



Notice of meeting of

Executive Member For Corporate Services and Advisory Panel

To:	Councillors Healey (Chair of Advisory Panel), Jamieson-Ball (Executive Member), Moore, Pierce and Gunnell
Date:	Tuesday, 9 September 2008
Time:	5.30 pm
Venue:	The Guildhall, York

AGENDA

Notice to Members - Calling In:

Members are reminded that, should they wish to call in any item on this agenda, notice must be given to Democracy Support Group by:

10:00 am on Monday, 8 September 2008, if an item is called in *before* a decision is taken, *or*

4:00 pm on Thursday, 11 September 2008, if an item is called in *after* a decision has been taken.

Items called in will be considered by the Scrutiny Management Committee.

1. **Declarations of Interest**

At this point, Members are asked to declare any personal or prejudicial interests they may have in the business on this agenda.

2. Minutes (Pages 1 - 10)

To approve and sign the minutes of the meeting of the Executive Member for Corporate Services and Advisory Panel held on 10 June 2008.

3. Public Participation

At this point in the meeting members of the public who have registered their wish to speak regarding an item on the agenda or an issue within the Executive Member's remit can do so. The deadline for registering is Monday, 8 September 2008, at 5.00 pm.

4. Forward Plan Update (Pages 11 - 16)

To receive an update on the Resources Directorate items which are listed on the Forward Plan.

Executive Member to consider the advice of the Advisory Panel upon the following items of business and to make a decision on those items or to note the information as required:

ITEMS FOR DECISION

5. Resources First Performance and Finance Monitor (Pages 17 - 72)

This report provides an update on current in-year progress regarding the identified aims and key financial and performance indicators of the Council's Resources department, and seeks approval for certain adjustments to the Resources capital programme.

URGENT BUSINESS

6. Any Other Matters which the Chair decides are urgent under the Local Government Act 1972.

Democracy Officer:

Name: Fiona Young

Contact details:

- Telephone – (01904) 551024
- E-mail – fiona.young@york.gov.uk

For more information about any of the following please contact the Democracy Officer responsible for servicing this meeting:

- Registering to speak
- Business of the meeting
- Any special arrangements
- Copies of reports

Contact details are set out above.

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If you would, you will need to:

- register by contacting the Democracy Officer (whose name and contact details can be found on the agenda for the meeting) **no later than 5.00 pm** on the last working day before the meeting;
- ensure that what you want to say speak relates to an item of business on the agenda or an issue which the committee has power to consider (speak to the Democracy Officer for advice on this);
- find out about the rules for public speaking from the Democracy Officer.

A leaflet on public participation is available on the Council's website or from Democratic Services by telephoning York (01904) 551088

Further information about what's being discussed at this meeting

All the reports which Members will be considering are available for viewing online on the Council's website. Alternatively, copies of individual reports or the full agenda are available from Democratic Services. Contact the Democracy Officer whose name and contact details are given on the agenda for the meeting. **Please note a small charge may be made for full copies of the agenda requested to cover administration costs.**

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We will make every effort to make the meeting accessible to you. The meeting will usually be held in a wheelchair accessible venue with an induction hearing loop. We can provide the agenda or reports in large print, electronically (computer disk or by email), in Braille or on audio tape. Some formats will take longer than others so please give as much notice as possible (at least 48 hours for Braille or audio tape).

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The majority of councillors are not appointed to the Executive (38 out of 47). Any 3 non-Executive councillors can 'call-in' an item of business from a published Executive (or Executive Member Advisory Panel (EMAP)) agenda. The Executive will still discuss the 'called in' business on the published date and will set out its views for consideration by a specially convened Scrutiny Management Committee (SMC). That SMC meeting will then make its recommendations to the next scheduled Executive meeting in the following week, where a final decision on the 'called-in' business will be made.

Scrutiny Committees

The purpose of all scrutiny and ad-hoc scrutiny committees appointed by the Council is to:

- Monitor the performance and effectiveness of services;
- Review existing policies and assist in the development of new ones, as necessary; and
- Monitor best value continuous service improvement plans

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City of York Council

Committee Minutes

MEETING	EXECUTIVE MEMBER FOR CORPORATE SERVICES AND ADVISORY PANEL
DATE	10 JUNE 2008
PRESENT	COUNCILLORS HEALEY (CHAIR), JAMIESON-BALL (EXECUTIVE MEMBER), MOORE, PIERCE (VICE-CHAIR) AND GUNNELL

1. DECLARATIONS OF INTEREST

Members were invited to declare at this point in the meeting any personal or prejudicial interests they might have in the business on the agenda.

None were declared.

2. EXCLUSION OF PRESS AND PUBLIC

RESOLVED: That the press and public be excluded from the meeting during consideration of Annexes 1 - 3 to Agenda Item 6 (Review and Strategy for the Commercial Property Portfolio – Future Investment Strategy – Minute 6 refers) on the grounds that they contain information relating to the financial or business affairs of any particular person (including the authority holding that information). This information is classed as exempt under paragraph 3 of Schedule 12A to Section 100A of the Local Government Act 1972 (as revised by The Local Government (Access to Information) (Variation) Order 2006).

3. MINUTES

Under Minute 65, Cllr Moore highlighted to officers that he had managed to trace 3 of the NDR debtors, which bailiffs had asked members to write off, in five minutes from Company House and queried what procedures were in place to check the debtors before being passed to the bailiffs. It was reported that there were no procedures in place and that the bailiffs did the Company House checks. Officers agreed to look into these matters.

Under Minute 68, Cllr Pierce queried whether there had been any changes to the LHA rates. It was reported that there had been 2 small changes relating to a couple of the room rates, and that officers were still waiting for confirmation from the DWP about receiving the £100 000 bid.

RESOLVED: That the minutes of the last meeting held on 18 March 2008 be approved and signed as a correct record.

4. PUBLIC PARTICIPATION

It was reported that there had been no registrations to speak under the Council's Public Participation scheme.

5. FORWARD PLAN UPDATE

Members received an update on the Resources Directorate items which were listed on the Forward Plan.

It was agreed that a report on the Consultation Review on the IT Strategy be added to the forward plan for the meeting in October 2008 and a report on the Wider Property Review looking at alternative investment strategies, as detailed in Minute 6, be added to the forward plan for the meeting in July 2008.

RESOLVED: That the Forward Plan be updated and noted.

REASON: To inform the Executive Member.

6. REVIEW AND STRATEGY FOR THE COMMERCIAL PROPERTY PORTFOLIO – FUTURE INVESTMENT STRATEGY

Members considered a report which outlined the future investment strategy for the Commercial Property Portfolio, as requested by the Executive on 20 November 2007, and set out options for allocating the budget made available at Council on 21 February 2008 for reviewing this Portfolio.

The options available for Members were recommended as follows:-

A) To carry on with the position approved in autumn 2007 and adopt the categorisation of the properties in Exempt Annex 1 giving delegation to sell and reinvest to the Director of Resources, subject to consultation, with the exception of the properties contained in the second part of list B and those in lists C and D. The consultants budget approved at Council on 21 February could be partly utilised on a property by property basis for sales advice and acquisitions, condition surveys and other expenses.

B) To put the process in sub-paragraph A above on hold pending a wider review by suitably qualified firms of finance and property consultants, which would include alternative investment strategies, including those options listed in paragraph 6 above. The names of three organisations that could be approached for quotations to give this wider range of advice were listed in Exempt Annex 2. The selection of a consultant would be based both on the price and quality of their service.

It was highlighted that the wider property review had come about from a Conservative Group amendment at Budget Council in February 2008. Members agreed that there was a need to find out what the aims and objectives were behind the amendment before progressing with the wider review and therefore it should be deferred to the next EMAP meeting. The Chair agreed to meet with officers to discuss the Conservative Group amendment and the scope for the wider review. As Option A was not related to the wider property review, Members agreed that Option A should be approved to go ahead.

Advice of the Advisory Panel

That the Executive Member be advised

- (i) That the report be noted and Option A in paragraph 8 be approved¹;
- (ii) That Option B, the wider property review looking at alternative investment strategies be deferred until the July EMAP meeting for clarification on how the review should proceed.

Decision of the Executive Member

RESOLVED: That the advice of the Advisory Panel be accepted and endorsed.

REASON: So that the council's Commercial Property Portfolio may be modernised, made more efficient and may be aligned more closely to Corporate Objectives and service property needs for the future in response to the budget approved by Council.

Action Required

1. To implement Option A, namely adopt the categorisation of the properties in Exempt Annex 1 giving delegation to sell and reinvest to the Director of Resources, subject to consultation, with the exception of the properties contained in the second part of list B and those in lists C and D. SA

7. RESOURCES PERFORMANCE & FINANCE OUTTURN REPORT

Members received a report which combined performance and financial information for the Resources Directorate for 2007/08. The performance element covered key and Council Plan indicators and projects, and the financial aspect dealt with capital, revenue and Treasury Management variances.

The net expenditure for the Directorate was £4,554k compared to a budget of £6,090k, a total underspend of £1,536k. This was a variance of 2.3% compared to the gross budget of £67,646k. The overall underspend was

significant however there were a number of projects which had slipped and which would require budget to be carried forward into 2008/09 if they were to be successfully implemented. Paragraph 108 detailed carry forward requests of £660k which mainly relate to the FMS project and various IT&T projects.

Members were asked to choose to support all, some or none of the carry forward requests detailed in paragraph 108 of the report.

Members requested a break down on the job scales for the male/female split. Officers reported it was currently broken down into about 90 pay grades, but the information could be provided in groups such as lower grades, higher grades, principal grades and chief officer grades.¹

Members queried why the Council had failed to receive any LPSA reward and how much reward they could of received. Officers reported that recruitment to the Benefits Team and turnover had been issues, but there was now two permanent benefits advisors who do visits on request. It was further reported that the reward would have been £327.9k and the Council would get a percentage of the overall amount for the number of the 12 targets hit. Members requested that clarity on whether some of the LPSA reward could be received be provided by email.²

Advice of the Advisory Panel

That the Executive Member be advised:

- (i) That the financial and service performance reported be noted;
- (ii) That the year end financial situation be noted;
- (iii) That the improvement in performance achievements be noted;
- (iv) That officers across the directorate be thanked for their hard work;
- (v) That the carry forward requests be approved to go forward to the Executive.³

Decision of the Executive Member

RESOLVED: That the advice of the Advisory Panel be accepted and endorsed.

REASON: In accordance with budgetary and performance monitoring procedures.

Action Required

- 1. To provide information on the pay scales for male/female split in groups such as lower grades, higher grades, principal grades and chief officer grades. SA SA SA
- 2. To email Members to provide clarity on whether some of the LPSA reward could be received.
- 3. To refer the carry forward requests to the Executive.

8. **AUDIT AND FRAUD SHARED SERVICE – PROGRESS REPORT**

Members received a report which advised of the progress which had been made to date in developing the audit and fraud shared service initiative with North Yorkshire County Council (NYCC), and to recommend a few working adjustments to the proposed scope of the shared service project (as previously set out in the original Outline Business Case).

