



Performance Management Framework (2019 – 2023)

Introduction



This framework aims to assist Executive and Policy & Scrutiny Members (councillors), members of the Corporate Management Team, Partners (including Partnership Board chairs/members) and supporting officers to understand performance management and the various components that contribute to effective performance.

York is faced with a range of challenges and opportunities in continuing to provide statutory and frontline services alongside higher expectations from customers.

Our ability to continue to deliver services and the key actions we plan to prioritise during the life of this Plan is dependent on how well we address the continuous financial pressure local government is facing (in the last decade we have made savings of £105m) as well as the increasing demand for social services.

Our aim is to be one of the highest performing councils by finding ways to improve local services and deliver them at a reduced cost whilst considering the changing needs and demographics of residents across the city in order to provide better outcomes for residents and businesses.



Performance Management Framework (2019 – 2023)

Purpose

Purpose of the Framework

Performance Management is essential to the success of City of York Council in delivering the ambitions of the Council Plan and is a vital element of forward planning, risk management and continuous improvement. The Council Plan has eight draft key themes and the framework of measurement, reporting and understanding is designed to support its delivery, The Council Plan themes are;

Theme	Description
Good Health and Wellbeing	Every resident enjoys the best possible health and wellbeing throughout their life
Well-paid jobs and an inclusive economy	High-skilled and better-paid jobs in sustainable businesses, providing opportunities for all York's people in an inclusive economy
Getting around sustainably	More people choose to travel by public transport, walking or cycling, benefiting from improved roads, footpaths and cycle routes across the city, cutting congestion, pollution and carbon emissions.
A Better Start for Children and Young People	Families, carers and schools are supported so that every child and young person has the opportunity to develop, learn and achieve their aspirations.
A Greener and Cleaner City	York's environment is protected and enhanced through investment in the Council's frontline services working towards becoming a carbon neutral city by 2030
Creating homes and World-class infrastructure	The right housing is available, affordable and environmentally sustainable for everyone with good quality infrastructure that supports community and local businesses.
Safe Communities and culture for all	Residents live safe from harm as part of strong and vibrant communities, participating in their local area and have access to a range of quality cultural activities
An open and effective Council	We work as an open, transparent, democratically-led and accountable organisation, in partnership with key stakeholders, to deliver on residents priorities and achieve the council plan outcomes for our city

Each of the themes outlined span across the portfolios held by elected Executive Members and routine performance monitoring of portfolios will help drive the delivery of activity, in order to realise ambitions in each area.



Performance Management Framework (2019 – 2023)

Purpose

Why is Performance Management Important?

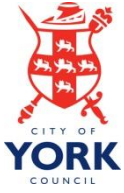
Performance should be managed at an organisational, service, team/operational and individual level, with each informing the other. To know when and what action to take, performance has to be measured, monitored and analysed. To know how to judge performance, criteria must be agreed; aims, objectives and targets.

If the Council is going to deliver the outcomes that people of York want, there has to be a performance management framework that:

- Is based on key priorities and objectives and helps to measure the right things at the right time;
- Is based on a few key performance metrics which measure the right things at the right time and frequency;
- Is used to continually improve how we work together and the way services delivered are performance managed;
- Is based on quality and accuracy of current and forecasted information which produces meaningful measures of how partners and services are performing;
- Enables learning from others, learning from our own experiences and mistakes and listens to partners needs;
- Meets the needs of all the people involved in delivering outcomes in the city, inside and outside the Council.

Effective Performance Management will help to:

- Clearly articulate our priorities and desired outcomes;
- Prioritise what gets done within the resources available;
- Highlight where more resources may be required;
- Provide and demonstrate value for money;
- Provide good services and satisfaction for users and the local community;
- Motivate and manage our staff;
- Identify local, regional and national emerging patterns and trends;
- Respond effectively to existing and new challenges.



Performance Management Framework (2019 – 2023)

Design

The key to managing performance is to be able to measure performance, as only by devising appropriate measures can we properly monitor how the Council is progressing towards achieving its strategic objectives, and to prioritise resources to what matters most.

York's Performance Management Framework is designed to allow us to take action in response to actual performance to deliver the best outcomes and services in relation to our priorities and statutory responsibilities within available resources for residents and businesses.

Our integrated Performance Management arrangements enable us to:

- Prioritise and set clear objectives (how we intend to deliver services);
- Track and communicate whether or not they are being achieved;
- Take effective, well-informed and timely decisions to ensure that we are continuously improving and that our objectives are being met in line with expectations.

This Framework is based on the Plan, Measure, Report, Review cycle.





Performance Management Framework (2019 – 2023)

Plan

Against the backdrop of a long-term Vision for the City, there are a number of key drivers and influences that help to shape the delivery plan for the Council – the City of York Council Plan - including:

- Engagement and consultation with stakeholders (including partner agencies and communities);
- Our Medium Term Financial Strategy;
- Use of intelligence and performance information (including equality information) to provide the evidence base for understanding and intervention.
- Effective leadership – responsibility and accountability for the achievements necessary to address the priorities.
- Clarity about those priorities (internal and external) which the Council is seeking to address and how it will address them;

National Frameworks and Statutory Returns

Whilst there is no national performance management framework there remains a significant duty placed on local councils to provide central government with ‘data’ via the single data list and also through a range of continual inspectorial frameworks. Examples of this include:

- Ofsted Ilacs inspection
- CQC local system review
- Local Authority Housing returns
- Finance and Service user returns
- Workforce Returns
- School Census and Key stage

On average the Council will work to ensure that over 700 pieces of data are monitored and returned to central government on a regular basis, as well as LGA “good practice” requirements to provide open and transparent data to its residents on a variety of datasets from transport and economics to social care, education, environmental and community engagement.



