Race</b>	Not specifically race related, there is a view that more junior staff feel like their voice isn't heard.  Some managers highlighted a lack of understanding or awareness to support them manage issues raised by officers in their teams.	-	I

<b>Religion and belief</b>	Not specifically religion or belief related, there is a view that more junior staff feel like their voice isn't heard.	-	I
<b>Sexual orientation</b>	Not specifically sexually orientated, there is a view that more junior staff feel like their voice isn't heard.	-	I
<b>Other Socio-economic groups including :</b>	<b>Could other socio-economic groups be affected e.g. carers, ex-offenders, low incomes?</b>		
<b>Carer</b>	Carer time and valuing carer responsibilities was highlighted as part of the need to improve the culture of the organisation	-	L
<b>Low income groups</b>	The poverty Truth Commission have told the council the negative impact of current behaviours on their experience of the council.	-	H
<b>Veterans, Armed Forces Community</b>	The council is a Gold member of the Armed Forces Covenant.		
<b>Other</b>			
<b>Impact on human rights:</b>			
List any human rights impacted.	Article 2 – Right to Life: Article 8 – Right to respect for private, family life and home and correspondence Article 10: Right to Freedom of Expression		

	<p>Officers ability to work and exercise their responsibilities in a safe, efficient and effective organisation covers a variety of Human Rights, including their ability to express their views freely, their ability to work in a safe environment and their work life balance,</p> <p>Article 2: Right to Life  Article 14: Right not to be discriminated</p> <p>Resident's opportunity to engage with a council in a positive, constructive and appropriate way, accessing the right services at the right time to improve health and wellbeing covers Right to Life, Respect and not to be discriminated against (noting York has identified additional protected characteristics), sharing views freely without issue falls under Article 14</p>		
--	--	--	--

**Use the following guidance to inform your responses:**

Indicate:

- Where you think that the proposal could have a POSITIVE impact on any of the equality groups like promoting equality and equal opportunities or improving relations within equality groups
- Where you think that the proposal could have a NEGATIVE impact on any of the equality groups, i.e. it could disadvantage them
- Where you think that this proposal has a NEUTRAL effect on any of the equality groups listed below i.e. it has no effect currently on equality groups.

It is important to remember that a proposal may be highly relevant to one aspect of equality and not relevant to another.

<p><b>High impact</b> (The proposal or process is very equality relevant)</p>	<p>There is significant potential for or evidence of adverse impact The proposal is institution wide or public facing The proposal has consequences for or affects significant numbers of people The proposal has the potential to make a significant contribution to promoting equality and the exercise of human rights.</p>
<p><b>Medium impact</b> (The proposal or process is somewhat equality relevant)</p>	<p>There is some evidence to suggest potential for or evidence of adverse impact The proposal is institution wide or across services, but mainly internal The proposal has consequences for or affects some people The proposal has the potential to make a contribution to promoting equality and the exercise of human rights</p>
<p><b>Low impact</b> (The proposal or process might be equality relevant)</p>	<p>There is little evidence to suggest that the proposal could result in adverse impact The proposal operates in a limited way The proposal has consequences for or affects few people The proposal may have the potential to contribute to promoting equality and the exercise of human rights</p>



## Step 5 - Mitigating adverse impacts and maximising positive impacts

5.1	<b>Based on your findings, explain ways you plan to mitigate any unlawful prohibited conduct or unwanted adverse impact. Where positive impacts have been identified, what is been done to optimise opportunities to advance equality or foster good relations?</b>
<p>The Corporate Improvement Action Plan has been developed, based on resident and officer feedback and so includes several actions to mitigate the impacts listed above:</p> <ul style="list-style-type: none"><li>• Co-designing leadership behaviours, values and actions – together with staff groups</li><li>• Establishing workforce shadowing to help break down boundaries between directorates</li><li>• Launching a managing customer relations policy to help ensure residents and officers know roles and responsibilities</li><li>• Start the journey to become a trauma-informed council, training to ensure all officers understand their own role in supporting residents and each other during different transactions.</li><li>• Embedding improved internal governance, including the corporate improvement board, to steer and monitor actions identified from the staff survey and the Equalities Action Plan</li><li>• Introducing ways to encourage officers to celebrate success and share experience</li><li>• Launching a staff ideas hub to encourage staff to get involved and share their thoughts (have a voice)</li><li>• Providing more induction and training of heads of service to better support teams</li><li>• Ensuring personal development review process has equalities embedded into it</li></ul>	

## Step 6 – Recommendations and conclusions of the assessment

6.1	<p><b>Having considered the potential or actual impacts you should be in a position to make an informed judgement on what should be done. In all cases, document your reasoning that justifies your decision. There are four main options you can take:</b></p>		
<p>- <b>No major change to the proposal</b> – the EIA demonstrates the proposal is robust. There is no potential for unlawful discrimination or adverse impact and you have taken all opportunities to advance equality and foster good relations, subject to continuing monitor and review.</p>			
<b>Option selected</b>		<b>Conclusions/justification</b>	
No major change		<p>The corporate improvement action plan are those actions officers, partners and residents would like put in place to continue the council’s improvement journey. How the actions are delivered is more important to address the above, than what the actions are.</p>	

## Step 7 – Summary of agreed actions resulting from the assessment

7.1	<p><b>What action, by whom, will be undertaken as a result of the impact assessment.</b></p>		
<b>Impact/issue</b>	<b>Action to be taken</b>	<b>Person responsible</b>	<b>Timescale</b>
Ensure the actions when delivered address the feedback raised throughout the development process	Staff groups are to be consulted throughout the deliver of the different activities identified above, and throughout the action plan.	Chief HR ADPS Corporate Strategy Mgr	Ongoing / by May 2025

**Step 8 - Monitor, review and improve**

<p><b>8. 1</b></p>	<p><b>How will the impact of your proposal be monitored and improved upon going forward?</b> Consider how will you identify the impact of activities on protected characteristics and other marginalised groups going forward? How will any learning and enhancements be capitalised on and embedded?</p>
	<p>The Corporate Improvement Board will monitor delivery of the Corporate Improvement Action Plan, reviewing staff feedback through surveys and the ideas hub to sense check the actions are appropriate and driving the expected outcomes.</p> <p>The LGA are reviewing progress against the action plan in December, with a report to Executive in May 2025.</p>

This page is intentionally left blank