Members had two options to consider at this stage in the project process. The first was to agree the minor changes to the Outline Business Case as set out in paragraphs 9-10. The second option was to leave the scope of the project unchanged. The first option was recommended.

Advice of the Advisory Panel

That the Executive Member be advised:

- (i) That the progress which had been made in developing the audit and fraud shared service to date, and the work required to develop the full Business Case/Project Implementation Plan (prior to final Member approval) be noted and welcomed;
- (ii) That the minor changes to the scope of the shared service project (as set out in paragraphs 9-10) be approved.¹

Decision of the Executive Member

RESOLVED: That the advice of the Advisory Panel be accepted and endorsed.

REASONS: To enable Members to consider the progress made to date and the next steps in the development of the shared service. To enable Members to agree the scope of the services to be included in the project.

Action Required

1. To implement the minor changes to the scope of the shared service project (as set out in paragraphs 9-10).

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9. **INSURANCE SERVICES OUTTURN REPORT 2007/08**

Members considered a report which informed of the progress made by the Insurance service during 2007/08.

Members were asked to consider the uninsured risk exposures contained at Paragraph 10 and whether insurance cover should be procured. The report advised that with the increasing number of domestic terrorism incidents and the move to Hungate providing a higher profile target Members, as part of this report, might again wish to consider whether they

wished to procure this type of cover. The risk remained low at this time and any decision could be again reviewed prior to the move to Hungate.

Members highlighted that there had been theft from other council properties besides schools, including from the Mansion House. Officers reported that unless these thefts had been reported to them they would not be aware of them happening and it was difficult to obtain this information.

Advice of the Advisory Panel

That the Executive Member be advised:

- (i) That the contents of this report be noted;
- (ii) That insurance cover should not be procured in respect of the uninsured risks set out at paragraph 10 of this report, but the Theft from Property Cover be reviewed in a year's time and the Terrorism Cover be reviewed after the move to Hungate.

Decision of the Executive Member

RESOLVED: That the advice of the Advisory Panel be accepted and endorsed.

REASONS: To advise Members of the progress made by the insurance team in delivering an effective and efficient insurance service to the Council. To allow Members to take an informed decision on whether to extend the Council's insurance portfolio to risks that were currently uninsured.

10. TREASURY MANAGEMENT ANNUAL REPORT & REVIEW OF PRUDENTIAL INDICATORS

Members considered a report which updated the Executive Member on Treasury Management performance for 2007/08 compared against the budget taken to Council on 21 February 2007.

The report summarised the economic environment over the 2007/08 financial year and reviewed treasury management performance in the following areas:

- Borrowing,
- Investments,
- The Venture Fund,
- Treasury Management Outturn and
- The Prudential Indicators.

Members queried as to why there was such a large underspend. Officers reported that there would be an underspend in Resources of £3.8m and

this was due to a large number of carry forwards where funding had been committed to projects not yet completed.

Advice of the Advisory Panel

That the Executive Member be advised:

- (i) That the 2007/08 performance of the Treasury Management activity, movements on the Venture Fund and the Treasury Management Outturn be noted;
- (ii) That the movements in the Prudential Indicators be noted;
- (iii) That officers be congratulated for the achievements made in Treasury Management;
- (iv) That the proposed policy on the Minimum Revenue Provision as set out at Annex E and Paragraphs 29 to 32 be adopted.¹

Decision of the Executive Member

RESOLVED: That the advice of the Advisory Panel be accepted and endorsed.

REASON: In order to comply with the CIPFA Treasury Management in Public Services Code of Practice and the CIPFA Prudential Code.

Action Required

- 1. To adopt the policy on the Minimum Revenue Provision SA as set out at Annex E and Paragraphs 29 to 32

11. INFORMATION MANAGEMENT ANNUAL REPORT 2007/08

Members considered an outturn report which advised of activity in the area of Information Management during 2007/08. It dealt with the work of the Information Management Officer (IMO). It was for information and no decision was required, but members had previously requested further information about this developing area of the Council's work.

Advice of the Advisory Panel

That the Executive Member be advised:

- (i) That the report be noted.

Decision of the Executive Member

RESOLVED: That the advice of the Advisory Panel be accepted and endorsed.

REASON: To demonstrate continuing recognition of records and information management as a corporate function in accordance with the Records Management Code of Practice.

12. CORPORATE PROCUREMENT TEAM OUTTURN REPORT 2007/08

Members considered a report which informed of the work and progress of the Corporate Procurement Team during 2007/08.

The medium term action plan was a 3 year action plan that comprised 63 core actions scheduled up to 2010 and designed to achieve the step change improvements as set out in the above continuums. Appendix A of this report set out progress to date in each area. In summary, 12 tasks had now been completed and a further 21 were in progress. Of the remaining 30, most related to the delivery of new technology (FMS (Financial Management System) & SCMS (Supplier and Contract Management System)) and were not yet scheduled for completion.

Members requested that in future reports, Annex B was produced in a larger font and the different priorities were shown in colour or in a separate column.

Advice of the Advisory Panel

That the Executive Member be advised:

- (ii) That the contents of this report and the progress made by the Corporate Procurement Team to date be noted.

Decision of the Executive Member

RESOLVED: That the advice of the Advisory Panel be accepted and endorsed.

REASON: To advise Members of the progress made to date in delivering an effective and efficient procurement service to the Council.

13. CHAIR'S REMARKS

Through the Chair, Members formally thanked Simon Wiles for all his hard work during his tenure with the Council.

Cllr Healey, Chair

Cllr Jamieson-Ball, Executive Member

[The meeting started at 5.05 pm and finished at 8.10 pm].

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CITY OF YORK COUNCIL - RESOURCES FORWARD PLAN

	TITLE OF REPORT	RESPONSIBLE DIVISION/ REPORT AUTHOR	FOR DECISION/ INFORMATION	FIRST DEADLINE FOR REPORTS TO DIRECTOR & CHAIR OR EARLIEST DISTRIBUTION DATE	RMT/QCG/CMT DATE	EMAP	EBS	EXEC	COMMENTS/ GENERATED BY
1	Risk Management Quarterly Monitoring Report	Audit & Risk Management David Walker	To provide CMT with progress on managing the agreed key corporate risks	07/09/08	CMT 17/09/2008				Business Cycle
2	Customer Strategy	Easy@York Jane Collingwood	To consult members on the revised Customer Strategy and advise them of the proposed timeline for consultation with customers and final approval. The strategy will set the framework for the physical, organisational and business process design for identifying and responding to customers needs and delivering high quality customer-focussed service across all Council services in the new Customer Centre at Hungate	30/06/08	CMT 09/07/2008	EMAP 29/10/2008	EBS 16/09/2008	EXEC 23/09/2008	Report at the Request of Author Deferred from Corporate Services EMAP of 22/07/ & 09/09/2008 . Will be brought to EMAP on 21/10/2008 for consultation with EMAP members being represented to the Executive in December
3	Medium Term Financial Forecast & Strategy	Finance Steve Morton	To highlight the Council's financial position over the next three years and propose a strategy to deliver a balanced budget each year and maintain and improve the council's financial management and value for money.	30/06/08	CMT 09/07/2008		EBS 16/09/2008	EXEC 23/09/2008	Business Cycle

CITY OF YORK COUNCIL - RESOURCES FORWARD PLAN

	TITLE OF REPORT	RESPONSIBLE DIVISION/ REPORT AUTHOR	FOR DECISION/ INFORMATION	FIRST DEADLINE FOR REPORTS TO DIRECTOR & CHAIR OR EARLIEST DISTRIBUTION DATE	RMT/QCG/CMT DATE	EMAP	EBS	EXEC	COMMENTS/ GENERATED BY
4	First Corporate Finance & Performance Monitor	Finance/Janet Lornie PIT/Peter Lowe	Provision of the latest forecast of the council's financial and performance position. Actions may be required to agree proposed amendments to plans, mitigation for identified issues and financial adjustments (such as allocations from contingency and virements) which are reserved to the Executive.	14/09/08	CMT 24/09/2008		EBS 30/09/2008	EXEC 07/10/2008	Business Cycle
5	First Capital Monitor	Finance Ross Brown	Provision of the latest forecast of the council's financial and performance position. Actions may be required to agree proposed amendments to the capital programme and financial adjustments which are reserved to the Executive.	14/09/08	CMT 24/09/2008		EBS 30/09/2008	EXEC 07/10/2008	Business Cycle

CITY OF YORK COUNCIL - RESOURCES FORWARD PLAN

	TITLE OF REPORT	RESPONSIBLE DIVISION/ REPORT AUTHOR	FOR DECISION/ INFORMATION	FIRST DEADLINE FOR REPORTS TO DIRECTOR & CHAIR OR EARLIEST DISTRIBUTION DATE	RMT/QCG/CMT DATE	EMAP	EBS	EXEC	COMMENTS/ GENERATED BY
6	Edmund Wilson Pool Thanet Road	Property John Urwin	Members are asked to select a preferred developer to purchase the Edmund Wilson Pool site, for a food store development, following market testing campaign. Any sale of the site will be subject to the developer obtaining a satisfactory planning permission for its development and the closure of the pool. The Edmund Wilson Pool is due to close in October 2009 when a new pool opens at York High School.	27/09/08	QCG 07/10/2008		EBS 14/10/2008	EXEC 21/10/2008	Report at the Request of the Author
7	Efficiency Outturn Report	Finance Steve Morton	To update Members on the performance of the Council towards achieving its efficiency targets.	12/10/08		EMAP 29/10/2008			Business Cycle
8	Customer Strategy	Easy@York Jane Collingwood	To consult members on the revised Customer Strategy and advise them of the proposed timeline for consultation with customers and final approval. The strategy will set the framework for the physical, organisational and business process design for identifying and responding to customers needs and delivering high quality customer-focussed service across all Council services in the new Customer Centre at Hungate	12/10/08		EMAP 29/10/2008			Report at the Request of the Author Deferred from Corporate Services EMAP of 22/07/2008 & 09/09/2008 . To be brought to EMAP on 21/10/2008 for consultation with EMAP members before being re-presented to the Executive in December

