

**Corporate & Scrutiny Management Policy &
Scrutiny Committee**

7 November 2016

Report of the Assistant Director, Customer Services & Digital

Peer Review 2016 Action Plan

Summary

1. At its last meeting, CSMPSC Members agreed that it would be appropriate for the committee to monitor progress on the *“implementation of the Action Plan through consideration, and comment on the quarterly performance monitoring reports”*. This report sets out a brief summary of progress to date with the Action Plan, ahead of the reporting being embedded into quarterly performance monitoring from Quarter 3.

Background

2. Full details of the peer challenge and resulting action plan can be found on the council’s website at the link below:

https://www.york.gov.uk/info/20036/performance_and_policies/31/peer_challenge

Highlights of progress

3. An updated copy of the action plan is attached (Annex A), showing headline progress against the ten key activities under the three themes “Vision and Values – Thinking Differently”; “Delivering For and With the City – Acting Differently” and “Other Underpinning Actions”. There has been significant progress with four of these activities complete, with the remaining six in progress or ongoing. Highlights in relation to each theme are set out below:

Visions and Values – Thinking Differently

4. The Council’s 2030 Vision was agreed by Executive in July. There has been substantial engagement with staff about the Vision and with

partners; the new Chief Executive has for example used the opportunity of introductory meetings with staff and partners to engage with them on the Vision. This work will be bolstered and enhanced when a new Head of Communications arrives in November.

5. The refreshed Performance Framework was agreed by Executive in July and first draft service plans are being developed for a December 2016 deadline. Progress towards implementing a refreshed planning & performance management framework has involved discussions and agreement between CMT and Executive of a core strategic basket of indicators to help monitor the council priorities which in turn will provide structure for future reporting; a refreshed and agreed Performance Framework at Executive embedding this within business as usual corporate procedures; further strategic and operational indicators added to KPI Machine helping strengthen the evidence base that is available to senior managers (and residents through the ward profiles); the KPI Machine being further rolled out to all staff in Adults, Housing & Children's, with access controlled appropriately; Talk-about satisfaction indicators being available to all senior managers to understand residents' perceptions.
6. Other plans making substantial progress include the York Economic Strategy, launched in July, and the Local Plan, with an update due at Executive in December. In addition, key corporate risks have been reviewed and Budget plans are in progress in line with the expected financial planning timetable and approach.

Delivering For and With the City – Acting Differently

7. Progress towards a listening council has involved; the re-engagement with front-line staff through regular joint meetings and visits being completed by the chief executive alongside the leaders of the council; the re-engagement by CMT and executive members with senior managers through CLG and Service to City Forums; the re-launch and configuration of the Talk-about panel in order to hear residents views on a six-monthly basis which in turn feeds in to the performance framework.
8. Progress towards programme and project management which aids key major decision points has involved, as part of the implementation of the All About Projects corporate framework, major and medium project information being held centrally; project management information

being made available within the councils performance framework and reported internally into CMT/Executive and Audit & Governance Committee, as well as externally alongside other performance information; portfolio holders and CMT leadership meeting to improve clarity on roles and responsibilities on governance and decision-making for current and future projects.

9. Progress towards proactive communication and a positive narrative has involved being transparent with our information in publishing over 800 datasets within the open data platform including transparency data which exceeds the standard publication scheme requirements; appointed a new head of communications following the restructure of the service; the chief executive engaging and listening to views with numerous city partners on the council vision; outline discussions on a refresh of community engagement strategy containing plans to have this completed by March 2017; achieving further customer service excellence accreditations as well as working with services to ensure improvements have been undertaken for further reassessment.
10. Progress towards working closer with communities directly as well as harnessing the positive elements of digital/social media has involved agreement by Executive of new Local Area Teams within Children's Services; continued internal work and planning towards the council making available the "My Account" functionality through the corporate website which will allow a constant two-way feedback with residents; work towards key account and stakeholder management has been completed by CMT/Executive involving identifying the councils top 50 key partners and allocating responsibility to these to a relevant CMT and Executive Member which includes a new approach to partnerships, based on One Planet York principles, to be initiated in November.

Other Underpinning actions

11. Peer development activity: since the arrival of the new Chief Executive there has been a focus on developing joint strategic leadership approaches both at CMT and CMT/Executive level; there has also been re-engagement with the supporting officer leadership through reinvigorated Council Leadership Group and Service to City Groups; the Senior Management Review is complete and the new structure, roles and responsibilities communicated to all staff and Members; the People Plan was agreed at Executive in July; ongoing work towards implementing the councils new CRM which will help provide a

mechanism for understanding and responding to social media and trend information; E-democracy task group feeding into future proposals; expanding the level of local information that communities are able to access through expanded ward profiles, with work planned to expand members knowledge and potential usage of these in December.

Future Reporting

12. As set out above, as part of revised Performance Management arrangements, a “core strategic basket of indicators” is being developed to enable progress against Council Plan priorities, and key projects to be monitored. This will also include indicators aimed at providing an “Organisational Health-check”. Given the importance of delivering the Peer Review Action Plan, it is intended to include progress against this Action Plan in the Organisational Health-check subset of data.

Implications

13. There are no direct implications associated with the recommendations of this report in relation to any of the following implications:

Financial

Human Resources (HR)

Equalities

Legal

Crime and Disorder

Information Technology (IT)

Property

Risk Management

14. There are no known direct risk management implications associated with the recommendations in this report. However, there would be a significant reputational risk should this Scrutiny Committee not satisfy itself that the review findings and implementation of agreed action plans are proceeding at a proper pace.

Recommendations

15. Members are asked to;

- (i) note progress to date; and
- (ii) note the intention to report progress in future through new quarterly strategic “Organisational Health-check” basket.

Reason:

To be assured that action plans are implemented and proper progress is made in relation to peer review findings.

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Wards Affected:

All

For further information please contact the author of the report

Background Papers:

Peer review link -

https://www.york.gov.uk/info/20036/performance_and_policies/31/peer_challenge

Executive Report July 2016 -

<http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=9303&Ver=4>

CSMPSC Agenda and Minutes September 2016 -

<http://democracy.york.gov.uk/ieListDocuments.aspx?CId=144&MId=9422&Ver=4>

Annexes

Annex A - Peer Review Action Plan – CSMPSC – October 2016

Abbreviations

CLG – Corporate Leadership Group

CMT – Corporate Management Team

CRM – Customer Relational Management System

CSMPSC - Corporate & Scrutiny Management Policy & Scrutiny
Committee