# SERVICE PLAN MONITORING
## 2006/07 Progress Updates for outturn

Public Services

1   Achievements

a)   Processing times for housing and council tax benefit claims have significantly improved in comparison to last year. The average number of days taken for new claims (BVPI 78a) shows a 13% improvement, down from 40 days to 35 days.

b)   The processing of benefit changes of circumstances notifications (BVPI 78b) improved by 46%, reducing from 28 days in 2005/06 to 15 days in 2006/07.

BENEFITS - AVERAGE PROCESSING DAYS
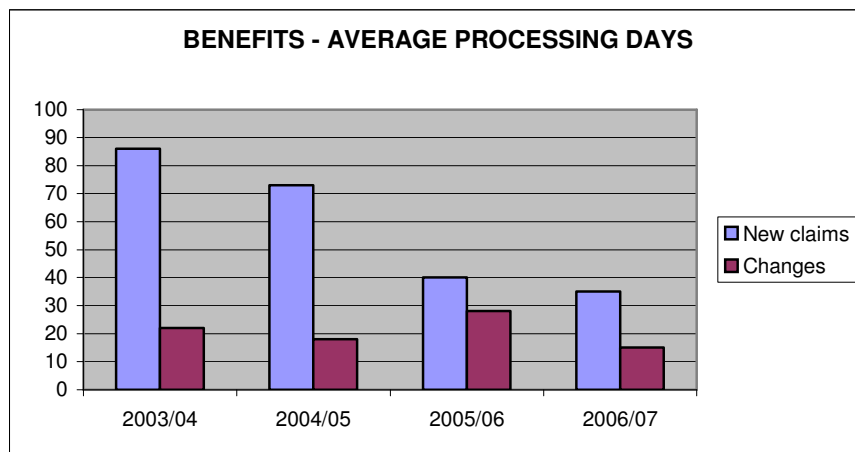
c)   Recovery of overpaid housing benefit was much improved. Of the three measures that we report on two showed increases as compared to the 2005/06 outturn and the third, monitoring write-offs, was little changed. Of the total amount of housing benefit recovered during the year 43.4% was by underpayment or deduction from ongoing benefit, 30.5% by debtor account, 17.6% was written off and the remaining 8.5% transferred to housing rent accounts.

d)   The collection of both council tax and business rates also show a vastly improved position. For council tax the collection of 2006/07 debt (BVPI 9) was 96.8%, up by 0.7% when compared to the 2005/06 outturn. The level of outstanding prior year arrears reduced significantly by 48.23%, just short of the 50% target. The gross arrears carried forward at 31 March 2007 were some £167k lower than the year before.

e)   Business rates collection (BVPI 10) improved by 1.37%, up from 96.87% to 98.2%. The collection of prior year arrears was well ahead of the 50% target with a reduction of 63.13%. This, together with the improved in-year collection, means that the gross arrears carried forward at 31 March 2007 had reduced by £1.12m.

COLLECTION RATES
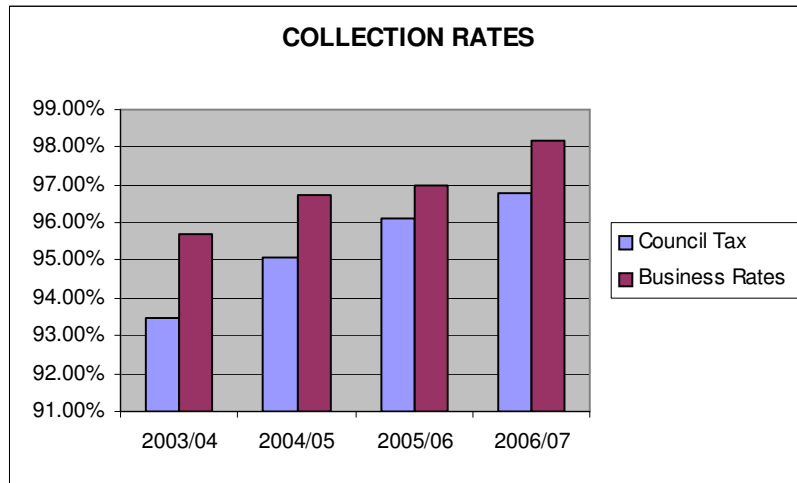
f) Within the York Customer Centre (YCC) the Customer Relationship Management (CRM) system went live on 7 February 2007. The planning and building control processes were fully integrated on 12 February 2007.