CITY OF YORK COUNCIL - RESOURCES FORWARD PLAN

	TITLE OF REPORT	RESPONSIBLE DIVISION/ REPORT AUTHOR	FOR DECISION/ INFORMATION	FIRST DEADLINE FOR REPORTS TO DIRECTOR & CHAIR OR EARLIEST DISTRIBUTION DATE	RMT/QCG/CMT DATE	EMAP	EBS	EXEC	COMMENTS/ GENERATED BY
9	Strategic Risk Register, Annual Risk Management Report and Update on Risk Management Strategy	A&RM David Walker	To inform Members of identified strategic risks and actions taken to mitigate them. It is a regulatory requirement to report these to Members	23/08/08	CMT 08/10/2008		EBS 14/09/2008	EXEC 21/10/2008	Business Cycle
10	IT Strategy 2007-2012	IT&T Roy Grant	Members are asked to agree the strategic objectives for use of technology in the Council over the next 5 years which will drive our investment in IT	02/11/08	CMT 12/11/2008		EBS 25/11/2008	EXEC 02/12/2008	Requested by Report AL... Deferred from 23/10/07, 15/01/2008, 26/02/2008, 24/04/2008, 17/06/2008, 23/09/2008 & 21/10/2008 because of Acting Up Arrangements/Pressure of Work and to accommodate/include the outcomes of a recent external review of ITT Services into the Strategy.
11	Risk Management Quarterly Monitoring Report	Audit & Risk Management David Walker	To provide CMT with progress on managing the agreed key corporate risks	30/11/08	CMT 10/12/2008				Business Cycle

CITY OF YORK COUNCIL - RESOURCES FORWARD PLAN

	TITLE OF REPORT	RESPONSIBLE DIVISION/ REPORT AUTHOR	FOR DECISION/ INFORMATION	FIRST DEADLINE FOR REPORTS TO DIRECTOR & CHAIR OR EARLIEST DISTRIBUTION DATE	RMT/QCG/CMT DATE	EMAP	EBS	EXEC	COMMENTS/ GENERATED BY
12	Second Resources Finance and Performance Monitor	Sian Hansom/ Barbara Boyce	To provide Members with a further update on current in-year progress relating to identified aims and key financial & performance indicators	23/11/08		Corporate EMAP 09/12/2008			Business Cycle
13	Procurement Mid Term Monitoring Report	Audit & Risk Management Quarterly Monitoring Report David Walker	To update Members on progress against the Procurement Strategy Action Plan and the Corporate Procurement Team Development & Work Programme 2008/09	23/11/08		Corporate EMAP 09/12/2008			Business Cycle
14	Treasury Management Monitoring Report	Finance Ross Brown	To update Members on the performance of the treasury management function for the 1st seven months of the year and provide a projected outturn to 31st March 2009.	23/11/08		Corporate EMAP 09/12/2008			Business Cycle

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Executive Member for Corporate Services 9 September 2008 and Advisory Panel

Report of the Director of Resources

RESOURCES DIRECTORATE MONITOR 1 PERFORMANCE AND FINANCE MONITOR 1 - 2008/09

Summary

1. This report combines performance and financial information for the Directorate of Resources for Monitor 1, 2008/09. The performance element covers key and Council Plan indicators and projects, and the financial aspect deals with capital and revenue variances.

Background

2. This is the first monitoring report for 2008/09 combining financial and service performance to be brought to Corporate Services EMAP. The statutory requirement to report Best Value Performance Indicators (BVPIs) has now been removed with the introduction of new National Performance Indicators. This report contains mostly the same measures as used in the past, with notes to indicate which ones are no longer PIs. In some cases new measures have been introduced which provide more useful information for the Directorate. Where appropriate the new National Performance Indicators have been reported on with the information available to date.

Financial Overview

3. The table below summarises the financial position for the Resources Directorate by service plan area. This shows that the directorate is forecasting a net underspend of £113k compared to a budget of £6,483k. This is a forecast variance of 0.2% compared to the gross budget of £70,510k.

Note: '+' indicates an increase in expenditure or shortfall in income

'-' indicates a reduction in expenditure or increase in income

	Expenditure Budget £000	Income Budget £000	Net Budget £000	Provisional Outturn £000	Variance £000	%
Director	450	23	427	402	-25	-5.6
Public Services	44,214	41,772	2,442	2,472	30	0.1
Financial Services	2,605	2,440	165	190	26	1.0
Audit & Risk Mgt	3,923	3,695	228	165	-63	-1.6
IT&T	6,116	5,891	225	-35	-260	-4.3
EASY Project	2,936	1,489	1,447	1,438	-9	-0.3
Property Services	10,266	8,717	1,549	1,737	188	1.8
Total	70,510	64,027	6,483	6,369	-113	-0.2

4. The forecast financial position at this stage is relatively satisfactory there are a number of issues that need to be drawn to Members attention. The forecast underspend is due primarily to savings identified within Information Technology and Telecommunications (IT&T) service plan area partly due to efficiency improvements but also due to funded projects being cancelled. The forecast overspend in Property Services is a concern however in previous years increased workload in the second half of the year have led to the outturn being closer to budget. Details of all major variances are shown in Annex 2 of the report however the headline variances are shown below:

- a) Director – The projected underspend of £25k represents the temporary vacancy of the Directors post.
- b) Public Services – An overspend of £30k is forecast. This takes into account additional costs incurred due to the embargo on staff changes and delays in Job Evaluation, while implementing the benefits restructure. A provision for the corporate saving target of £85k is also included in this service. The additional costs are being offset by a improvement in benefits overpayments where work has been focussed on reducing fraudulent claims.
- c) Financial Services – The overspend of £26k primarily reflects the additional costs associated with the interim arrangements for covering the Head of Finance position.
- d) Audit and Risk Management – The service shows an anticipated underspend of £63k, which reflects several minor variances
- e) IT&T – This forecast underspend of £260k is made up of a number of factors including project slippage of £57k, a cancelled project, and a £100k saving as a result of work being completed in-house.
- f) Easy & York Project is projecting a small underspend of £9k, which reflects the position for both phases of the Easy Programme.
- g) Property – There is a projected overspend of £188k. This is due to forecast a shortfall of £66k within the Strategic Business and Design section as well as shortfall of income within the Commercial Property portfolio £51k and administration accommodation portfolio £86k.

Analysis

5. The analysis of performance and achievement for Monitor 1 2008/9 is broken down to cover the five elements of Resources and includes performance headlines, headline detail and relevant financial information.
6. The data covers the first quarter of the year, from 1 April to 30 June 2008, unless otherwise stipulated.

Customer First and Corporate indicators

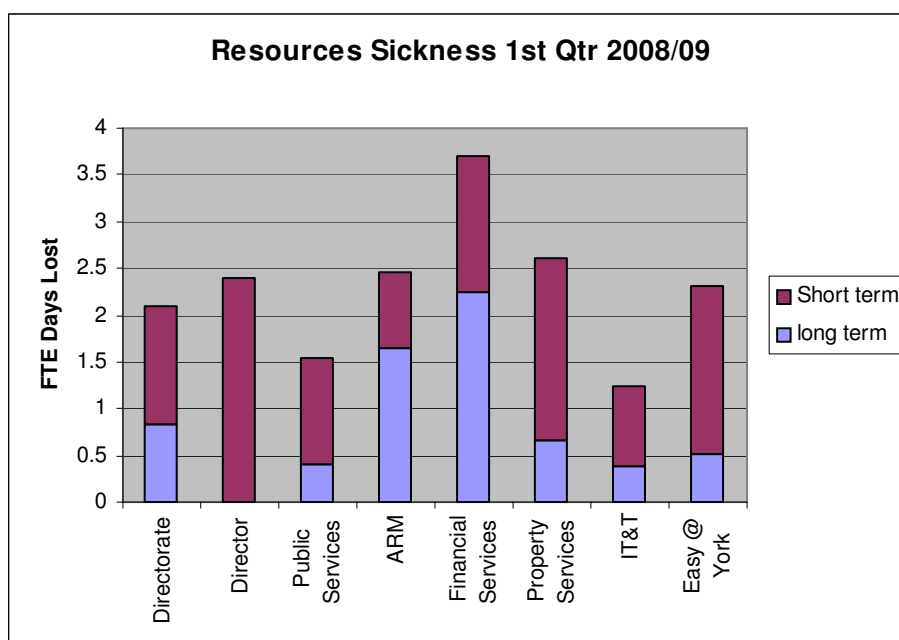
Staffing indicators

Staff sickness

7. The Directorate as a whole has lost 2.1 FTE days through sickness in the first quarter of 2008/9. Of this 0.84 FTE days were due to long-term sickness
8. The breakdown for each division is:

	Overall Sickness	Long-term Sickness
Director	2.4	0
Public Services	1.54	0.4
ARM	2.45	1.65
Financial Services	3.69	2.24
Property Services	2.61	0.66
IT&T	1.25	0.39
Easy@York	2.32	0.51

9. The graph showing the number of FTE equivalent days lost to sickness, including long term sickness, is shown below:



10. The number of days lost through stress related illnesses is 164.41 FTE days. This equates to 0.95% days lost or 0.50 days per FTE.
11. Sickness has increased by 0.09 FTE days in 2008 compared to the same time last year. Long term sickness has increased from 0.81 FTE to 0.84 FTE. Because of re-organisation within the Directorate some Divisions have shown an increase in sickness levels compared to the previous year, but overall sickness levels have remained static.

Equalities

12. As of 30 June 2008 the establishment based on the number of people employed was:

Male/Female Split

	No.	%
Full time male	155	42.47
Full time female	144	39.45
Part time male	5	1.37
Part time female	61	16.71
Total	365	

Ethnicity

13. The table below shows the number of staff and a breakdown of ethnicity within the directorate.

	Total	Male		Female	
No of Staff	365	160		205	
White British	354	152	95.0%	202	98.5%
Other Ethnic Groups	11	8	5.0%	3	1.5%

Disabled Staff

14. 10 members of staff are recorded as having a disability, which is 2.74% of the total directorate.

Staff Survey

15. The last staff survey was carried out in 2006 and the results have been reported in previous monitors. The next survey will be undertaken in October 2008 and results will be available after December.

Customer First

Telephone calls

16. Figures for telephone calls for the first quarter are shown in the table below. This indicator is referenced as CG2 and the corporate target is to respond to 95% of calls within 20 seconds.

Division	Total calls answered	Answered within 0–20 seconds	% answered within 0-20 seconds
Audit & Risk Management	2,023	1,998	99.07%
Directors Office	215	213	98.76%
Property Services	6,984	6,781	97.05%
ITT	5,787	5,740	99.17%
Finance	8,108	7,911	97.77%
Public Services (inc YCC)	129,213	122,592	94.87%
Resources Total	152,330	145,235	95.34%

This represents a continued improvement in performance overall for the directorate and reflects the very significant improvements made in the York Customer Contact Centre (YCC) during 2007/8 that have been maintained and improved upon during the first quarter of 2008/9

Council Tax calls are now part of YCC and this has resulted in an increase in the volume of calls being answered by 26% when compared to previous quarters.

There are clear disparities between the numbers of calls received across divisions, purely because of the different type of service offered, some of which are not customer facing.

