

| | DA recommendation | Para | Action(s) taken/to be taken | Due date | RO | Status |
|---|--|-------------|--|-----------------|-----------|---------------|
| 1 | The Council should effectively research and adopt best practice arrangements for managing and monitoring sickness absence | 5 | Done and reported to CMT report on 10/1007. Best practice researched and used to inform new sickness absence processes implemented from October 2007 onwards. | N/A | HR CT | Done |
| 2 | The profile and importance of data quality should be raised across the Council and the necessary arrangements put in place to ensure the accuracy and reliability of data to support the performance management and decision making needs of the organisation. | 8 | CEX appointed CMT lead (Director of Neighbourhood Services) in March 08 to chair a new corporate project group to scope a suitable programme of work to be undertaken in 08/09 to meet the Council's DQ requirements | 31/3/09 | TC PL | WIP |
| 3 | The Council should implement a comprehensive and coherent equalities strategy and monitor progress against it to demonstrate it is meeting the needs of an increasingly diverse community. | 6 | As set out in the accompanying attachment to this plan (Annex A) | See Annex A | HR EC | WIP |
| 4 | Officers should provide Members with all necessary assurances that the appropriate action has been taken to strengthen arrangements for producing the accounts free from material mis-statement and improving the quality of supporting working papers to ensure they are suitably clear and comprehensive | 7 | <p>Follow up of key issues raised by AC from 06/07</p> <ul style="list-style-type: none"> • Bank Reconciliation on schedule • CO review of year end working papers scheduled as part of closedown • Valuations – TW to liaise with Property to inform of changes. NH to certify valuations in accounts, he will seek assurance from Housing on the inputs <p>Key changes to requirements identified and analysed and being incorporated as necessary.</p> <p>Regular meetings with AC scheduled</p> | 30 June 08 | SW SH | WIP |

| | Areas for improvement | Para | Action(s) to be taken | Due date | RO | Status |
|---|---|-------------|---|-----------------|-----------|---------------|
| 5 | Develop a fully effective approach to partnership working | 17 | Unknown. Actions have yet to be advised by the responsible officers. | Sept 09 | BW RR | Unknown |
| 6 | <p>Address bottom quartile performance issues identified in 2006/07 in respect of:</p> <ul style="list-style-type: none"> Council Tax and NNDR | 19 | <p>Both Council Tax and NNDR recovery and collection regimes were amended following the last audit and the new processes/management checks are being monitored for their effectiveness. This included taking action earlier on arrears cases (previously allowed customers to be a month in arrears with payments).</p> <p>Introduction of quarterly small balances runs.</p> <p>Housekeeping work is now undertaken to ensure that accounts do not get 'stuck' at a particular recovery stage.</p> <p>Processes for post Court collection have been reviewed and 'tightened up' as part of the Easy Programme work (includes automation of special payment arrangements).</p> <p>Post Court recovery is currently under further review (looking at 'Propensity to Pay' scoring from Experian).</p> <p>Increased DD take up as a result of introduction of telephone sign up.</p> <p>Currently exploring NNDR with a view to a Shared or Managed Service.</p> <p>Performance in 07/08 places the CTAX service in a minimum of Quartile 3.</p> <p>NNDR remains in Quartile 4, but recovery has increased in 2007/08</p> <p>Further planned restructure of Services is planned for the Summer 2008 to drive further service improvements.</p> | June 08 | SW SHA | WIP |

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|----|---|-------|---|----------|------------|--------|
| 7 | <ul style="list-style-type: none"> Workforce diversity | | <p>New draft People Strategy includes workforce diversity as a key strand.</p> <p>Corporate and directorate improvement plans in place.</p> | Sept 08 | HR CT | WIP |
| 8 | <ul style="list-style-type: none"> Staff sickness | | <p>Work completed to review sickness absence reporting, monitoring and management procedures. New processes implemented October 2007.</p> <p>CMT report scheduled for 21/05/08 to scope and agree proactive Occupational Health interventions and flexible working provisions to positively facilitate attendance at work.</p> <p>2007/08 outturn figures should improve from bottom to third quartile</p> | N/A | HR CT | Done |
| 9 | <p>Take action to address disappointing customer satisfaction ratings</p> <ul style="list-style-type: none"> Council overall | 21-22 | <p>There is evidence from the market research firm MORI and the LGA that there is a correlation between overall satisfaction and good communications with residents. To this end a new communications strategy is in preparation and a monthly newsletter is being procured and will be in place during 08/09</p> | Sept 08 | BMcC MB | WIP |
| 10 | <ul style="list-style-type: none"> Waste collection | | <p>The positive CPA report in June 2007 on waste services identified that there had been a drop in customer satisfaction from previous surveys but that York was recovering with a noticeable improving trend. Further key action being taken to improve further includes:</p> <ul style="list-style-type: none"> The reduction in missed bins. Down from 70/100,000 to March 2007 to 45/100,000 at Match 2008. Increase the numbers of missed bins put right with 24 hours from 68% up to 96% for the same period. The public celebration of the recycling successes. The publication of the revised waste minimisation and recycling policies. Customer care training for frontline staff. | March 09 | TC JG | WIP |