g) The Revenues easy@york program work has been split into an interim and final solution. The interim solution was implemented on 26 February 2007 when staff transferred from the council tax team to the YCC where they handle queries, collect data and take payments. A further implementation took place on 21 March 2007 when the CRM e-forms for council tax processes went live.

h) Weekly meetings have been scheduled between YCC and back office teams to resolve operational issues. YCC team leaders are aligned with the different services to act as back office process owners which allows a consistent point of contact, identifies process improvement opportunities and enhances working relationships. The services covered are: Refuse, Planning & Building Control, Street Environment, Pest Control, Highways and Council Tax.

i) The web team's work on designing the new Council website culminated in the launch of the site on 7 February 2007. Consultation also took place with members of the Talk About panel on improvements to the interactive elements on the site.

j) The Register Office reported a steady year in terms of registrations: births 3244 (down 67 from 2005/06), deaths 2247 (up 54), marriages (up 9) and the newly introduced civil partnerships 130.

k) The Benefits Visiting team met 114% of the DWP-set target for interventions into benefit cases through a mixture of visits, postal and telephone checks. Preparatory work also started on planning for the successor to interventions whereby we measure the number of benefit reductions calculated as against a DWP target.

l) Strategic benefits take-up work continues for two distinct client groups: with persons aged 60+ as part of the Council's LPSA and with young persons as part of delivery of corporate priorities. We have worked with the North Yorkshire Partnership on a joint campaign using the "take a bite out of your council tax" strapline. Over the year the total benefit caseload shows a net increase of 220 claimants.

m) Of the 199 action points 31 (16%) remained outstanding and these have been carried forward to the Benefits Service 2007/08 Work Plan. Consequently the BFI Action Plan has now been closed.

n) Directorate Green Office policy was approved by RMT on 10 January 2007. Members of RMT will lead specific directorate campaigns – Minimising, Switching Off, Re-cycling, New Town Hall and Publishing. In the last year the directorate has saved the equivalent of 99 trees through recycling confidential waste.

2 Risk Management Issues

Red Risks		Update on activities
a	Failure of Northgate (Sx3) system to provide accurate and reliable information	Mitigation includes: Software testing programme Improvements in staff training (better handouts, clearer guidance) Development of suite of Business Object reports to cross-check data Attendance at user groups including new subsidy group
b	Failure to assess benefit entitlement accurately and within timescales	Mitigation includes: Structure review (see 2n above) to ensure customer-centric focus Service improvement work as part of easy@york programme and possible introduction of e-claiming software Focus on LA error cases to identify problems and better manage financial (subsidy) impact Commitment to review procedures manual
c	Failure to properly manage development projects	Mitigation includes: PRINCE 2 training for staff Close links with suppliers developed & maintained Internal corporate user groups established Attendance at external user groups
d	Failure to correctly manage application access	Mitigation includes: Regular access reviews Written access authorisations

Property Services: Administrative Accommodation Project

1. Achievements

a) Early release of the Ambulance Service site at Hungate
b) Completed development of the User Brief for the new accommodation
c) Appointment of project partners for design and construction
d) Review of Facilities Management – brief and programme established
e) Renewal of leases at 50 York Road, 10-12 and 20 George Hudson Street
f) Sale of St Leonard's and the early release of Blake Street

2. Work In Progress

	Work In progress	Update on activities
a	Peasholme Hostel relocation	Design complete and out to tender; Planning approval sought April 26th 2007;
b	Archaeology	Trial pits and trenches being undertaken to establish extent of further works and to inform the overall design strategy
c	Design	Feasibility stage
d	User Group	Review of needs and space planning with designers
e	Facilities management	Consultant tenders being evaluated; model options for delivery by the end of July 2007 and implementation plan to be prepared by the end of summer.
f	Timetable	Feasibility study – May 2007 Sketch design options – July 2007 Detailed design options – October 2007 Planning approval – January 2008 Agreed final design and price – February 2008 Commencement of construction – April 2008 Completion – April 2010 Occupation – June 2010

