



14 July 2016

Executive

Report of the Assistant Director, Customers & Employees

Portfolio of the Executive Leader, Deputy Leader, and Executive Member for Finance & Performance

The City Vision and Council Plan – A Framework for Delivery

Summary

1. The Finance & Performance Monitor taken by the Executive at its June meeting reported performance against Council Plan priorities in 2015/16. In order to reinforce the centrality of the Council Plan in determining priority activities and their resourcing both for services and individual members of staff, it is proposed to refresh the Council's Performance Framework, so that there is a clear line of sight between the high level vision for the city and the work carried out by every Council employee (see Annex A for a pictorial representation).

Recommendations

2. Executive to approve:
 - i) the City Vision 2030 and
 - ii) City of York Council Performance Framework 2016-19.

Reason: To clearly communicate direction of travel of the council alongside the council plan.

Reason: To provide a performance framework for assuring action planning and decision making.

Background

Council Plan

3. In the process of developing the Council Plan, to reflect the joint administration's 12 Point Plan, and the Council's other statutory and partnership priorities, there was an *implicit* vision of the kind of city the Council was working to support, articulated in the three core priorities – a prosperous city for all, a focus on front-line services, and a council that listens to residents.

A Vision for the City

4. Experience over the last year, including in the development of the new Economic Strategy for the city agreed by the Executive in May, has suggested that it would be helpful to make that vision more *explicit* so that members, staff, residents, partners and stakeholders are clear about where we want to be and can see how the Council Plan contributes to the achievement of the vision. This perception was reinforced by the findings of the Peer Review. A draft vision developed by Executive Members and officers is attached at Annex B.
5. The key elements of the Vision describes how the city will be in terms of the place, its people and the council, with sustainable growth providing the means to ensure all residents can fulfil their potential. This is summarised as:

“The Council will secure the future of York as a prosperous, progressive, and sustainable city, giving the highest priority to the wellbeing of its residents, whilst protecting the fabric and culture of this world-famous historic city”.

Performance Framework (including Service Planning)

6. The council last updated its Performance and Service Planning framework in 2014 due to the centralisation of data practices. The launch of the 'Key Performance Data (KPI) Machine' in the spring of 2015 to be the central repository of performance data, has created increased scope, availability and timeliness of performance information, and this has given the organisation further opportunities for the performance framework to be updated and refined. A draft update of the council's proposed Performance Framework to cover the period 2016-19 is therefore attached at Annex C for consideration.

7. The key elements of the Performance Framework are:
 - A line of sight from the council's Vision through to directorate service planning and frontline service delivery.
 - Looks to ensure the council and its partner's network of plans are coordinated through an integrated performance framework.
 - Outlines regular monitoring activity with responsibility held at an appropriate level.
 - Places the Council Plan and Executive Member portfolios at the centre of planning and monitoring activity.

8. The Performance Framework includes guidance related to council and service planning, which is being refreshed in light of the proposed new council framework. Service planning within the City of York council is at Assistant Director level and that given the timing of this report, and the planned senior management restructure, work will commence with Assistant Directors to start drafting service plans for planned new portfolios ready for approval in May 2017; in the mean time all other elements of the performance framework will operate as described with quarterly reporting to management teams and Executive.

Embedding The Approach

9. In order to embed the new vision, when agreed, we will put in place a number of actions, including:
 - We will develop new values and behavioural standards which will be the basis of our Performance Development Review (PDR) process, and how in future we recruit our staff.
 - We will engage with partners through formal and informal channels so that they are clear on the direction of travel and gain their support and commitment to playing their part in the achievement of the vision.
 - We will ensure Internal and external communications will have the vision at its heart and we develop a communications plan to highlight aspects of the vision to our staff, particularly those affected by implementation of the new operating model, and stakeholders on a regular, ongoing basis.
 - We will report on our progress towards Council Plan objectives (as the "delivery plan" for the vision) and the associated

performance measures through quarterly monitoring internally, and through the York Open Data platform.

Implications:

10. The implications are as follows:
 - a. **Financial:** There are no direct financial implications to this report, but a strong performance framework will increase the robustness of decision-making.
 - b. **Human Resources (HR):** There are no HR implications to this report.
 - c. **Equalities:** There are no equalities implications to this report.
 - d. **Legal:** There are no legal implications to this report.
 - e. **Crime and Disorder:** There are no crime and disorder implications to this report.
 - f. **Information Technology (ICT):** There are no information technology implications to this report.
 - g. **Property:** There are no property implications to this report.
 - h. **Other:** No known implications.

Risk Management

11. The risk of not refreshing our performance framework within a long term vision will mean an unfocussed approach to delivering the Council Plan without a line of sight and without clear direction, prioritisation and methodology for improvement.

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Report Approved

Date 30th June 2016

Specialist Implications Officer(s) None

Wards Affected: *List wards or tick box to indicate all* **All**

Background Papers:

Council Plan – Executive July 2015

Peer Review 2016 – Executive July 2016.

Annexes

Annex A Line of Sight

Annex B York 2030 - still making history

Annex C Performance Management Framework 2016 - 2019