Stage 2 and 3 complaints, visitors seen and letters answered:

17. Resources received no Stage 2 or Stage 3 complaints during quarter 1 (ref CM10).
18. The Directorate had 11,631 visitors during quarter 1 (ref CG4), 11,336 of whom were seen on time, that is within 10 minutes. This represents 97.46% of people seen on time against a target of 95% and is an extremely high level of customer service, taking into account the volume of customers.
19. Of these visitors, 234 needed to see another member of staff (ref CG5), and all of these were dealt with within 10 minutes. The Directorate received a total of 2,210 letters in quarter one of the year, of which 2,180 were responded to within deadline (ref CG3). This means 98.64% of all letters were answered on

time, and also well within the corporate target of 95%. This is an improvement on the figure for the first quarter 2007/8, which was 95.53%

20. All these results show high or above target performance, and reflect the high level of customer service offered by the Directorate

Public Services

Performance headlines

21. The Revenues, Benefits and York Customer Centre (YCC) services continue to perform well with a number of improvements already apparent in the first few months of the year.
22. The processing times for benefits claims continues to improve and the service is achieving a standard well above the national average. In Council Tax, collection rates are on track despite a further increase in the performance target to 97.8%. On the YCC we are answering more telephone calls, more quickly whilst maintaining call quality. All this has been achieved during a period of internal change with a full restructure of the benefits service in progress and revised team structures and reporting lines being implemented for the Council Tax back office and YCC
23. Claims for housing and council tax benefit now take on average 16 days to process as compared to 19 days last year. There is a new national measure which has changed the way we compile and report on our performance which is explained in more detail below.
24. There are a number of major changes underway or planned for the benefits service. As part of the work undertaken with the easy@york programme a full team re-structure has been agreed and appointments to the new posts are in progress. The new structure will help us to achieve a number of objectives:
 - Better end to end control of the processing system with increased ownership of a claim by a member of staff
 - An improved customer experience with more face-to-face interviews, quicker handling of proofs and consequently better turnaround times
 - Implementation of new technology including e-benefits claim input module and integration with the existing CRM technology
 - Better resourced teams with well-trained staff working to a new rota system that enables them to handle customer queries and undertake processing work

The Services

25. The YCC experienced a challenging time last year as a result of the implementation of front office Council Tax processes in March 2008. This process has now stabilised with strong results emerging for the first quarter of 2008-2009.

26. During quarter 1 the YCC handled 93,626 calls across all services. Of those calls 94% were answered within 20 seconds. Over the quarter, the rate of abandoned calls was just 1%, the call centre industry norm is 5%. A total of 21,924 service requests were logged.
27. The period after the Council Tax annual billing round is traditionally one of the busiest times for the service. Comparison of our call handling statistics for the period April to June 2007 to those for April to June 2008 shows a number of improvements:
- Calls offered reduced by 9.5% or 1,969 calls fewer
 - The rate of abandoned calls from 23.3% to just 1.8%
 - The percentage of calls answered in 20 seconds increased from 42.7% to 89%
 - The speed of answering reduced from 98 to 12 seconds
 - Finally, call handling time increased by 14%, from 4 minutes 28 seconds to 4 minutes 41 seconds demonstrating that whilst call answering statistics continue to improve more time is spent with the customer.
28. For council tax, both the collection of in-year tax (38.83%) and old year debt are ahead of the same position last year and look set to achieve the annual targets. As yet we have seen no discernible impact on collection as a result of the “credit crunch”. In July a Magistrates Court session had to be adjourned to a date in August as it fell on a day of industrial action by UNISON. Whilst this does not appear to have adversely affected income collection it will cause a peak in workloads for our Recovery team as two court dates will now fall in quick succession.
29. From late August the remaining staff in the Council Tax billing team will transfer to the YCC. To facilitate this and ensure a smooth integration both teams have undertaken job shadowing, cross-team working and further training. The Council Tax recovery team along with the Business Rates and Cashiering functions are not included in this transfer and are part of a wider round of restructures following the change of Assistant Director responsibilities within the directorate.
30. Business Rates in-year collection, at 40.61% to the end of July, is slightly behind the stage target that we have set. A fuller explanation of this is given in the next section.

Performance indicators

Benefits

31. From April 2009 the set of ten BVPIs for the benefits service have been replaced by two National Indicators. These are:

32. **NI180** - Number of Changes of Circumstances which affect customers' Housing Benefit (HB) and/or Council Tax Benefit (CTB) entitlement within the year (expressed as per thousand of the total benefits caseload). Known as the *Right Benefit* indicator.
33. **NI181** - Time taken to process HB and CTB New Claims and Change Events. Known as the *Right Time* indicator.
34. The Right Benefit indicator is intended to measure the amount of 'incorrectness present in each local authority's caseload'. Effectively it is counting up the number of changes in entitlement (both up and down) that we process. This is driven by the number of changes that our customers report to us and so, in part, is influenced by ease of reporting and by the methods we employ to encourage timely reporting.
35. To calculate this measure it is now necessary for the Council to submit a full monthly data file (known as the Single HB Extract or SHBE) of all our claim records to the Department of Work and Pensions (DWP). The DWP process the file and publish the results of this, and other, measures. Although intended to commence in April the DWP have been unable to process any files from any local authority due to a number of software problems. The submission of data files was due to re-start from July 2008.
36. In the meantime the Business Management team of the Benefits service have been running reports to ascertain our current position on a number of measures pending the DWP resolving their problems. We have been unable to exactly replicate the analysis that the DWP will perform for the Right Benefit measure so we are unable to report it here.
37. The Right Time indicator is similar to old BVPI measures for the processing of new claims (BVPI 78a) and processing of changes in circumstances (BVPI 78b). Whilst the new claims part of NI181 remains the same there are some differences as to what constitutes a change event. For example, previously we could only count written notifications but this is extended to telephone calls. In addition we must also count changes identified as part of data matching exercises, following an intervention and as part of a fraud investigation.
38. As with the Right Benefit measure we have not provided the DWP with any information, nor have they been able to publish any performance data. Through a combination of processes we have been able to replicate this measure internally and establish the average days figure for the first few months of 2008-2009.

MONTH	PERFORMANCE
April 2008	17 days
May 2008	17 days
June 2008	14 days
July 2008	17 days
Average for year to date	16 days

NI 181 Time taken to process HB/CTB New Claims and Changes

39. Already we are seeing a significant improvement on the performance for last year. In 2007-2008 we took on average 29 days to handle new claims and 12 days for changes. Combining all the calculation data for news and changes would have given an equivalent of 19 days, though an exact comparison is misleading due to the change in the definition.
40. The suite of BVPIs that reported on the recovery of Housing Benefit Overpayments have also been dropped and there is no equivalent National Indicator. The Benefits service continues to monitor progress as our success in this area, in both keeping the creation of overpayments to a minimum and recovering those that are created, has an impact on our annual subsidy grant and the income collection levels for the authority. We submit this data to the DWP quarterly as part of a new (manual) process called the Housing Benefit Recoveries and Fraud (HBRF) return.
41. The percentage of HB Overpayments recovered against those identified in year, formerly BVPI79(b)(i), is 67.7% to the end of June. The underlying data suggests that recovery levels have improved on last year, when we achieved 60.85% but overall collection is also influenced by the level of new overpayments created during the year which can vary significantly by £20k - £30k each month.
42. BVPI79(b)(ii) measured recovery of both overpayments created in year and those brought forward from previous years. At the end of June we had achieved a recovery rate of 8.3% which is better than the June 2007 position of 7.2% and puts us on track to meet the target.

Council Tax and Business Rates

43. The collection of Council Tax (formerly BVPI 9) and Business Rates (formerly BVPI 10) will continue to be monitored as before due to the direct impact on the Collection Fund (Council Tax only) and the ongoing requirement to submit data to the Department of Communities and Local Government.
44. In addition to in-year collection we also monitor the reduction of arrears for prior years. The performance for the year-to-date is as follows:

Collection Rates	July 2008	Stage Target	Last Year
Council Tax – In Year collection	38.83%	38.78%	38.70%
Council Tax – Prior year collection	11.51%	14.00%	7.94%
Business Rates – In Year collection	40.61%	41.03%	40.48%
Business Rates – Prior Year collection	26.03%	N/A	-31.87 *

*Negative due to the impact retrospective revaluation changes and shifting cash allocation

45. Council tax collection is currently on target. The debt position will vary slightly over the summer and into the autumn as we review, and where necessary cancel, entitlement to discounts and exemptions.
46. The collection of Business Rates is behind the expected position because (a) a software issue meant that we did not commence recovery proceedings (issuing instalment reminders) as early as we have intended – this resumed in June - and (b) we may be seeing the first effects of the change in legislation on empty property relief. The law now requires us to bill properties that would previously have been subject to a 100% exemption.

Projects

Work In progress		Update on activities
a	Benefit improvement work as part of <u>easy@york</u> programme	Assessment of Change process underway to appoint new managers, team leaders etc into new structure. Work on reviewing full on-line procedures manual for Benefits Assessors
		Testing of new software solutions underway: <ul style="list-style-type: none"> • E-benefits for new claims • Logging of calls on CRM • Integration with existing back office software Monitoring and upload of performance data under review pending problems with DWP
b	Legislative Changes	Planning for introduction of Employment and Support Allowance from October 2008. Staff training required, forms re-designed and software changes to test.
c	Benefits - Equalities Issues	Equalities Impact Assessments will be completed when the new “Easy” processes are in place.

d	Council Tax improvement work	<p>Move back office function into YCC. Re-assign some system and financial reconciliation work to Business Management Team (subject to resources).</p> <p>Ongoing work to identify efficiencies</p> <p>Decision on management of recovery team needed</p> <p>Further e-forms required to cater for self-reporting of changes</p> <p>Reviewing Student communication channels to improve the use of self serve to speed up the receipt of this data throughout the year and remove peaks & troughs</p>
e	Improving service quality within the YCC	<p>Completion of Equality Impact Assessment of YCC policies and procedures</p> <p>Plans to extend opening hours and pilot Mon-Sat opening for 3 months.</p> <p>Looking at Mystery Shopper in conjunction with North Yorkshire partners</p> <p>Working towards central government Standard accreditation</p> <p>Develop CRM training for Benefits staff</p> <p>Capture data for National Indicator NI14 "Avoidable Contact" from October</p> <p>Customer satisfaction surveys to develop to include Neighbourhood Services</p>
f	Team structure and staff training improvements within YCC	<p>Relocation of council tax back office staff to YCC scheduled for August</p> <p>All relocated staff to attend Customer Care training programme</p> <p>Ongoing multi-skilling to cover Council Tax service to eradicate peaks and troughs of calls and admin workloads</p> <p>YCC restructure to support growth and needs of the Council</p> <p>Sign up NVQ staff training for new starters</p>

Financial information

47. The current outturn projection for Public Services is a net overspend of £30k. There are significant additional costs of £254k being incurred due to delay in implementation of the restructure because of the Job Evaluation embargo on staff changes. This has resulted in extended use of agency staff. Meanwhile as part of the easy@york implementation, significant staff training and minor

accommodation changes are being put into place, which is incurring costs of £99k. These have been offset against a carry forward from 2007/8 and some staff savings from implementing the Local Housing Allowance.