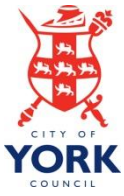
Performance Management Framework (2019 – 2023)

Plan

Strategic Planning

The Council's performance management framework depends on a network of plans that work together to deliver key outcomes for York. Key council strategies include:

- Health and Wellbeing Strategy
- York Economic Strategy
- Financial Strategy 2017/18 to 2021/22
- Children and Young People's Plan 2016 to 2020
- Children and Young People in Care Strategy 2016 to 2020
- York Equality Strategy: 2016 to 2020 - A Fairer York
- Risk Management Policy and Strategy
- Local Transport Plan 2011 to 2031
- Asset Management Strategy 2017 to 2022
- York Skills Plan
- Community Safety Strategy
- Adult safeguarding strategic plan 2016-2019
- York and North Yorkshire Housing Strategy 2015-2021
- Flood Risk Management Strategy

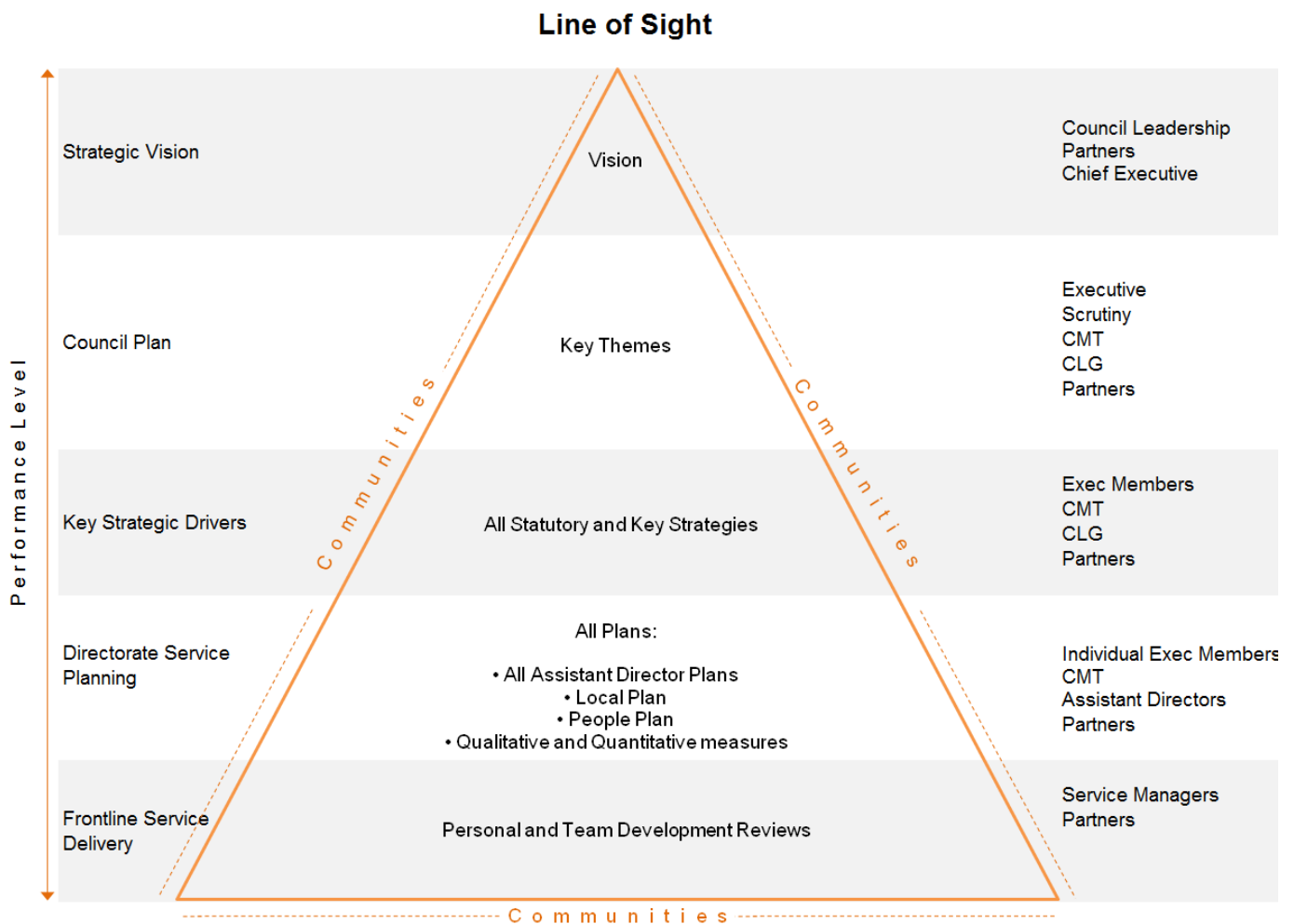


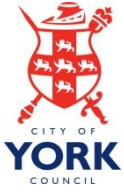
Performance Management Framework (2019 – 2023)

Plan

Line of Sight

The performance management frameworks that assess the delivery and effectiveness of these plans are designed to be interlinked and contain metrics that relate back to the overall Council Plan. This allows the Council to maintain a Line of Sight, whereby everyone in the council, and various joint strategies, have a role to play in upholding the framework and supporting delivery of the key outcomes for the city.