3   Risk Management Issues

	Risks	Update on activities
a	Risk of unforeseen archaeological requirements	Some archaeological investigations already undertaken. Work ongoing to commission York Archaeological Trust to investigate site to inform overall strategy.
b	Lack of corporate direction/vision in terms of corporate change to enable service provider to influence the design process and achieve the wider benefits.	Cultural change agenda to be discussed and developed at a corporate level following the outcomes of the CMT workshop 8th Jan 2007 Change agenda adopted by CMT and driven by Director of People and Improvement
c	Others	Risks being managed effectively through the project administration and risk register

Property Services

1. Achievements

a) Huntington School – completion of the latest extension project (£4.5m)
b) Canon Lee School – completion of latest extension project (£1m)
c) Eco Depot – acting as client's representative in a design and build contract, completion of works and logistics, building now occupied (£8m)
d) Danesgate School – Development of a sustainable timber-framed teaching environment including a biomass boiler, now on site (£2m)
e) York High School (Oaklands development) including school refurbishment, extensions and new swimming pool; masterplan complete; procurement complete; planning application made; design partnership in progress (£18m)
f) Sustainability in Design Group established – cross directorate group focussed upon establishing policies and protocols for the design and management of buildings, operating within the council's corporate Environmental Management System (EMS)
g) Energy and Water Management Group (EWMG) established a cross-Directorate group focussed upon establishing policies, protocols and an action plan for the management of energy and water usage by the council, operating within the council's corporate Environmental Management System (EMS)
h) Completed LCCS and Corporate programmes of work for maintenance, DDA and improvement works
i) Achieved capital receipts of > £19m – including the Barbican, Shipton Street and Northfield School
j) Approval of the new 5-year Corporate Asset Management Plan
k) Approval of the new 5-year Capital Strategy
l) Gone live with the new Technology Forge property database
m) Generated c. £3m of rental income from the commercial portfolio and other properties
n) Regenerated vacant industrial units at Hospital Fields Road by investing capital and re-letting
o) 29 Castlegate – Refurbishment of building and re-letting to Youth Services and Partners to provide an integrated service centre to meet the needs of young people
p) Invoices paid within 30 days lifted from 70% to 96.74%
q) Project diary system established to inform managers, director and executive member of current status of major projects

2. Update on risks

Risks		Update on activities
a	Failure to deliver the Capital Programme	Closer working with Client planning teams to ensure realistic programmes and spend profiles for capital projects
b	Failure to keep an up to date corporate asset management plan	A new Corporate Asset Management Plan for 2007-2012 has recently been approved by the Executive. An annual report will be submitted to the Executive that will highlight the council's performance against objectives and targets within that report and provide any updates to the Corporate document. This will meet the CPA requirement for a corporate document, framework and process for the management of assets. Risk is therefore minimised.

c	Failure to keep an up to date asset register and property management database.	All reports to members requiring decisions must now have all property implications identified. Corporate Landlord should be informed of all proposals to acquire or dispose of property assets.
d	Failure to achieve capital receipt	No additional activities
e	Failure to have fully accessible buildings in an acceptable state of repair.	One of the priorities in the Corporate Asset Management Plan is to have an effective repair and maintenance strategy to reduce the maintenance backlog and the number of buildings in an unacceptable standard of repair BVPI 156 - public access to council buildings is now at 84%.
f	Asbestos Contamination	All surveys complete, all asbestos identified, tested and removed or managed. Contracts in place to facilitate annual inspection of known asbestos to ensure stable. Programme of Asbestos awareness training and the appointment of Site Asbestos Liaison Officers at each premises will limit the likelihood of asbestos contamination All building works in existing property require type 3 survey prior to commencement of works Risk still exists in those areas where building work executed without Corporate Landlord knowledge.
g	Building failure (unplanned closure) of Operational Properties	No additional activities

ITT Services

1. Achievements

a) The department continued to provide a secure, robust, scalable and highly available ITT infrastructure including corporate and departmental systems. It exceeded most existing agreed service level targets for 2006/07 and has raised certain targets for 2007/08 and beyond.

b) Provided voice and data network consultancy and installation services that enabled the migration of Neighbourhood Services staff and their services to the new depot location at James Street. This was achieved within challenging project timescales and requirements, including the accommodation of project slippage.