48. Focussed work on benefits. Eligible overpayments is bringing cost reductions, in addition to the 100% subsidy being maintained on Local Authority Error overpayments, with an overall projected underspend in this area of £206k
49. The York contact Centre has a projected overspend of £89k. A savings target for this year of £50k has not yet been implemented in order to maintain service levels whilst new services are being incorporated into the service (Revenues and Benefits transferring in). Measures are being implemented to improve this position for the future. There is an under-recovery of income from Planning and Building Control and negotiations are ongoing to assess the volume of service being provided.
50. Within the projected overspend for Public Services of £30k, a provision of £85k has been made as a contribution towards the corporate restructure savings target of £200k.

Property Services

Performance Headlines

51. Significant progress has been made on the 'Oaklands' project. The project has two components, the provision of the new York High School and a replacement for the Edmund Wilson swimming pool and associated leisure facilities. The York High School is progressing well and incorporates a stunning atrium that will be a major selling point for the school. It is due for completion in November 2008. The swimming pool contract has now commenced with a completion date of October 2009.
52. A planning application has been made for the refurbishment and development of the St. Clements Hall community project. The council have received a grant of c £1m to support this project. The completed scheme will be transferred to a community management organisation.
53. The first Area Asset Management Plan has been completed and approved by the Executive and will form the basis for further area asset management plans for the city.
54. Planning permission for the new Council HQ was sought in May, but has subsequently been withdrawn following a letter of objection from English Heritage. A review of the project is ongoing.

Performance indicators

55. Property performance indicators are reported annually at the year-end.

Issues

56. Property Services is having difficulties with retention and recruitment of professional and technical staff. The department currently has 11 vacancies out of an establishment of 58.5. In order that the service is maintained the vacancies are being covered through the use of consultants, framework contracts and agency staff. The cost of this cover is greater than establishment costs and is therefore placing financial pressure upon the trading accounts that operate within Property Services.
57. The current economic climate is bound to place pressure upon small businesses. Property Services are monitoring the position of those businesses currently occupying properties within the commercial portfolio.

Financial information

58. There is a projected overspend of £188k. This is due to:
- a) a forecast shortfall of £66k within the Strategic Business and Design section. This is as a result of projected fee income being lower than budgeted costs, past experience suggests that this variance will be reduced by the end of the year as more projects are let by our clients.
 - b) a shortfall of income within the Commercial Property portfolio £51k. Mainly due to low rental income from Parkside as the premises is wound down prior to redevelopment and the need to invest in certain maintenance failures on commercial properties.
 - c) administration accommodation portfolio £86k. Mainly around certain transition costs and maintenance responsibilities prior to and during the process of releasing buildings as part of the Council HQ project.

IT&T

Performance Headlines

59. The department continues to provide a secure, robust, scalable and highly available ITT infrastructure including corporate and departmental systems. It is achieving the majority of its challenging, revised and agreed service level targets for 2008/09.
60. The department has received 9,337 requests for service during this period of 2008/09 and is currently achieving a successful 1st time resolution rate of 98.91%. This compares to the 98.09% achieved during the same period for 07/08 and demonstrates consistently high levels of service provision to the departments customer base.
61. The department has received 9,337 requests for service during this period of 2008/09 and is currently achieving a successful 1st time resolution rate of 98.91%. This compares to the 98.09% achieved during the same period for 07/08 and demonstrates consistently high levels of service provision to the departments customer base.

62. Despite some specific project resource limitations, work has continued on the major business projects outside the Easy programme including:

- Phase 1 of the replacement Social Care system has been completed and the first milestone of Phase 2 implemented on schedule in July 08.
- The contract for the new Financial Management system has been awarded and the base infrastructure installed. The project board has proposed a revised go-live date for General Ledger and Creditors systems of April 09, but this will be confirmed at the next meeting. This revised schedule will allow for the business process re-engineering work to be completed enabling the full benefits of the new replacement system to be realised.
- Initial planning for the replacement of the HR/Payroll system has started and a decision regarding the implementation timeframe is scheduled to be discussed and agreed early September with both the new Director of Resources and the new Head of HR.
- The priority elements of the Mobile/Flexible working project have been incorporated into the Easy programme and a Corporate mobile solution from Kirona/Vodafone has been purchased. A phased project plan in line with the Easy@york programme and other approved IT Development projects commenced August 08 and will continue through into 2010.
- The contract for the new Corporate Electronic Document and Records Management System (EDRMS) has been awarded and the activities to establish a new Scanning service based upon the Corporate EDRMS solution are planned for September/October 2008.

63. The year to date number of days lost resulting from staff sickness is 1.25 per FTE, of which, 0.39 are due to the impacts of long term serious illnesses with the remaining low volume 0.86 days lost per FTE associated with short term absence.

Key Performance Indicators.

64. To support the single Council Plan indicator, the department have developed a robust suite of local indicators to map service performance. Some of the key ones are listed below and highlight the levels of service achieved within the first quarter of 2008/09.

Description	08/09 Target	08/09 Year to Date
Number of high priority calls resolved within the SLA of 0-6 hours	90%	93.33%
% of time that the Citrix Server Farm is available during the core business hours Mon/Fri 8 am – 6	98%	99.85%

pm		
COLI 71 – % of time that the Council's ITT systems and corporate network infrastructure is available during the core business hours Mon/Fri 8am-6pm	99.40%	99.88%
% of time that the Telephony service is available during the core business hours Mon/Fri 8am-6pm	99%	99.66%

Financial information

65. Effective project management, contract negotiation and budget monitoring processes, coupled with successful income generation activities have identified a forecast £260k of surplus in year budget. £100k of this is attributable to the Social Care System replacement project where technical work originally planned to be undertaken by third parties is now undertaken by CYC staff.

Easy Project

Financial Information

66. The reported underspend of £9k reflects the position from both the ongoing support costs of Phase 1 and the Phase 2 programme.
67. Phase 1 budgets of £1.26m fund the capital financing charges and the support and maintenance costs of the Phase 1 projects. For the current year there is a projected overspend of £13k, due to establishment budgets being transferred back to ITT. In future years no overspend is anticipated as support costs will reduce.
68. The Phase 2 financial model has been updated to reflect the latest position, overall there is an improved position of over £200k, although as the financial model projects over several years the final position could be influenced by other projects such as the move to Hungate.
69. For the current year there is an anticipated underspend of £22k, which reflects reduced salary costs, offset against a reduction in the level of savings anticipated for 2008/9, both reflecting delays in the programme. It should be noted that the level of savings are still on target to be achieved in future years.

Audit and Risk Management (ARM)

Performance headlines

70. The Division has continued to build on the successes of 2007/08, providing high quality, low cost, customer oriented services which serve to uphold and protect the corporate needs and interests of the Council and the wider community. Particular performance high-lights in the first part of 2008/09 include:

- a) the publication of a sustainable Procurement Policy and piloting of a sustainable procurement practitioners' guidance manual (Procura+); facilitation of a 'Buyers' Day' at the Guildhall attended by all the Council's major corporate Contract suppliers to promote the use of Corporate contracts across the organisation.
- b) the implementation of electronic tendering through the Supplier Contract Management System (SCMS)
- c) the completion of the work necessary to prepare the Council's Annual Governance Statement which was approved by full council on 30 June 2008. The AGS replaced the previous Statement of Internal control and this change necessitated a detailed review of the processes in place for gaining assurance;
- d) the successful delivery of 91.6% of the 2007/8 Audit Plan (compared to 92% in 2006/7 and 91.3% in 2005/6)
- e) the preparation of a new Counter Fraud and Corruption Policy and a refresh of the existing Fraud and Corruption Prosecution Policy. The changes further strengthen and improve the Council's overall counter fraud and governance arrangements;
- f) progress on the Information Governance Strategy. The first product was the revised Data Protection Policy. The associated change management programme, needed to support the Council's move to reduced site accommodation, is continuing.

71. In addition, work is now well in hand to complete the development of the shared audit and fraud service with North Yorkshire County Council.

Performance indicators

72. The Division is responsible for three new local indicators relating to Housing and Council Tax Benefit fraud investigation services. Our first quarter performance is as follows:

- a) ARM1 (Number of Housing Benefit and Council Tax Benefit (HB/CTB) fraud investigations completed by the local authority per year) – performance in the first quarter is 98.
- b) ARM2 (Number of HB and CTB prosecutions and sanctions in the local authority area) – performance in the first quarter is 16
- c) ARM3 (The total value of the fraudulent benefits payments detected by the local authority per year) – performance in the first quarter is £83.5k

Financial information

73. The current projection for the outturn of this Service is a net underspend of £63k, which primarily reflects the agreed District Audit fees for 2008/9 which

are lower than anticipated by £30k. Work is continuing as to whether this a one-off saving or longer term.

74. Other underspends within this service are from staff savings of £18k due to the temporary vacancy of the Assistant Director, and CIPFA trainee posts. There is also additional commission income within the insurance and procurement services of £15k.

Financial Services

Performance headlines

75. In the early part of the financial year much of the focus of the service's work is on the completion of the final accounts process.
76. Despite major changes at a national level to the format of information, the draft accounts were approved by members before the statutory deadline of 30 June. Officers are now supporting the review of the accounts by external audit who must complete this process and issue their opinion on the accounts by 30 September 2008.
77. The financial management system replacement is continuing to make progress. The council is now working with the appointed contractor to identify the work needed to achieve an appropriate 'go live' date. Currently this is targeted for April 09 but will be confirmed at the next meeting. It has become clear that there is a significant amount of business change work needed because of the age of the current system and it is not feasible to do a 'like for like' replacement. Once implemented the Council will benefit from significant enhancements to its processes across all directorates. An update report will be brought to members in October 2008.
78. The payroll team are awaiting the outcome of the ballot to enable them to process the changes agreed a part of job evaluation and equal pay. This is likely to take place in October 2008.
79. The service has been responsible for BVPI 8 – the percentage of invoices paid by the Council within 30 days of receipt. In the first four months of the year performance has become worse from 94.06% in 2007/8 to 92.92% in 2008/9. to put this in context this means that of the 5,360 relevant invoices processed by the council during this period only 371 were not paid within 30 days of their receipt. If previous years performance were to be repeated this would equate to a 2008/9 outturn of approximately 95% against a target of 95%.

Performance Indicators

Description	07/08 outturn	08/09 Target	08/09 date to
BVPI 8 - Percentage of invoices paid within 30 days of receipt	93.29%	95%	92.92%

Financial information

80. There is a projected overspend of £26k in this service which primarily reflects the temporary arrangements for covering the Head of Finance
81. Within payroll the projection is based on all budgets being fully required to implement the changes required for Job Evaluation, however this position may change for Monitor 2 depending on the outcome of the ballot. There have been staff vacancies in corporate accountancy, however appointments have been made for two posts and plans are now in place to ensure that there is a full staffing complement for the Autumn.
82. The FMS Project Board is reviewing the position with regard to implementing the new FMS system late in August, at the time of writing the outcomes of the board meeting are not known, although a verbal update will be given to members at the EMAP meeting.