Performance Management Framework (2019 – 2023)

Service Plans

Service Plans are produced following discussion with service plan holders and the relevant Executive Member to set out the priorities of the service and how these link to the wider Council objectives set out in the Council Plan. They provide a breakdown of the priorities within the Directorate, identifying the specific actions, outcomes, resources and targets that are aspired to in terms of performance. Service plans are mandated at the Assistant Director, or direct report to Director, level within City of York Council.

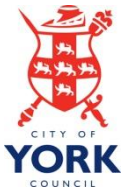
Each Directorate Management Team is responsible for monitoring achievement against the plan, identifying any areas of improvement, and enabling each individual in the organisation to have a clear line of sight between their individual objectives, and the Council Plan.

Service Plans should contain only:

- Actions that contribute to the achievement of the Council's Priorities;
- Actions that relate to frontline service, delivery of statutory requirements, or impacts on other Council strategic activity (such as Equalities / People plan);
- Actions that are driven by the need to improve efficiency and effectiveness;
- Actions that relate to major and medium projects of either the Council and the Directorate
- Actions that have agreed performance metrics against them; which ideally have measure of quality.

The Annual Performance Management cycle is designed to provide a process for deciding what to aim for and how to do it in the future, rather than just being a good measurement system for what we are doing now.

The performance reporting cycle monitors performance and progress against the delivery of the Council Plan and Service Business Plans. Reporting provides challenge, reviews exceptions quarterly, addresses under-performance and identifies corrective actions. Service Plans are reviewed annually and are agreed towards the start of the new financial year.



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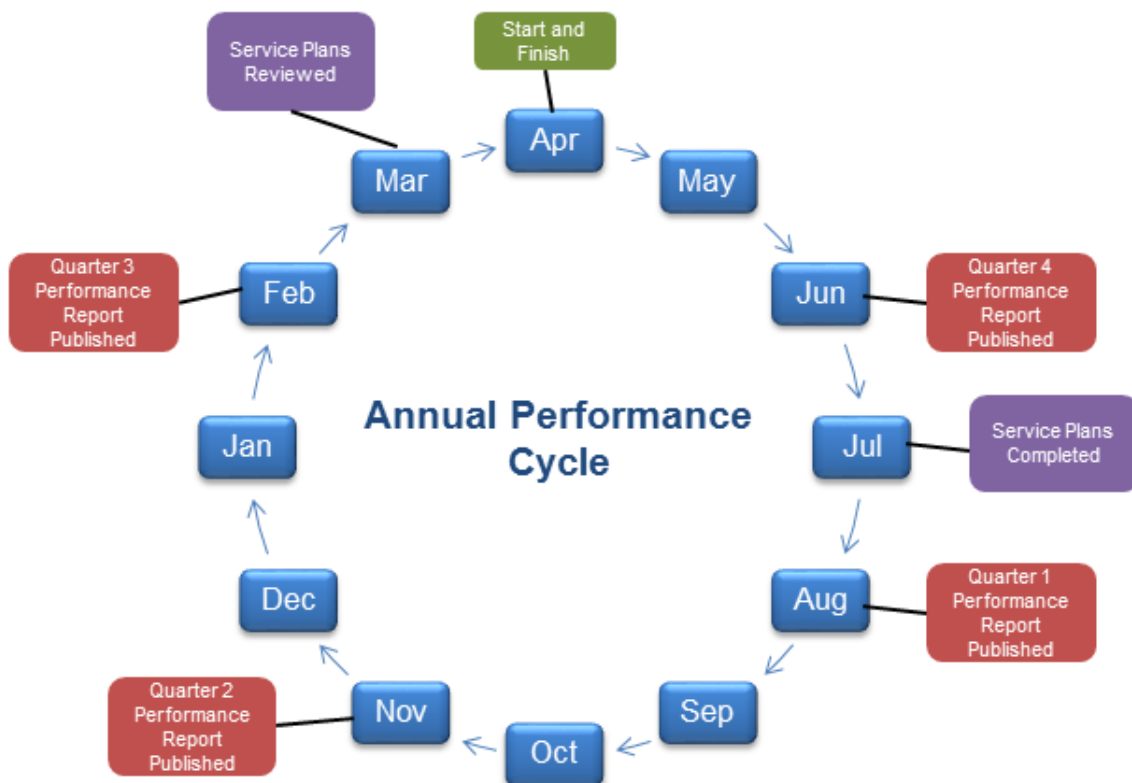
Report

Performance Reporting and Timeline

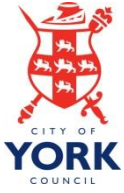
The Accounts Commission, under the Local Government Act 1992, directs all Councils to publish a range of information, sufficient to demonstrate that they are securing Best Value

Performance Reporting is about providing accurate, balanced and timely information to the right people at the right time and allows the Council to report in an open and accountable manner. At the end of each financial period, performance from the previous quarter is collated, reported and reviewed to monitor whether targets are being met and to identify any improvements and/or actions needed.