c) Successfully managed the implementation of new and improved data network and telephony services at 30+ Housing, Adult and Social Service sites. This included commissioning new links back into corporate network alongside replacing ageing PC's. This pre-emptive infrastructure upgrade work has provided the necessary ITT platform to ensure the benefits of the new Social Care system are deliverable.

d) Supported the Easy@york phased implementation programme in a number of activities to help delivery of the successful migration of new services into the York Contact Centre.

e) The department has worked on a total of 60 development projects during the year including replacement of FMS and ISIS systems. 42 projects came from the annual ITT Development Plan process and 18 were introduced during the year to meet new business or legislative priorities.

f) Successfully managed the high-risk migration project that moved the corporate Citrix Server farm on to the current supported version with minimal disruption to the customer base.

g) The results from the customer satisfaction survey during late 2006 confirmed that the overall satisfaction with ITT had risen by nearly 3% to 92.16% and this clearly demonstrates the value of the department's continual improvement regime.

h) Implemented a more cost effective replacement remote access security solution (Entrust cards). This offers the same level of security, additional flexibility that allows support teams to provide a better level of service and contributed to the departmental savings target.

i) Successfully upgraded the corporate virtual servers to a version that enables the department to provide a reduced recovery time in the event of individual System failures, in some cases with no disruption to the customer base. This progress was recently demonstrated when the corporate email system failed and the recovery was instantaneous with no loss of service to the customer.

2.   Update on risks

Risks		Update on activities
a	Failure of the disaster recovery procedures.	Mitigation includes: Renegotiated the ITT Disaster Recovery Contract to take account of the Easy@york programme requirements and the impacts of ITT's developing use of virtualisation technologies. Further developed the use of virtualisation technologies as a service restoration method. Developed the use of 10/12 GHS as a secondary location for housing key ITT Infrastructure.
b	Inadequate ITT Business Continuity Plan (BCP).	Mitigation includes: Produced revised draft departmental BCP that includes draft team recovery plans, further work required to finalise and link up to the Corporate BCP group in response to 2004 Civil Act.
c	Failure of corporate data/information storage service	Mitigation includes: Further development of the corporate storage system including expanding the use of more resilient technologies incorporating the use of 10/12 GHS as a secondary site. Reduced recovery time from data loss or accidental deletion from home/shared areas.
d	Significant failure of corporate data / voice network	Mitigation includes: Improved environmental facilities at locations where key network components are located. Proactive management of managed service provider and network vendors. Incorporated elements of resiliency into the network design for the YCC in Stonegate.
e	Failure to replace ageing ISIS and FMS systems	Mitigation includes: Approved and funded ITT development replacement projects are in progress for both systems. FMS - revised, agreed and achievable project timetable is in place taking into account resource availability and the financial year-end close down process.

		ISIS – Improved or new ITT infrastructure at a number of sites including the replacement of ageing PC's.

Easy@york Programme

1 Achievements

a) In February 2007, Phase 1b of the easy@york programme went live, delivering York Pride Action Line services, the Switchboard and Planning & Building Control Services using new teams, processes and technologies.

b) The new CYC web site was launched in February and has since been supplemented by the introduction of e-forms to enable customers to interact with us online. 240,000 visits per month, over 10,000 online payments made to date.

c) Launch of Planning Online System to enable customers to lodge review and comment on planning applications using the internet. 17,000 enquiries per month

d) YCC taking payments on the phone – 4,437 taken since February

e) Automated telephone Payments went live in March – 350 a month

f) Successful launch of Online School Admissions

g) Introduction of Revenues service into the YCC using new teams processes and technologies, delivering three processes. 63 % calls now handled within SLA (up from approx 10% at this point last year)

h) Launch of Corporate Geographical System (GIS)

i) Up to date customer contact details published in an A-Z for all Citizens

j) Undertook consultation with key customer groups

k) Internal speech server servicing 800 calls a day.

l) Re-negotiated contract milestones to reflect delays and remove benefits phase from Logica CMG contract – to be delivered internally by purchasing a new e-benefits module of the existing benefits system.

m) Designed remaining Revenues service processes.

n) Commence the service improvement and design work on the benefits service including the procurement of Northgate e-benefits solution.