Capital Programme update

83. The Resources approved capital programme totals £18,773k which includes £2,403k of slippage from 2007/08, overall there is a projected underspend against the 2008/09 budget of £12,239k. The main reason for the variance is the projected underspend of £11,789k on the Hungate - Admin accommodation project due to the withdrawal of the planning application and resulting delay in the implementation.
84. The IT&T Capital guide for the 2008/09 Development plan is £819k, a decision is yet to be made on the most efficient method of funding.

Consultation

85. None required

Options

86. This report is primarily for information only and therefore no options available.

Corporate Priorities

87. This report supports the priorities of the Corporate Strategy as follows:
 - Improve our focus on the needs of customers and residents in designing and providing services

- Improve the way the Council and its partners work together to deliver better services for the people who live in York
- Improve efficiency and reduce waste to free up more resources

Implications

Financial

88. There are no financial implications other than those laid out within this report

Other Implications

89. There are no significant human resources, equalities, legal, crime and disorder, information technology or property implications within the report.

Risk Management

90. Budget monitoring is a key element of the management processes by which the council mitigates its financial risks. This report provides members with a detailed position of the portfolio's performance to date in 2008/09.

Recommendations

91. The Advisory panel is asked to note and comment on the financial and service performance reported, and advise the Executive Member to:
- Note the current financial situation
 - Note performance, achievements and comments
 - Approve the adjustments to the capital programme subject to approval by the Executive.

Reason – in accordance with budgetary and performance monitoring procedures

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Report Approved Date 28/8/08

Specialist Implications Officers: None other than those included in the report

Wards Affected:

All

For further information please contact the author of the report

Background Papers:

Documents referred to include back catalogues of Council Plans and the Resources 2007/08 outturn report for finance and performance.

Annexes:

Annex 1 – Service Plan monitoring reports

Annex 2 – Revenue variances schedule

Annex 3 – Resources performance tables

Annex 4 - Capital variances schedule

SERVICE PLAN MONITORING
2008/9 Progress Updates for Monitor 1

Public Services

1. Achievements

Benefits

Full service re-structure has been agreed and staff appointments have started in accordance with the Council's Assessment of Change process.

Extensive training programme started in the spring with 12 staff receiving an intensive 5 week's assessment course. Further training on overpayments, customer care and the new Employment and Support Allowance has already been arranged. This will ensure that all 36 assessors are equally capable of dealing with customers face-to-face, over the phone and processing the appropriate system updates.

A new technical team will handle the more complex assessment cases as well as dealing with claims for DHPs (Discretionary Housing Payments), overpayment queries, appeals and claims from hostels and other stakeholder groups.

Office accommodation changes have been completed with the re-design of the reception area at the City Finance Centre to accommodate more interview points and the creation of a separate telephone answering hub. Call centre telephony and CRM technology will then be implemented to enable the telephone team to operate more effectively. An online guidance system has been set up to provide staff with procedural information to support this initiative.

We have implemented a number of software modules and reports to enable us to extract data and report on performance. We are still unable to either fully or accurately report on some key measures due to DWP IT problems, however managers are, for the first time, able to see in some details the work that staff have undertaken and this will support our efforts in improving performance management.

The handling of benefit appeals has shown an improvement in the first four months of the year. We have 17 cases in progress, down from the 30 we reported in last year's outturn. Of the appeals submitted to the Appeals Service 46% were done within 4 weeks, up from 40% last year and 65% were done within 3 months, up from 60%.

York Customer Centre

Data for the period April to July 2008 shows that we handle 98.49% of service within the agreed Service Level Agreement (SLA) periods. 7.26% of customers make multiple service requests, i.e. one call leading to two or more different requests.

The Service was successful in achieving the Customer First Standard, a nationally recognised service award that demonstrates our commitment to our residents.

An increased focus on absence management within the teams has proved successful, as sickness absence was only 0.87 days lost per FTE in the first quarter.

We continue to show the value and importance of training to ensure the quality and services meet the demands of our customers and the Council. 6.27% of time is spent on training.

48% of Customer Service Representatives (CSRs) are now multi-skilled to handle Council Tax service calls. Two CSRs are now skilled to support the Council Tax back office with their processing.

CSR Council Tax processing errors have reduced by 71% through a combination of timely feedback and coaching/training.

NVQ accreditation in Customer Services level 3 has started for the remaining 20% of CSRs. A call quality performance policy has been developed in conjunction with the teams to enable continued customer service improvement.

A Customer Satisfaction Survey was conducted shortly after the Council Tax annual billing period showing a 94% satisfaction rating. 76% of respondents agreed that the Council tax service had improved since last year.

Council Tax (Back Office Function)

The year started with the full service using CRM technology. The management reporting line transferred to the YCC in June 2008 and staff are due to relocate to the YCC in late August.

A review was conducted on time of customers with 25% single resident discounts over the summer. This is the first time that the service has had the capacity to do

this work before December/January. As a further check on the entitlement to discounts, the Fraud team will be using National Fraud Initiative data to identify non-eligible discount entitlement cases.

Sickness absence levels are low, equating to 0.8 days lost per FTE.

A more detailed and comprehensive training manual has been developed to support training/coaching needs in line with the YCC processes. In addition a review of current processes and working practices will be undertaken to identify further improvements.

2. Risk Management Issues

Major Risks		Update on activities
a	Delays in Benefits Service restructure could disrupt service delivery	Move to implement restructure now that Job Evaluation embargo lifted.
b	Easy@york process and system changes in Benefits service could disrupt or degrade service	Thorough system and process testing, detailed implementation plan being drawn up. Internal Audit will be invited to undertake system checks before go live
c	Uncertainty over accountability for service due to corporate restructure	Ian Floyd, the Director of Resources, will decide on allocation of responsibility between Assistant Directors
d	Integration of revenues back office into YCC could disrupt service	Detailed implementation plan and phased introduction of service changes being implemented
e	Failure to achieve Corporate restructure savings target due to delayed development of restructure proposals	Interim arrangements have been in place for half of the year, final proposals being worked up to achieve savings.

Property Services: Accommodation Project

1. Achievements

- a) No2 lodge at Yearsley has been vacated in order to provide accommodation for a temporary base for the Yorkshire Ambulance Service prior to their permanent relocation to Yearsley Bridge.
- b) Yorkshire Ambulance Station has secured planning permission for a new facility at Yearsley.
- c) Initial site difficulties at Fishergate have been overcome and the build program for the new Peasholme Hostel is now underway with an estimated completion date of January 2009
- d) A contract has been awarded for the continuing archaeological investigations on the site of the Peasholme Hostel and Ambulance Station at Hungate.
- e) CYC and the York Conservation Trust have reached an agreement for the sale of Blake Street to include a lease back agreement to accommodate the Visitor Information Centre and associated services.
- f) The dilapidation report has been received from the property consultants and provides a baseline liability cost estimate for dilapidations on the council's leased accommodation property portfolio as of August 2008.
- g) Planning permission for the new building at Hungate was submitted in May but subsequently withdrawn following a letter of objection from English Heritage.
- h) Recruitment of a development officer to lead the Facilities Management work stream has been appointed and will be in post by November 2008.
- i) New edition of "onthemove" the accommodation projects newsletter published and distributed to staff via the CouncilNet.
- j) The project page on the CouncilNet and the council's external website have been updated with additional information to reflect the current status of the project.

2. Work in Progress

Work In progress		Update on activities
a	<p>Hungate Land assembly:</p> <ul style="list-style-type: none"> Relocation of the Ambulance Service, and the Peasholme residents Demolition of the Ambulance Station and the Peasholme Hostel Closure of the car park and subsequent phase 2 archaeology on the site Completion of the new Homelessness Hostel at Fishergate 	<ul style="list-style-type: none"> Agreement with the Ambulance service to be concluded so as to clear the way for their vacation of the Dundas street site. Temporary relocation of the Hostel residents is now unlikely to be required and the residents can move directly to the new hostel at Fishergate upon completion. (Early 2009) Archaeological investigations will continue in order to give a clean site for future development. <p>Closure of car park to be programmed once timescales on ambulance station relocation to temporary accommodation are known.</p>
b	<ul style="list-style-type: none"> Re-evaluation of options to meet the needs of the Council's future accommodation requirements 	<ul style="list-style-type: none"> Investigation of available sites underway to produce a list of potential options Options list will be evaluated to produce a shortlist of sites for further detailed investigation and analysis
c	<ul style="list-style-type: none"> Ongoing space planning 	<ul style="list-style-type: none"> Phase 2 space Planning underway to review and update the service area requirements looking forward Phase 3 to commence 2010
e	<ul style="list-style-type: none"> Outline planning applications to support the sales of Ashbank, Hollycroft, Yearsley Bridge 	<ul style="list-style-type: none"> Framework planning consultants commissioned to undertake this work
f	<ul style="list-style-type: none"> Facilities management – scoping exercise 	<ul style="list-style-type: none"> Recruitment – Development Officer for FM completed and individual will be in post November 2008 Procurement of FM consultants to commence following appointment of development officer from November 2008

3. Risk Management Issues

Risks		Update on activities
a	<p>Planning Permission -Failure to achieve planning permission for a building that meets the operational needs of the council, the overall budget provision and timescales for delivery.</p>	<ul style="list-style-type: none"> This risk materialized with the current site and building design The risk remains on the register as it is valid for whatever final option is selected to move the project forward

b	<p>Hungate Land Assembly – Failure to relocate the Ambulance Station and the Peasholme Hostel to meet project timescales resulting in delays to the start of the main build programme</p>	<ul style="list-style-type: none"> • It is still the intention to relocate the ambulance service and the hostel, complete the demolition work and the archaeological investigations, to produce a clear, clean site at Hungate for future development. • The delays caused by the withdrawal of the planning application and the re-evaluation of the council's options results in a reduction of this risk. • In the event it is decided that Hungate will no longer form part of the future accommodation strategy this risk can be removed.
c	<p>Archaeology on the Hungate Site and unforeseen requirements resulting in delays to the start of the build programme</p>	<ul style="list-style-type: none"> • Phase two investigations will commence following the demolition of the Ambulance Station and Peasholme Hostel • This risk is now reduced due to the withdrawal of the planning application for Hungate and the consequent lessening of the impact of any delays
d	<p>Change Management - Failure of the organisation to implement a wider corporate change agenda inextricably linked to the aims and objectives for the successful delivery of the accommodation project.</p>	<p>Pro-active management through a corporate change programme pursued in parallel with the delivery of the new accommodation to include the following main themes;</p> <ul style="list-style-type: none"> • Business re engineering and the delivery of a fully integrated customer centre enabled through the easy@york project • The introduction of new and more innovative ways of working and a performance management culture rather than that of 'presenteeism' • ITT development plan –flexibility to support new ways of working, the introduction flat screen and wireless technology and the implementation of a corporate document management system (DMS). • Information management – business and reference material storage, remote access and archive storage.
e	<p>Project Affordability Risk of project costs exceeding budget forecast</p>	<ul style="list-style-type: none"> • Risk increased due to the delays and costs of re-evaluating the options and the uncertainty surrounding the spend profile costs and timescales of the selected solution. • Commenced Investigation of new options by the key criteria of availability, deliverability, accessibility, financial implications and risks.