The Executive will receive this quarterly progress report, on the timetable set out below, that outlines; Strategic actions completed or current progress; Progress against key strategic indicators that support Council plan; Resource implications and current position; Change and refocusing activity where applicable; and current performance risks and how they are being managed.



(Due to the election and the subsequent production of a new Council Plan, the process for 2019/20 will commence in July with the plans signed off, and completed in October.)



Performance Management Framework (2019 – 2023)

Review and Monitoring

To deliver good governance the Council must seek to achieve its objectives whilst acting in the public interest at all times. The Corporate Management Team, partnership board Chairs and business managers all play a crucial role in reviewing objectives and monitoring performance results.

Effective performance management requires clearly defined and structured accountability. For York these are:


- **Executive Members** have overall responsibility for the approval and accountability of the Council Plan and associated policy framework.
- **Corporate Management Team** are, in effect, ‘the custodians’ of the Council Plan with responsibility for delivery of the council plan and associated policies. They are also responsible for having an overview of performance ensuring that the right priorities are being attached to the actions contained within the relevant service business and improvement plans.
- **Directorate Management Teams** are monthly meetings (chaired by Directors and attended by Assistant Directors, and corporate colleagues) which review performance and contribute to quarterly monitoring to CMT which will include exception reports where performance is a concern.
- **Partnership Boards** are responsible for both advising board members on priorities and ‘commissioning’ partnership action. They have a responsibility to monitor performance, and generating action to ensure that delivery is on course. They can also call performance clinics as and when required. Ultimately they need to report problems of performance to the Chief Executive Officer Group for consideration and action.
- **Improvement Boards / Performance clinics** are responsible for assessing and providing remedies for poor performance which may result in action plan revisions, shifts in resources or additional approaches adopted. They provide CMT and Priority Boards with the opportunity to recognise good performance, create ownership and accountability for performance management and service improvement.

Performance Management Framework (2019 – 2023)

Review and Monitoring

- **Business Intelligence Hub** is responsible for ensuring that timely and accurate performance information is available. To enable on demand access to key data at all times, the Hub is responsible for surfacing the council's performance information onto:

The 'KPI Machine' – captures, stores and presents internally, all of the Key Performance Indicators required by City of York Council:



KPI Machine
Please click on a link below to view details.
Produced by the Business Intelligence Hub

[Info](#)
[User Guide](#)
[KPI Machine Admin](#)

Council Management Team	Directorate Management Teams	Policy and Scrutiny Committees
Strategic Indicators	Children, Education and Communities	Balanced Scorecard Children, Education & Communities (DRAFT)
Organisational Balanced Scorecard	Customer and Corporate Services	Balanced Scorecard Climate Change (DRAFT)
Service Plans	Economy and Place	Balanced Scorecard Customer & Corporate Services Management (DRAFT)
	Health, Housing and Adult Social Care	Balanced Scorecard Economy & Place (DRAFT)
	Public Health	Health & Adult Social Care (DRAFT)
		Housing & Safer Neighbourhoods (DRAFT)

Executive Member Portfolios	Boards	Service Dashboards (incl. Personalised Data)
Children, Young People and Education (DRAFT)	Adults Safeguarding	Adult Social Care (Mosaic)
Culture, Leisure and Communities (DRAFT)	Childrens Safeguarding	Building Services
Economy and Strategic Planning (DRAFT)	Health and Wellbeing Board	Childrens Social Care
Environment and Climate Change (DRAFT)	Safer York	Complaints and Feedback
Finance and Performance (DRAFT)	YorOK	Consultations and Research
Health and Adult Social Care (DRAFT)	YOT Management	Customer Centre
Housing and Safer Neighbourhoods (DRAFT)		Education
Transport (DRAFT)		Financial Performance
Ward Profiles		Fleet
		Highways
		Housing
		Human Resources
		Local Area Teams
		Public Health
		Revenues and Benefits
		Troubled Families
		Waste and Public Realm
		Youth Offending Team
		Other

View More Scorecards






















SingleView
of customer records held
across the organisation

York Open Data

Manager Dashboard

Open data platform – contains information about things that matter to the City of York:

DATA TOPICS

 Art and Culture	 Business and Economy	 Consultation	 Crime and Community Safety	 Demographics
 Education	 Employment and Skills	 Environment	 Freedom of Information	 Health
 Housing	 Metadata	 Performance Scorecards	 Planning	 Software
 Sport	 Transparency	 Transparency Code Local Government	 Transport	 The YCEO
 Young People				

LATEST

Performance Indicators Q4 2018/2019

New data for Q4 2018/2019 (January 2019 – March 2019) for Key Performance Indicators (KPIs) is now available on York ...

Posted: 20/06/2019

Ward Profiles Q3 Update

Information covering the most recent Ward Profile data for Q3 2018/2019 – up to December 2018, has now been published ...

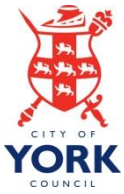
Posted: 07/02/2019

Performance Indicators Q3 2018/2019

New data for Q3 2018/2019 (October 2018 – December 2018) for Key Performance Indicators (KPIs) is now available on York ...

