

City of York Council - Peer Review Action Plan

Area	Activity	Outcome	What does success look like	Lead Officer(s)
<p>Vision and Values Thinking Differently</p>	<p>Develop vision for the Council and the City</p>	<p>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</p>	<p>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</p>	<p>Chief Executive</p>
	<p>Produce key delivery plans Council Plan (supporting corporate plans and service plans) including management of key risks</p>	<p>Priorities within Council Plan are delivered and specified targets, outputs and outcomes are achieved. Associated key risks are identified, monitored and managed.</p>	<p>Key measures of success have a positive performance trend through the lifetime of the plan. Corporate risks appear alongside KPIs.</p>	<p>CMT</p>
	<p>Implement refreshed planning & performance management framework</p>	<p>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.</p>	<p>Key measures of success have a positive performance trend through the lifetime of the plan. Maximise openness and transparency by exceeding Publication Scheme requirements</p>	<p>Assistant Director, Customer Service & Governance</p>
	<p>Review budget planning process and known structural/financial challenges to deliver the 2030 vision of continued financial best practice</p>	<p>Effective financial planning and resource prioritisation is in place to deliver strategic plans. Innovation and excellence underpins resourcing solutions and decisions.</p>	<p>Key financial performance measures have a positive performance trend through the lifetime of the plan and appear alongside performance, employees and customer satisfaction data.</p>	<p>Director of Customer & Business Support Services</p>
<p>Delivering For & With the City Acting Differently</p>	<p>Developing a listening council approach</p>	<p>The council and delivery partners engage with, listen to and feed back to stakeholders as part of their organisational values and process design.</p>	<p>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.</p>	<p>CMT</p>
	<p>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</p>	<p>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.</p>	<p>Major Projects appear alongside business as usual activity in Service Plans. Major project KPIs are monitored through corporate and directorate performance framework</p>	<p>CMT</p>
	<p>Proactive communications and relationships with media</p> <p>Work closer with communities directly but also harnessing the positive elements of digital/social media to maximise impact of engagement/communication approaches</p>	<p>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.</p> <p>Communities and residents have formed a new relationship with the council which allows their views to be sought and understood in different ways</p>	<p>Restructure and re-design of communications function once in CBSS directorate</p> <p>Current locality based projects are designed and launched in conjunction with relevant communities</p>	<p>Assistant Director, Customer Service & Governance</p> <p>Assistant Director, Customer Service & Governance</p>
<p>Other Underpinning Actions</p>	<p>Peer development activity/team building support for CMT, Executive Members, Scrutiny Leads</p>	<p>Strong coherent leadership focussed on continuous development in delivering excellence.</p>	<p>Vision for 2030 is agreed. Lines of accountability established through service planning. Major projects are prioritised alongside Frontline Service Delivery</p>	<p>Chief Executive</p>
	<p>Early progress on Senior Management Review</p>	<p>Skills and capacity are in place to focus on priorities and driving forward promised delivery and change. Delivery of council priorities, values and behaviours through the whole workforce is provided through effective leadership.</p>	<p>Completion of Senior Management Review</p>	<p>Chief Executive</p>
	<p>People Plan completion & approval as part of delivery planning framework .</p>	<p>Successful development of the skills, capacity and confidence of the workforce during a period of significant change and challenge.</p>	<p>People Plan is completed and approved</p>	<p>Chief Executive</p>
	<p>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.</p>	<p>Technologies allow a greater interaction with residents and other users on priorities that matter to them. The council is easier to do business with.</p>	<p>The improved CRM is launched during 2016/17 which provides opportunity for information capture on residents views and queries.</p>	<p>Assistant Director, Customer Service & Governance</p>