2 Work In Progress

Programme Phase 1b - Establishment of York Customer Centre, Core Technical solution & "to be" processes for YPAL Switchboard and Planning and Building Control, designed and configured into the technical solution.	Progress Against plan	New Date
July 06 – Overall Solution design finalised	√	
August 06 – Recruitment complete (CSR's, system admin, & GIS)	√	
August 06 – e-Consultation system in place	√	
August 06 – Implementation of speech recognition for internal calls	√	
February 07 – New web site launched improved graphics/look feel – No integration.	√	
February 07 – User Acceptance testing complete	√	
February 07 – User Training completed	√	
November 06 – Phone menu introduced into switchboard and made available to the public (subject to CYC management decision)	Deferred	TBC
February 07 – Phase 1b Go Live	√	
April 07 – Web site: launch of further functionality including transactional capabilities	√	

Programme Phase 1c - Revenues Service		
"To be" processes configured into the CRM, Revs staff trained and transferred into the YCC		
January 07 –Revenues Interim Processes - Design complete	√	
March 07 – Revenues Interim Processes build complete including interfaces to I-World	√	
March 07 – Revenues Interim Processes Staff training completed	√	
March 07 - Revenues Interim Processes Go live	√	
April 07 –Revenues remaining Processes – Design Complete	On target	
May 07 - Revenues remaining Processes – Build Complete	On target	
May 07 – Revenues remaining Processes - User acceptance testing complete	On target	
June 07 - Revenues remaining Processes - User Training complete	On target	
June 07 – Revenues remaining Processes - Go live	On target	
Programme Phase 1c - Benefits Service LogicaCMG led refresh and build of Benefits into YCC	Green	
April 07 - Benefits Process/Solution design commences	On target	
July 07 – Benefits build complete	On target	
August 07 – Benefits user acceptance testing complete	On target	
September 07 – Benefits user training complete	On target	
October 07 – Benefits Go live	On target	
July 07 - Life events processes introduced	Deferred	Not planned
(Programme Phase 1d – New corporate INTRANET	In Planning	Unknown

3   Risk Management Issues

Red Risks		Update on activities
a	Fail to reach agreement on changes to contract to reschedule phase 1c and remove benefits from the contract (to be done internally)	Negotiations taking place to resolve outstanding issues
b	Failure to agree and resource a further phase of the Programme to include additional services and take on face to face customer contact. This would create a significant risk for the delivery of the Organisational Effectiveness programme outcomes as this is the main delivery mechanism to improve customer services and forms a significant role in improving efficiency. The greatest risk would be that we were unable to create a single point of face to face contact in the new Town Hall and that the design of the new building would therefore be inappropriate for the organisation.	Mitigation includes: Creating benefits analysis and business case for future phase to be taken to Members in July

Audit & Risk Management Services

1 Achievements

a) Corporate Procurement Team (CPT) re-structured following report to EMAP in December 2006. The new team went 'live' as of 1 April 2006.

b) Established an agreed Corporate Contracts Management Portfolio to be managed and administered by the new CPT with effect from 1 April 2007;

c) Agreed revised arrangements for planning, budgeting and managing procurement savings to properly align financial management responsibilities for procurement savings with the appropriate contract clients across the organisation and integrate the whole process within the Council's corporate service planning and budgeting cycles and processes;

d) The development and implementation of 3 new significant framework agreements covering corporate goods and services supplied in respect of:

- Legal Services;

- Agency Staff;

- Property & Planning Advice & Consultancy services.

These agreements will help the organisation to achieve financial savings, promote compliance with corporate standards and legislation and enable in-house services to plan and mange provision better in the future.

e) development of a 5 year Strategic procurement programme for the Council to be managed and administered by the CPT with effect from the 1st April 2007;

f) established a Financial Investigations function further to the work of the main Fraud team within the Division and completed a successful anti-fraud awareness campaign in February 2007;

g) established a VFM programme of work for 2007/08 further to the annual Internal Audit Plan fro 2007/08 and thereafter;

h) 100% of insurance claims acknowledged and processed to target timescales;

i) 92.5% of the annual Internal Audit Plan achieved compared to a target of 90% and outturn performance in 2005/06 of 91.3%. This is a significant achievement and will stand the service in good stead in the forthcoming service review, to be conducted by the Audit Commission over the summer.