Property Services

1. Achievements

- a) Oakland's Leisure Centre new swimming pool (£6m); design complete and works commenced on site July 2008.
- b) St Clement's Hall refurbishment (£1m); design development progressing. Planning application submitted. Capital Delivery Plan on target to be submitted to the Government within required timescales to obtain approval for release of full funding and start on site.
- c) Completed Children Centres at Carr Infants (£600k), Tang Hall Primary (£1.m), St Lawrence's Primary (£900k)
- d) Demolition of Huntington Road Day Centre
- e) Completion of and Executive approval of Tang Hall Area Asset Management Plan
- f) Executive approval of Commercial Portfolio Service Asset Management Plan and start of implementation of first phase
- g) Completion of sales of Clifton Family Centre and Site 7, Phoenix Business Estate
- h) Reuse of former Heworth Family Centre by Young People's Service – building now known as Heworth Lighthouse

2. Work in Progress

- a) The following projects are currently on site:
 - i. York High School (£12m) due for completion in November.
 - ii. New Swimming pool for Oakland's Sports Centre (£6m) due for completion in October 2009.
 - iii. Access improvements to Fishergate School (£250k) and Poppleton Road School (£450k)
 - iv. Classroom extension to Fulford School (£1m)
 - v. Extension and Refurbishments to Stockton on Forest School (£140k) and Wiggington School (£200k)
- b) The design solutions are being developed for tender action at Silver Street Toilets and Changing Room, St Clements Hall and Scarcroft School Learning Resource building.
- c) Feasibility appraisals are being undertaken for Clifton-Rawcliffe Primary School and three new park and ride sites.
- d) The OJEU process to appoint a principal contractor for Clifton-Rawcliffe Primary School has commenced.
- e) Sales are progressing on North Carlton Farm, Yearsley Bridge site, Galmanhoe Lane and the Edmund Wilson Pool site – completions on all scheduled before 31st March 2009
- f) Area Asset Management Plans being progressed at Acomb and Leeman Road – consultation stage now planned.
- g) Service Asset Management Plans. Young Peoples for member approval in the Autumn and Housing progressing.

- h) Population of data progressing well on Technology Forge property database. Asset Management Reports on individual properties can now be produced
- i) Revised terms for the new lease at York Racecourse agreed – completion due Spring 2009.

3.Risk Management Issues

Risks		Update on activities
a	Failure to deliver the Capital Programme	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • A new Corporate Asset Management Plan for 2007-2012 was 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.	<ul style="list-style-type: none"> • 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 and also all works to buildings such as extensions so records can be updated
d	Failure to achieve capital receipt	<ul style="list-style-type: none"> • Capital Receipts programme and performance now reported to Members at each monitor.
e	Failure to have fully accessible buildings in an acceptable state of repair.	<ul style="list-style-type: none"> • 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. The Strategy was approved by Members in 2007. • BVPI 156 - public access to council buildings is now at 87% and the outstanding repair and maintenance backlog has been updated to £51m
f	Asbestos Contamination	<ul style="list-style-type: none"> • All council work premises surveyed for asbestos. • All council-owned leasehold premises surveyed for asbestos. • 10% representative sample of all council housing stock surveyed for asbestos. • Site Representatives (Site Asbestos Liaison Officers) nominated for each work premise. • All work premises have a bespoke Premises Asbestos Folder containing information representing an Asbestos Management Plan for that site. • Site Representatives, Building Managers and relevant Technical Staff trained in asbestos awareness

		<ul style="list-style-type: none"> • Annual Audit program of remaining asbestos in council premises • Further intrusive (Type 3) asbestos surveys carried out prior to any planned building works • Contractors screened for Asbestos Awareness training • Risk still exists in those areas where building work is executed without Corporate Landlord knowledge.
g	Water Systems Management	<ul style="list-style-type: none"> • Ongoing program of Water Risk Assessments being undertaken in all relevant Corporate premises by accredited contractors to determine the risk of contamination by Legionella bacteria and of scalding by hot water etc. <p>(NB. Program of Water Risk Assessments in Council-owned domestic premises being administered separately by the Council's Housing Services)</p> <ul style="list-style-type: none"> • Contracts for maintenance of water systems and for required monitoring e.g. water temperatures etc., still to be let. • Site Legionella Representatives to be trained in required monitoring and reporting mechanisms. <p>Until such time as all relevant Water Risk Assessments are completed, contracts for maintenance and monitoring are let and relevant site staff are trained there is a slight risk of water systems in Council premises being polluted by Legionella bacteria</p>
g	Building failure (unplanned closure) of Operational Properties	No additional activities

ITT Services

1. Achievements

- a) The department continues to provide a secure, robust, scalable and highly available ITT infrastructure including corporate and departmental systems and is achieving most its challenging, revised and agreed service level targets for 2008/09.
- b) Work continues on the major corporate projects outside the Easy programme including:
 - The first phase of the programme to replace the Social Care system has been completed and the first milestone in the second phase has been implemented to the revised plan following the impacts of resource implications within HASS.
 - The contract for the new Financial Management system has been awarded and the infrastructure installed.
 - A secure email system has been implemented. Every email user in the Council now has a simple way to safely exchange data with outside organisations. The

- system is currently being used within the HASS Directorate and will be rolled-out to the whole Council during September and October 2008.
- The contract for the new Corporate Electronic Document and Records Management System (EDRMS) was awarded in August 08 as planned. Activities to establish a new Scanning service based upon the Corporate EDRMS solution are scheduled for September/October 2008.
- c) The department has successfully delivered a number of behind the scenes infrastructure projects that underpin current and future Council wide Service Delivery. The projects are supported by the continued development of effective governance controls and include:
- Commencement of a project to implement ITIL (IT Infrastructure Library) Service management across IT. This will better structure and formalise the way ITT manage incident, problems and change in the ever increasing integrated ITT environment since the development of the easy@york project.
 - A project to design and implement a new IT Information Security and Acceptable use policy to tighten the security of the authorities IT systems has commenced. The new draft policy is currently out for comment to the Corporate IT Strategy Group (CITSG).
 - A new Laptop Usage policy has been created. The new draft policy is currently out for comment to the CITSG.
 - The consolidation of all systems onto the Symantec Backup solution is now complete. This gives greater reliability and increased ability to restore quickly and improved Disaster Recovery (DR) capability across systems.
 - An update to the way we handle spam emails has been completed which allows for extra flexibility for users to manage their own spam.
 - The continued virtualisation of systems as the current hardware goes out of warranty has helped to reduce the operations room foot print, reduced the power consumption, reduced maintenance costs, improved DR capabilities and contributed to the Corporate target of reducing CO2 emissions by 25% by 2013.
 - The corporate storage system has been upgraded to provide increased performance and capacity. This will underpin our future server consolidation plans and will provide the platform required to implement the corporate EDRMS (electronic document records management system).

2. Work in Progress

Work In progress		Update on activities
a	Frameworki – replacement of the Social Care System	Owing, in part, to the loss of key directorate resources within the project team, elements of Phase 2 of the programme had to be rescheduled. Phase 1 was completed in July 08 and the first element of Phase 2, Charges and Payments, was implemented in July 08 as per the revised plan. Phase 2 will run through to April 2009.
b	FMS – replacement of the Corporate Financial Management System	The infrastructure for the new financial management system has been successfully installed. The project board has proposed a revised go-live date for General Ledger and Creditors systems to April 09

c	Corporate ITT Governance.	<p>Change control procedures through process mapping and subsequent workflow regimes are being developed. These will be incorporated into the next release of the departments Customer Support Service Desk system during 08/09.</p> <p>A review of the Council's Electronic Communication Policy (ECP) is in progress and includes evaluating the potential impacts of providing access to Social Networking sites such as Friends Reunited and Facebook.</p> <p>Developing new and revised ITT policies including Information Systems Security & Acceptable Use and Laptop Usage policies.</p> <p>Currently investigating encryption technologies and customer requirements to inform a requirements specification in support of a 2009/10 ITT Development Bid.</p> <p>From September 2008 the Corporate IT Strategy Group will meet every two months to monitor the progress of IT development projects, resolve priority conflicts and review IT issues of strategic importance.</p>
d	Replacement of Delphi, the HR/Payroll system	<p>Work on defining and initial project planning has started, but a number of resource issues need to be resolved before the project team can be fully established. This project has links and implications on both the replacement Financial Management System and E-recruitment project, and the implementation timescale needs to be agreed and prioritised with both the new Director of Resources and the new Head of HR.</p>
e	Continued development of departmental Business Continuity Plan (BCP).	<p>Revised draft departmental BCP documents using the new corporate templates have been produced. Further development of the team recovery plans is in progress to ensure completeness and consistency.</p> <p>The departmental profile will be linked back to the Corporate BCP group as part of the Council wide response to the 2004 Civil Act.</p>
f	Provide on going support for the delivery of the Easy@York transformational programme.	<p>The department is heavily involved in a number of activities to support and help sustain the successful implementation of the current and future phases of the agreed programme.</p>
g	Expansion of the network managed service contract to incorporate Broadband for Schools and Libraries and City Strategy connectivity requirements.	<p>Evaluating responses to the invitation to tender (ITT) from the short listed potential suppliers prior to detailed discussions with a reduced short list.</p> <p>The tender process is on track to deliver the new contract late October/early November 08.</p>
h	Implement the approved ITT Corporate Business Development and Infrastructure projects from ITT Dev Plan 07/08 and 08/09	<p>Work has begun on this year's IT development projects. In total there are 31 projects from the IT Development Plan in progress. Also, work is being carried out to support a further 23 projects which have been raised by directorates outside the Plan. The proposals for the ITT Development Plan 09/10 have been reviewed by the Corporate IT Strategy Group and will be presented to CMT and Elected members during December 2008.</p>

i	EDRMS – procurement and implementation of a corporate electronic document records management system.	<p>The contract for the system has been awarded.</p> <p>Activities to establish a new Scanning service based upon the Corporate EDRMS solution are planned for September/October 2008.</p> <p>The current project plan has key milestones including; commencing the back scanning work in Autumn 08 and the first early adopters on the new system starting in Jan 09.</p> <p>This project will report into the Accommodation Project Board for its governance arrangements.</p>
j	Establish a Corporate mobile working strategy and infrastructure	<p>Corporate mobile solution from Kirona/Vodafone has been purchased.</p> <p>A phased project plan in line with the Easy@york programme and other approved IT Development projects will commence in August 08 and will continue through into 2010.</p> <p>The Corporate mobile project will deliver a number of new services including a Corporate Booking System, access into Council Systems and Information for mobile/street based services and a Workforce Management tool.</p> <p>This new solution is in addition to the existing flexible infrastructure that allows staff to log on to the network from anywhere including partner sites and enables their phone extension to follow them where the new telephony system is available.</p>
k	Green IT Role Out	<p>ITT have undertaken a project to identify aging and unsupported IT equipment. This equipment will, where possible, be replaced by thin terminal machines which consume far less energy and will contribute towards the corporate target of reducing CO2 emissions by 25% by 2013. The role out has commenced and phase 1 will be completed by March 09.</p>