Posted:

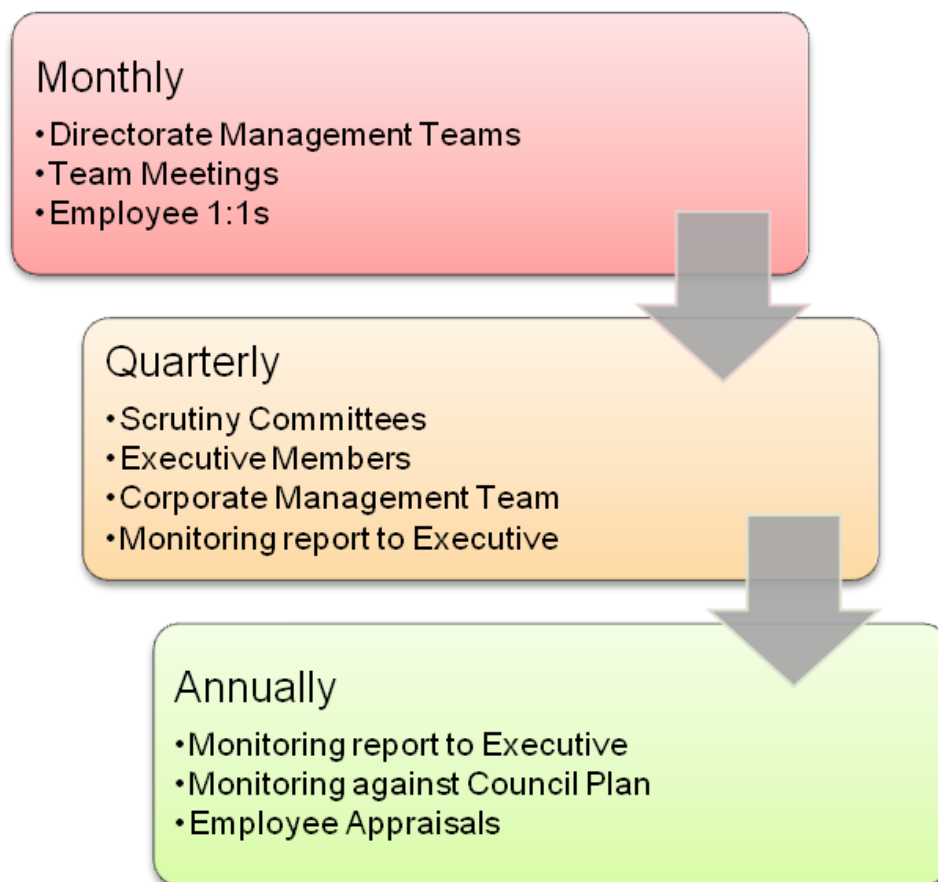
SHOW MORE INFO & EVENTS



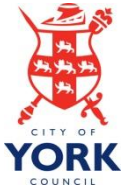
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Review and Monitoring

- **Employees** - City of York Council is committed to developing confident, capable people, working positively for York. As part of that commitment, all colleagues are entitled and encouraged to reflect on their performance and discuss future aspirations and work goals through regular one to ones and an annual Performance Development Review appraisal. The PDR process should benefit the employee, the line manager, and the organisation, by taking stock of progress made, addressing any issues, and creating a sense of direction for the coming year.



- **The Role of Internal Audit** is, on request, to provide guidance and information on risk management, in addition to dealing with the provision of audit services. If data quality issues are identified through the course of an audit, whether linked to a performance indicator data or not, this will be raised in the audit report. Internal audit also provide an independent review of the corporate approach to performance management and data quality.



Performance Management Framework (2019 – 2023)

Review and Monitoring

Improvement Boards / Performance Clinics

It is important to regularly review and evaluate performance against targets and this should include benchmarking and forecasting to ensure performance, both current and future, is analysed fully to secure a continuous improvement trajectory.

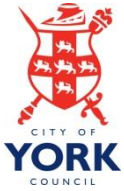
Where it is identified that performance is of concern there is an opportunity to explore the performance issues in detail and identify any appropriate actions (in some cases it may be that the performance indicator is misleading).

Improvement Boards / Performance Clinics can be requested by managers, Heads of Service, Directors or CMT. Boards are usually requested following the submission and analysis of the quarterly performance reports, but can be arranged at any time, should there be concern that performance is off-track.

It is essential that Improvement Boards / Performance Clinics are representative of people who have ownership and overall responsibility for specific performance measures. Therefore Board should be attended by the following persons:

- Board / Clinic Chair or their nominated representative
- Head of Service and relevant operational staff
- Members of the Board who have a perspective or responsibility for achieving the Performance or Outcome Indicator
- External experts/advisors as required
- Partners and/or Peers as required
- Relevant Lead from the Business Intelligence Hub

At each Board, the relevant Head of Service, with support from the Business Intelligence Hub lead, is expected to present details of their progress towards key objectives and key performance indicators to the Chair of the Board and partners. This should include historical, current and forecasted data.



Performance Management Framework (2019 – 2023)

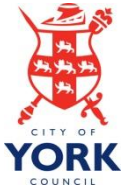
Review and Monitoring

They will also be expected to present details of the actions they propose to make to address areas for improvement. The Board is a two way communication process which enables managers to report progress against targets and present details of the actions they propose to take to address any areas for improvements as well as providing an opportunity for managers to discuss issues or problems relating to performance.