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|----|---|-------------|--|---|----------------------------|---------------------------------------|
| 11 | <ul style="list-style-type: none"> Sports & leisure facilities | 21-22 | <p>Members approved strategy to address swimming and leisure facilities last year. Further to the strategy the refurbishment of Yearsley Pool was completed during 2007 and new swimming pool and sports facilities are now being developed on the York High site due to open in June 2009.</p> <p>The Council has entered into a partnership with the University of York to build a competition standard pool and sports facilities on the new Heslington campus by 2011</p> <p>The Council is actively exploring the feasibility of a city centre swimming facility as part of the long term redevelopment of York North West</p> <p>An integrated Young People's Services for York (incorporating Connexions staff) went live from 1/4/08 facilitating new opportunities to enhance provision for young people in the city. The core aim of the new service is to ensure a wide range of easily-accessed provision, evenly spread across the city, giving young people a choice of places to go and things to do.</p> | <p>June 09</p> <p>2011</p> <p>NYD</p> <p>On-going</p> | <p>PD CC</p> <p>PM</p> | <p>WIP</p> <p>WIP</p> <p>On-going</p> |
| 12 | <ul style="list-style-type: none"> Tenant participation | 21-22 | <p>The Housing Customer Involvement Compact was launched in Autumn 2007 and work is underway to develop new methods of involvement such as customer expert panels. The 2007 Annual Housing Monitor showed 64% satisfaction with the opportunities for participation in management and decision-making- a significant improvement on 57% satisfaction in 2006 and 55% in 2005.</p> | On-going | BH SWad | WIP |
| 13 | Align performance management arrangements with service and financial planning processes | 26 | Proposal to incorporate two functions into one section, under one AD as part of corporate restructure | Oct 08 | SW SH | On-going |
| 14 | Develop risk management reporting routines to enable the organisation and Members to properly monitor key corporate risks | 47 | New reporting routine agreed by CMT on 2/4/08. Quarterly reports to CMT from June 2008 alongside performance dashboard and then to A&G Committee. | Effective from June 2008 | SW ERA | Done & on-going |

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| 15 | Demonstrate equality of access to services and VFM delivered across a diverse and changing community | 47 | Unknown. Actions have yet to be advised by the responsible officers. | ? | HR PL | Unknown |
| 16 | Address all outstanding issues and recommendations made by the District Auditor in the AC 'Corporate Priorities' report (July 2006) | 49 | See agreed action plan arising from the audit attached as Annex B to this plan | Various | HR PL | WIP |
| 17 | Address widespread inconsistencies and lack of co-ordination in approach to staff management and change management in helping to make best use of human resources | 50-51 | Review of People Management commenced in September 2007. Organising principled agreed by CMT in December 2007 and model of delivery agreed by CMT in March 2008. Implementation agreed to be phased to take into account interdependencies with revised HR structure due to be considered by CMT in June 2008. New People Strategy in development. | Sept 2008 | HR CT | WIP |
| | Improve financial management arrangements by: | 47 | | | | |
| 18 | <ul style="list-style-type: none"> Better communication of the medium term financial plan both within and without the organisation | | Visits to all DMTs scheduled to mid May. Meeting with CEX at end of April and going to CMT end of May and end of June with priorities and options for inclusion. Discussions to also be held with SAMs and Members. Communications work to be built into Medium Term Financial Strategy, work now on-going programmed to be complete by end of July 08 | July 08 | SW SH | WIP |
| 19 | <ul style="list-style-type: none"> Monitoring how financial plans and strategies have contributed to achieving corporate objectives | | Review of assets register (held in Finance) being undertaken. Audit trail to be established linking all different databases | June 08 | SH NH | WIP |

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| 20 | <ul style="list-style-type: none"> Establishing a fully comprehensive asset register and putting controls in place to ensure it is kept up to date | | Part of monthly monitoring – corporate dashboard Monthly monitoring being reported at SAMs meeting wef June 08 | June 08 & on- going | SW SH | WIP |
| 21 | <ul style="list-style-type: none"> Enhancing budget monitoring arrangements to ensure significant variances are reported and the necessary action taken in a timely way throughout the year | | Visits to all DMTs scheduled (until mid May) Meeting CE end of April and going to CMT end of May and end of June with priorities and options for inclusion. Discussions to also be held with SAMs and members | June 08 & on-going | SW SH | WIP |

KEY - Responsible Directors & Reporting Officers

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|-------------|----------------|-------------|------------------|
| HR | Heather Rice | SW | Simon Wiles |
| CT | Chris Tissaman | SH | Sian Hansom |
| TC | Terry Collins | ERA | Liz Ackroyd |
| PL | Peter Lowe | NH | Neil Hindhaugh |
| EC | Evie Chandler | SHA | Stuart Halliday |
| BMcC | Bill McCarthy | MB | Matt Beer |
| BH | Bill Hodson | SWad | Steve Waddington |
| JG | John Goodyear | BW | Bill Woolley |
| RR | Roger Ransom | PD | Pete Dwyer |
| CC | Charlie Croft | TW | Tom Wilkinson |

KEY – Acronyms

| | |
|-------------|-------------------------------------|
| WIP | Work in progress |
| SAMs | Senior Accountancy Management Group |