

Annex A - City of York Council - Peer Review Action Plan

Area	Activity	Outcome	What does success look like	Lead Officers	Status	Progress
Vision and Values Thinking Differently	Develop vision for the Council and the City	Clarity amongst residents and staff about why we do what we do and take the decisions we take. Develop new organisation values and behaviours based on vision	Promotion of the council plan as the main strategic document of the council. Residents have an understanding of the Council's vision for York. Develop values and revised behavioural standards based on vision and values feedback from staff and external partners	Chief Executive	Complete	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.
	Produce key delivery plans Council Plan (supporting corporate plans and service plans) including management of key risks	Priorities within Council Plan are delivered and specified targets, outputs and outcomes are achieved. Associated key risks are identified, monitored and managed.	Key measures of success have a positive performance trend through the lifetime of the plan. Corporate risks appear alongside KPIs.	CMT	In progress	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 the refreshed Performance Framework was agreed by Executive in July and first draft service plans are being developed for a December 2016 deadline.
	Implement refreshed planning & performance management framework	Line of sight is visible from individual plans to the vision. Plans have clear output measures and outcomes, performance against these is monitored through a structured reporting intended to drive improvement and achievement.	Key measures of success have a positive performance trend through the lifetime of the plan. Maximise openness and transparency by exceeding Publication Scheme requirements	Assistant Director, Customer Services and Digital	Complete	Further progress towards a 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.
	Review budget planning process and known structural/financial challenges to deliver the 2030 vision of continued financial best practice	Effective financial planning and resource prioritisation is in place to deliver strategic plans. Innovation and excellence underpins resourcing solutions and decisions.	Key financial performance measures have a positive performance trend through the lifetime of the plan and appear alongside performance, employees and customer satisfaction data.	Director of Customer & Corporate Services	Ongoing	Key corporate risks have been reviewed and Budget plans are in progress in line with the expected financial planning timetable and approach.

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Delivering For & With the City Acting Differently	Developing a listening council approach	The council and delivery partners engage with, listen to and feed back to stakeholders as part of their organisational values and process design.	Officers and Members to be seen within communities working for communities and having the power to act where appropriate. Have a Feedback ethic – ‘you said we did’ to all stakeholders.	CMT	In progress	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.
	Agree key major decision points in the delivery of significant projects and in light of vision and major policy scanning particularly for: Local Plan; Community Stadium; York Central; Southern Gateway; Future Size and Shape Priorities; Devolution	All major projects are identified, prioritised, resourced and delivered effectively. The city and council has a reputation for managing change effectively to deliver economic and efficiency priorities for the city and the council.	Major Projects appear alongside business as usual activity in Service Plans. Major project KPIs are monitored through corporate and directorate performance framework	CMT	Complete	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.
	Proactive communications and relationships with media	There is a strong and positive narrative in relation to the council’s activities and its performance against its priorities. Issue management is planned wherever possible.	Restructure and re-design of communications function once in CBSS directorate	Assistant Director, Customer Services and Digital	Ongoing	Progress towards proactive communication and a positive narrative has involved; being transparent with our information in publishing over 200 new 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.

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Delivering For & With the City Acting Differently (continued)	Work closer with communities directly but also harnessing the positive elements of digital/social media to maximise impact of engagement/communication approaches	Communities and residents have formed a new relationship with the council which allows their views to be sought and understood in different ways	Current locality based projects are designed and launched in conjunction with relevant communities	Assistant Directors, Customer Services and Digital / Communities and Equalities	In progress	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	Peer development activity/team building support for CMT, Executive Members, Scrutiny Leads	Strong coherent leadership focussed on continuous development in delivering excellence.	Vision for 2030 is agreed. Lines of accountability established through service planning. Major projects are prioritised alongside Frontline Service Delivery	Chief Executive	Ongoing	Progress towards Peer development activity has involved; 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.
	Early progress on Senior Management Review	Skills and capacity are in place to focus on priorities and driving forward promised delivery and change. Delivery of council priorities, values and behaviours is provided through effective leadership.	Completion of Senior Management Review	Chief Executive	Complete	Progress towards a senior management review has involved the completion of the new structure, roles and responsibilities communicated to all staff and Members.
	People Plan completion & approval as part of delivery planning framework .	Successful development of the skills, capacity and confidence of the workforce during a period of significant change and challenge.	People Plan is completed and approved	Chief Executive	Complete	Progress toward the People Plan has involved; the agreement of the people plan at Executive in July.
	Review engagement framework including maximising the use of E Democracy in order to integrate with digital and customer strategic principles across all channels of engagement.	Technologies allow a greater interaction with residents and other users on priorities that matter to them. The council is easier to do business with.	The improved CRM is launched during 2016/17 which provides opportunity for information capture on residents views and queries.	Assistant Directors, Customer Services and Digital / Communities and Equalities	In progress	Progress towards engagement framework has involved; 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.