Questions that the Board may ask, include:

- Have targets been met?
- Will targets continue to be met?
- If not why have they not been achieved?
- What can be done to turn this work around?
- Is there another method of completing the work?
- Is the performance problem caused by a lack of capacity or capability?
- Is there an opportunity to prioritise recovery or shift resources?

Where performance is on a downward trajectory, the Board will then enforce further action and identify any improvements necessary; to address the problem, how they will be monitored and the likely outcomes, including any required changes to the annual delivery plan.



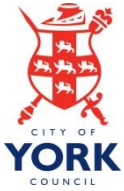
Performance Management Framework (2019 – 2023)

Review and Monitoring

Structures Overview

The following structures all have a key role to play:

Structure	Tools	Frequency
Executive	<ul style="list-style-type: none"> • Clear statement of the Council's purpose and aims as a basis for corporate and service planning • Key Corporate Indicators • Effective scrutiny function • Effective Audit Committee 	<ul style="list-style-type: none"> • Quarterly finance and budget monitoring reports • On demand access to performance information available via CYC KPI Machine. • Annual Council Plan progress report.
Corporate Management Team	<p>Above plus:</p> <ul style="list-style-type: none"> • Statutory indicators affecting the Council's standing and reputation • Compliance with the local government transparency code • Consider the impact of decisions in the medium term financial strategy 	<ul style="list-style-type: none"> • Quarterly finance and budget monitoring reports • Access to performance information available via CYC KPI Machine. • Annual Council Plan progress report • 6 weekly interim updates • Monthly Cost Control updates • Benchmarking
Partnership Boards, Improvement Boards and scrutiny committees	<p>Above for each Board plus :</p> <ul style="list-style-type: none"> • Any corrective plans • Annual Delivery Plans 	<ul style="list-style-type: none"> • Regular finance and budget monitoring reports • Quarterly risk reporting • Adhoc exception reporting as required
DMTs	<ul style="list-style-type: none"> • Service Plan Actions • Risk management • Key Performance Indicators (KPIs) which have been established for each service element • Manager Dashboards 	<ul style="list-style-type: none"> • Quarterly risk reporting • Monthly Cost Control updates • Access to performance information available via CYC KPI Machine • Information to support cost control structures
Heads of Service	<p>Above Plus</p> <ul style="list-style-type: none"> • Operational Dashboards 	<ul style="list-style-type: none"> • Live time information



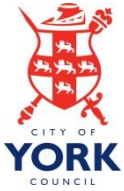
Performance Management Framework (2019 – 2023)

Review and Monitoring

Data Quality Standards

As a minimum, services both within and external to the council will need to demonstrate the following principles with respect to data quality:

Accuracy	Data should be sufficiently accurate for its intended purposes, representing clearly and in sufficient detail the interaction provided at the point of activity. Data should be captured once only, although it may have multiple uses. Accuracy is most likely to be secured if data is captured as close to the point of activity as possible. The need for accuracy must be balanced with the importance of the uses for the data, and the costs and effort of collection, although data limitations should always be clear to its users.
Validity	Data should be recorded and used in compliance with relevant requirements, including the correct application of any rules or definitions. This will ensure consistency between periods and with similar organisations. Where proxy data is used to compensate for an absence of actual data, organisations must consider how well this data is able to satisfy the intended purpose.
Reliability	Data should reflect stable and consistent data collection processes across collection points and over time, whether using manual or computer-based systems, or a combination. Managers and stakeholders should be confident that progress toward performance targets reflects real changes rather than variations in data collection approaches or methods.
Timeliness	Data should be captured as quickly as possible after the event or activity and must be available for the intended use within a reasonable time period. Data must be available quickly and frequently enough to support information needs and to influence the appropriate level of service or management decisions.
Relevance	Data captured should be relevant to the purposes for which it is used. This entails periodic review of requirements to reflect changing needs.
Completeness	Data requirements should be clearly specified based on the information needs of the Council and data collection processes matched to these requirements. Monitoring missing, incomplete, or invalid records can provide an indication of data quality and can also point to problems in the recording of certain data items.



Service Planning Guidance (2019 – 2023)

Overview

Each Assistant Director’s (or direct report to Director) Service Plan details the priorities of their department and how the department’s work will demonstrate a commitment to the key drivers in the Council Plan. These plans should focus on delivering medium to long term priorities and cover a minimum one year period. Financial challenges mean that Service Plans need to focus on activities that are contained within the Council Plan, statutory Local Authority obligations and the supporting of Major Projects.

Plans are performance managed by department directors, who in turn feed performance information into quarterly reports which are discussed at Executive level. Operational detail supporting Service Plans should be held within operational plans and managed at Directorate Management Team level.

Timeline

April			June / July	March
ADs complete draft plans	Directors review AD plans at DMTs	Directors review plans with Exec Member	Plans signed off, launched and published	Annual Service Planning review cycle begins

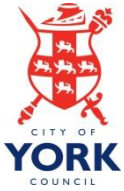
(Due to the election and the subsequent production of a new Council Plan, the process for 2019/20 will commence in July with the plans signed off, and completed in October.)