j) worked with HR to introduce a universal and standard registration scheme for declarations of staff interests introduced across Directorates with effect from 1 April 2007 and to revise the Council's Whistle-blowing policy;

k) led the achievement of approximately 90% of the Officer Governance group work programme for 2006/07 and 2007/08 programme agreed;

l) led the development of the Council's new Money Laundering arrangements.

m) drafted new Terms of Reference for the function of the Internal Audit Service in accordance with the CIPFA Code of Practice, adopted by the Audit & Governance Committee on 3 April 2007 and completed a full review and update of the Internal Audit Procedure Manual.

2   Risk Management Issues

Red Risks		Update on activities
a	Failure to be effective in discharging the Division's role in developing robust governance & compliance arrangements at CYC	Mitigation includes: leadership and management of the OGG work programme professional development and capacity of the teams within ARM planned and managed approach to the development of the Council's governance infrastructure (new Constitution, Financial Regulations, Audit & Governance Committee) new powers and sanctions for the S151 Officer, the Monitoring Officer and the Chief Internal Auditor
b	Failure to improve the UOR CPA score for KLOE 4 Internal Control	Mitigation includes: raising corporate awareness of the risks faced by CYC if UOR CPA score deteriorates and gaining CMT ownership of key actions to be taken before 31/3/07 management of corporate action plan for development and improvement and implementation of key deliverables before 31/3/07 review of assessment process by AC in 2006
c	Failure to plan and manage the work of the Division effectively	Mitigation includes: established and capable ARM Mgt Team and development of a 3 year Business Plan development of a performance management framework across the Division as part of a wider Directorate improvement initiative
d	Audit Plan not delivered to standard/insufficient coverage to hit 90% target for completion	Mitigation includes: introduction of new automated working papers and performance management routines staff training and technical update work effective staff supervision and file review integrated CYC client function for external and internal audit
e	Audit work fails to identify control weaknesses	Mitigation includes all of the above at d/ and the introduction of new reporting and escalation procedures including ultimate referral to Audit & Governance Committee for remedial action as necessary from 2006/07
f	Procurement team fail to achieve the corporate savings target	Unmanageable risk has led to change in Council arrangements, devolving savings within Directorates for 2007/08, exercised through the Council's annual service planning & budget management cycles. The CPT will continue to inform and report on savings across the piece.
g	Failure to establish corporate contracts management portfolio	Portfolio identified and all corporate contract clients established. CPT responsible for managing and reporting across the portfolio for corporate assurance purposes. New arrangements went live from 1 April 2007.

h	Failure to promote compliance with procurement regulations	Mitigation focuses on governance infrastructure work (as at a/ above) effective monitoring and reporting arrangements, new SCMS system, robust IAS annual and five plans, breaches and waivers work, IAS follow up programme, staff training across CYC, greater professionalism and capacity in ARM

Financial Services

1 Achievements

   a. Closure of accounts by the 30th June deadline, a month earlier than ever before with unqualified audit opinion being received on the 29th September.
   b. Compliance with new Whole of Government Accounts requirements.
   c. Continued growth in the uptake of salary sacrifice schemes.
   d. Successful defence against the potential capping of the 2006/07 budget.
   e. Development of in year proposals to maintain a balanced budget for 2006/07.
   f. Delivery of balanced budget proposals for 2007/08 to 2009/10.
   g. Maintaining a level of payroll payment accuracy of over 99.9%.
   h. Paid 93.29% of all council invoices within 30 days.
   i. Commenced formal EU procurement of a replacement financial ledger.
   j. Increased the recovery of Housing Benefit Overpayments by over 20%.

2 Risk Management Issues

a. The 2007/08 closedown process will be challenging in terms of the tight timescales placed on the council and significant statutory changes made to the format of the Statement of Accounts. To address these issues in a timely and accurate manner will be a significant challenge for the service.
b. The implementation of single status will have major resource implications both in terms of adjustments to the council's budgets and amendments to the payroll system.
c. The service remains very exposed in terms of its reliance on a small number of key staff. The departure or prolonged absence of such staff would have a significant short to medium term impact on the quality of services provided.

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