Council Plan Themes

The Council Plan 2019-23 outlines the following themes as priorities for the council and its residents:

- Good Health and Wellbeing (GHW)
- Well-paid jobs and an inclusive economy (WPJIE)
- Getting around sustainably (GaS)
- A Better Start for Children and Young People (BSCYP)
- A Greener and Cleaner City (GCC)
- Creating Homes and World-class infrastructure (CHWCI)
- Safe Communities and culture for all (SCC)
- An open and effective Council (OEC)

These should be referred to when detailing objectives and actions for the service.



Service Planning Guidance (2019 – 2023)

Equalities

Each service needs to include equalities objectives in their service plan. These could support the delivery of the [Council Equality Strategy](#) or could deliver the council equality objectives agreed by CMT which are shown below.

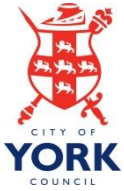
Area of performance	Equality Objective
Knowing your communities	Better understand our diverse communities and their needs
Involving your communities	Strengthen community participation and influence in the decision making process
Responsive services and customer care	Improve customer experience to respond to people's different needs
A skilled and committed workforce	Strengthen our position as an equal opportunities employer and service provider
Leadership, partnership and organisational commitment	Strengthen the Council's leadership role in developing and sharing good practice

Objectives may be outward facing, for example outlining how to involve the community in the development of a service or project, or may focus on increasing diversity within a team.

If considering an objective focusing on a services workforce, the [workforce equality profile](#) available on the York Open Data site can be referred to.

If an objective supports the delivery of the Public Sector Equality Duty (PSED). Further information on the PSED and how to ensure implementation of this duty within services is available at the [Equalities and Human Rights Commission](#).

Further training on equalities, the Public Sector Equality Duties and Human Rights is available on [Mylo](#).



Service Planning Guidance (2019 – 2023)

Template Guidance

The Service Plan template has 4 sections:

Section 1 – About the Service

This section sets out:

- a brief description of the service
- the vision and summary of overall objectives
- resources including staff FTEs and net revenue budget
- the key customers
- other stakeholders of the service
- any demographic changes
- the supporting strategies
- key achievements
- any challenging areas of performance

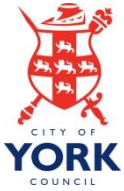
Section 2 – Key Achievements

This sections details a list of completed actions and key achievements from previous service planning.

Section 3 – Service Priorities

This section sets out the priorities of the service and how they link to the wider Council objectives within the Council Plan. It should provide a breakdown of the priorities needed to deliver better outcomes within the Directorate, identifying the specific:

- actions
- resources



Service Planning Guidance (2019 – 2023)

Section 4 – Actions, Risks and Performance

<p>Table 4.1 - Actions and Indicators</p>	<p>Service Plans should only contain actions that:</p> <ul style="list-style-type: none"> ▪ contribute to the achievement of the Council’s Priorities and relate to frontline services or delivery of statutory requirements ▪ be driven by the need to improve efficiency and effectiveness ▪ relate to Major Projects ▪ have a project type identified as Major / Medium / Small / Business as Usual (BAU) / Statutory ▪ have a priority level identified as Must, Should, Could, Statutory
<p>Table 4.2 - Risks</p>	<p>Key risks and associated actions plans should be detailed, with regular monitoring in place.</p>
<p>Table 4.3 - Directorate Indicators</p>	<p>Directorate Performance indicators are included from DMT Scorecards. They are monitored regularly through the KPI Machine and DMT meeting.</p>



Service Planning Template (2019 – 2023)

Service Area:	
Directorate:	
Service Plan Holder:	
Director:	
Cabinet Member:	
Last Updated:	

About the Service

1. – About the Service

This section should describe the service and its overall vision and objectives along with key details such as staff FTE's and the net revenue budget. It should also identify key customers and stakeholders, demographic changes, supporting strategies, key achievements and any challenging areas of performance.

Objectives and Vision

Example: *Our vision places children at the heart of everything that we do so that they are able to achieve their full potential through being safe and able to go to inclusive schools, settings and colleges that are at least good. We want them to grow up in a city that can give them the best possible start in life and can provide them with experiences that ensure that they become happy, resilient and prosperous adults who contribute to the future economic, social and cultural success of the City. At the heart of service development is the importance of maintaining high quality relationships which deliver the best possible outcomes for children and families.*

The overall objectives of the service are:

- To work with children, young people, their parents / carers and our partners to ensure that all children & young people are safe.*
- Whenever it is safe to do so to secure children and young people in the care of their immediate or extended family.*
- To develop and lead a Regional Adoption Agency serving York, North Yorkshire, Hull, East Riding, North Lincs and North E. Lincs*

Children's Specialist Services incorporates Children's Social Care (including Referral and Assessment Service, Permanency Service, Child Protection and Court Service, Independent Review Service, Pathway and Service Health and Disability Service) and the Youth Offending Service.

Staff FTEs	Net Revenue Budget
203.60	£20.59m
Customers	Key Partners
<i>Children, young people and their parents / carers.</i>	<i>The Fostering Network</i>
Demographic changes	Supporting strategies
<i>Increase in aging population</i>	<i>The Children Act 1989 – and associated Guidance</i>

Challenging areas of performance

- Services for protecting children operate under a constant spotlight of significant public interest, are scrutinised rigorously by Ofsted and CQC, and subject to frequent policy change.*

Key Achievements

2. – Key Achievements

A list of completed actions from previous service planning.

Service Objects	Actions	Completed (Year)
<i>Example: Ensure children achieve their full potential through developing the support provided by York's foster carers.</i>	<i>To review the financial and other support given to foster carers as part of the wider Placement Review</i>	2018/19

Service Priorities

3. – Service Priorities

Provide a headline overview and summarise the key priorities for the service

- Describe how the service will look to the customer in the future.
- What are the savings that you are required to make in the next year / and longer and which areas do these fall in (detail to allow monitoring should be put in table 4.1)
- Describe the high level activity required to meet the Priorities (detail will be recorded in table 4.1)
- Describe any risks you foresee in the delivery (identified risks should be recorded in table 4.2 below)

Example: *A particular priority will be to ensure that, in a period of rapid and complex change, social workers are supported and enabled to work in an operating environment that cultivates and supports their best practice. A shared sense of values and moral purpose which has placed acting in the best interests of the child as being paramount. The future shape and size of the service will continue to develop over the period 2016-19 and during this period these changes will continue to be driven by:*

- *the need to build sustainable capacity in the safeguarding sector*
- *the need to maintain and extend partnerships which deliver good outcomes for all children and reduce the need for high tariff statutory interventions*
- *the need to intervene early to address inequalities and improve outcomes in education, health and care*
- *the need to close gaps in outcomes between disadvantaged children and families and their peers*



Service Planning Template (2019 – 2023)

Actions, Risks and Performance

Table 4.1 – Actions and Performance Indicators

These should be monitored regularly by ADs and Quarterly via DMT and relate to the Council Theme objectives:

Good Health and Wellbeing (GHW),
Getting around sustainably (GaS),
A Greener and Cleaner City (GCC),
Safe Communities and culture for all (SCC)

Well-paid jobs and an inclusive economy (WPJIE),
A Better Start for Children and Young People (BSCYP),
Creating Homes and World-class infrastructure (CHWCI),
An open and effective Council (OEC).

Associated indicators should appear on your directorate scorecard available on the KPI Machine.

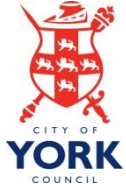
Project Types: Major / Medium / Small / BAU / Statutory.....**Priority levels:** Must / Should / Could / Statutory

Service Objective: *Example: Keep children safe by developing the Children's Services workforce to deliver high quality, evidence based interventions and by implementing recommendations from Ofsted's inspection of Children's Services*

CP Theme	Reference ID	Action	Project Type	Priority level	Completed by date	Accountable officer
BSCYP	CSS001	<i>To develop the wider CSC workforce so they feel confident to deliver high quality effective interventions which improve outcomes for the most vulnerable children in the City.</i>	<i>Business as Usual Statutory</i>	<i>Must</i>	<i>31/10/2019</i>	<i>Assistant Director Children's Specialist Services</i>

Milestones / Deliverables:

A number of reviews have been commissioned to provide current understanding of the quality and impact of social work practice



Service Planning Template (2019 – 2023)

Service Objective: *Example: Keep children safe by developing the Children's Services workforce to deliver high quality, evidence based interventions and by implementing recommendations from Ofsted's inspection of Children's Services*

CP Theme	Reference ID	Action	Project Type	Priority level	Completed by date	Accountable officer

Milestones / Deliverables:

CP Theme	Reference ID	Action	Project Type	Priority level	Completed by date	Accountable officer

Milestones / Deliverables:

Service Planning Template (2019 – 2023)

Actions, Risks and Performance

Table 4.2 – Risk Management

These should be monitored regularly with ADs and Quarterly via DMT

Reference ID	Risk	Rating (RAG)	Escalation	Actions to Mitigate and Correct	Target Rating	Date Target Rating	Responsible Officer
Example: KCR 3	<i>Failure to ensure partnership arrangements are fit for purpose to effectively deliver outcomes.</i>	A		<i>Account management approach to monitoring key partnerships. Internal co-ordination such as Creating Resilient Communities Working Group (CRCWG). Reviewing working approach of Health and Wellbeing Board. York Health and Care Place Based Improvement Partnership. Safeguarding Board revised governance in place. York Central Partnership.</i>			<i>Assistant Director Education and Skills</i>

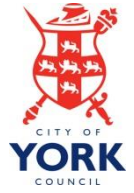
Service Planning Template (2019 – 2023)

Actions, Risks and Performance

Table 4.3 – Directorate Performance Indicators

In addition to the service indicators listed in table 4.1 these should also appear on your directorate scorecard available on the KPI Machine and should be monitored regularly with ADs and Quarterly via DMT.

Reference ID	Indicator Description	2016/17 Result	2017/18 Result	2018/19 Result	Polarity	Latest Direction of Travel	Responsible Officer
Directorate Indicators relating to Service Plan							
Workforce							
Finance							
<i>Example: BPI108</i>	<i>Forecast Budget Outturn (£000s Overspent / -Underspent)</i>	<i>£-32</i>	<i>£147</i>	<i>£943</i>	<i>Up is Bad</i>	<i>Neutral</i>	<i>Organisational Health Check</i>
Customers							



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