3. Update on Risks

Risks	Update on activities
a	<p>Failure of the disaster recovery procedures.</p> <p>Mitigation includes:</p> <ul style="list-style-type: none"> • Completion of the project to successfully upgrade 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. • Expanded the use of 10/12 GHS as a secondary site for locating key ITT Infrastructure. • Further improved departmental system recovery services by expanding the use of a more effective back up process enabling the support teams to reduce the restoration time taken to recover a failed Business System scenario.

b	Inadequate ITT Business Continuity Plan (BCP).	<p>Mitigation includes:</p> <ul style="list-style-type: none"> • Revised draft departmental BCP documents using the new corporate templates have been produced. Further development of the team recovery plans is in progress to ensure completeness and consistency. • Recovery toolkits (containing BCP documents and guidance) are being established and will be stored at two off site locations to aid incident management and recovery processes • On going testing plans to be established as part of proactive BCP testing regime. • Individual Business System testing is being undertaken as part of the work to expand the use of the improved system back up solution.
c	Failure to replace ageing social Care, Financial management and Payroll/Personnel Systems	<p>Mitigation includes:</p> <ul style="list-style-type: none"> • Approved and funded ITT development replacement projects are established for the three identified major systems. • Each project has its own governance arrangements. • A phased replacement Social Care System project is in active and in progress. • The assessment of capacity and readiness for change will need to be undertaken before the system go live dates can be established for both Financial Management and Payroll/Personnel Systems.
d	Inability to undertake out of hours essential System upgrades and maintenance.	<p>Mitigation includes:</p> <ul style="list-style-type: none"> • Evaluate the options and cost of securing external resources. • Investigating the costs and benefits of expanding the ITT infrastructure to reduce impacts on service delivery during core hours.

Easy@york Programme

1. Achievements

The Programme has continued to implement the Phase 2 Plan. We have engaged with HR, HASS and Neighbourhood Services to initiate the Phase2 Projects, a more detailed report on each is given below. The Programme Team

to deliver Phase 2 is now resourced with three Project Teams, a Technical Development Team and a Programme Office Team.

Phase 2 is being funded from the savings made in each of the services as a result of the Programme activities. We are closely monitoring the savings profile. From this, following review and base-lining of the Programme Plan, some of the timings of when the savings will be realised has changed, although the overall value of the profile is still on target.

Besides the development of the CRM system we have also deployed 13 self-service E-forms covering a range of services and problem reports - and many of these forms offer multiple options resulting in a wider coverage of resident's requirements. We have also entered the second development phase of the Councillors Portal which is being monitored via a Members User Group formed from representatives from each political party.

A formal Phase 2 Launch Event was held at the Mansion House on the 10th and 11th June which was attended by just under 300 people including members of staff, Executive Members, Managers and Directors. The feedback was extremely positive with over 93% of the attendees rating the event as Good or Excellent with 74% of those rating in the "Excellent" category.

2. Work in Progress

Work in Progress		Update on activities
a	Benefits Go Live	<p>The accommodation moves are all complete with the exception of the telephone pod which will be built and functional by the end of August</p> <p>The functional specifications have been agreed with the service and the build of the new system has now started. The first phase of testing has started. Testing will take place over a seven-week period.</p> <p>Training will run from 30th September - 11th November 2008 (six weeks). A training plan for each member of staff will be maintained and programmed into the schedule.</p> <p>New organisational structure is being put in place and the assessment of change process is in train and some of the new roles already filled.</p>

		Full Go live is expected in November.
b	HASS Advice and Information	<p>The project continues to identify and implement quick improvements to free up more capacity within the service to participate in the design of new processes. A new Telephony system went live on 1st July and this will allow the project to gain a better understanding of the demand for phone services. In addition, a new process for hospital discharges has been agreed and will be implemented by the end of August, this will immediately speed up the referrals process and will reduce the amount of paperwork involved in delivering the service.</p> <p>Analysis of the current A&I organisation and processes will be complete by the end of August. This will allow the project team and service managers to identify the key priorities for the redesign phase that will start in September.</p> <p>As a first priority, work is being taken forward to restructure the way in which the reception area operates at George Hudson Street. Work will be done to implement the first phase of 'Housing Options' whilst looking at ways of improving the overall management of callers.</p>
c	Neighbourhood Services Refresh	<p>The first phase of this workstream, to review all the existing CRM based processes and identify where they could be improved, is complete. A number of quick wins have been identified and 9 changes will be made to the CRM system during September to improve the quality of information being sent to Neighbourhood Services.</p> <p>A detailed review is taking place around the Street Environment Service. This review will help the project team design processes to support the wide variety of work that this team undertakes.</p> <p>A further review has taken place to understand how the Highway's processes might be improved and work will begin in September to</p>

		design improved processes for this function
d	Mobile Working	We have a contract with Vodaphone/Kirona to deliver integrated mobile access to back office systems. The first deliverable from this project is a booking engine which is being delivered as part of the Benefits project.
e	E-Recruitment	<p>The contract with Tribal will be signed in late August. The detailed design has commenced. CMT have agreed a new organisational model in principle and detailed proposals will be worked up in the next month. Initial base-lining of recruitment staffing has been completed but the data is still being analysed.</p> <p>The membership and constitution of the Design Project team has been set up with LCCS and the detailed design activities have been planned.</p> <p>Revised timescale taking later delivery of CRB (Criminal records Bureau) into account has been planned. Go live is planned for March/April 2009.</p>
f	Intranet Development	<p>Progress continues with production of a number of screen designs that will be reviewed by the easy@york Board in September.</p> <p>A staff focus group to review the new site as it develops, is now being recruited made up from volunteers from across the Council.</p>
g	Customer Strategy	<p>The Corporate Customer Strategy is being developed which takes account of: -</p> <ul style="list-style-type: none"> • The refreshed Corporate Strategy 2007 – 2011 and the Customer Value • The new Council Headquarters - Customer Access Requirements for York Customer Centre • The Local Government Performance Framework and introduction of a single set of national indicators (especially NI 14 – Reducing Avoidable Contact) as outlined in the 2006 white paper <i>Strong and Prosperous Communities</i>. • Other emerging good practice around :-

		<ul style="list-style-type: none"> ➤ Customer segmentation ➤ Customer experience and satisfaction ➤ Customer journey ➤ Service improvements from putting our customer needs first <p>The draft policy and procedures for customer feedback already developed by the project group will be incorporated into the overall Customer Strategy and be subject to the same consultation and approval process.</p> <p>This will be brought to Executive and EMAP in the autumn.</p>
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3.Risk Management Issues

Red Risks		Update on activities
a	Emergence of new legislation and development of Service systems may impact on the Programme delivery schedules	<p>In each Service that we engage with, we ensure involvement at a DMT level and Tracey Carter and Stewart Halliday maintain close contact at AD and Director level to ensure that we maintain awareness of all Service developments.</p> <p>In addition, Tracey Carter in her capacity as Strategic Head of IT, reviews all IT funding bids on a regular and systematic basis. This enables her to detect and manage any potential conflicts.</p>
b	Savings needed to fund the programme may not be realised	The Programme will take a three stage approach, early identification of potential savings areas, detailed analysis of current work and future improvements to identify where actual savings can be realized, detailed implementation plans owned by the business and the programme to achieve these savings.
c	Delays in the Pay and Grading Programme have delayed some of the organisational changes required to achieve the Programme Objectives	We have maintained close relationships with the Pay and Grading Programme throughout. Reprofiled work to achieve at earliest possible date.

Audit & Risk Management Services

1. Achievements

- 1 The Fraud Team has successfully prosecuted 3 people for benefit related fraud since 1 April 2008. In addition, the Team has administered 13 sanctions (Formal Cautions and Administrative Penalties) and identified in excess of £80k in fraudulent benefit payments.
- 2 To further improve the quality of the Council's counter fraud arrangements a review of the existing policy framework was undertaken. As a result of this review, a new overarching Counter Fraud and Corruption Policy was prepared and adopted. The policy is intended to be a high level statement of overall principles and approach rather than detailed guidance. It was also considered necessary to review and re-fresh the Council's existing Fraud and Corruption Prosecution Policy for consideration by Members at the same time.
- 3 The Fraud Team has completed the successful implementation of the Experian Investigator Online and Citizenview credit search system. This facility provides easier access to information necessary to undertake fraud investigations.
- 4 Internal Audit completed 91.6% of the 2007/08 Audit Plan compared to the target of 90% (and compared to 92% in 2006/07 and 91.3% in 2005/06).
- 5 Internal Audit coordinated the preparation of the Council's Annual Governance Statement (AGS) for 2007/08, which will be published as part of the annual statement of accounts. For 2007/08 onwards the AGS has replaced the annual Statement of Internal Control. This change necessitated a complete review of the arrangements for evaluating the Council's control environment. The draft AGS was considered by the Audit and Governance Committee on 26 June 2008, and subsequently approved by full Council on 30 June 2008.
- 6 Internal Audit has completed its annual review of unauthorised breaches of the Council's Financial Regulations. The results of the review will be reported to the Audit and Governance Committee, along with details of any waivers approved by the S151 Officer during 2007/08.
- 7 The Executive and CMT approved a corporate wide Sustainable Procurement Policy in June 2008. Work is currently being undertaken to embed and measure progress across the organisation.
- 8 The Executive and CMT have supported the piloting of a detailed sustainable procurement manual Procura+. This is a European

wide manual and appropriate tenders being undertaken during 2008/09 have been identified to pilot its use.

- 9 The use of the Council's Supplier Contract Management System to Implement E-Tendering commenced on 1 April 2008. A number of contracts are currently in progress using the system including the £15m Managed Service Contract
- 10 A Buyers Day was held at the Guildhall in July to promote the Councils corporate contracts. Most of the Councils major corporate contract suppliers were in attendance including those from the Third Sector.
- 11 A Buyers Guide providing details of all the Councils corporate contract suppliers has been published on the intranet
- 12 To support the Councils risk management strategy a quarterly risk monitoring report to CMT has been implemented with effect from 1 April 2008.
- 13 The prudent reserving and management of the Councils insurance funds has ensured that healthy balances have been maintained.
- 14 The CPA Use of Resources self-assessment has been prepared and presented to the auditor, collecting submissions from relevant service managers including supporting evidence. This year it is almost entirely electronic, with direct links to evidence documents rather than presenting volumes of copies.
- 15 New Data Protection Policy approved by Executive, following completion of review of information policy framework
- 16 Information governance: 66 FoI requests overseen, but only 3 RIPA authorisations. Formal advice given on 48 occasions. The Information Governance Strategy (IGS) is progressing with the creation of its working group and the creation of a new programme combining relevant aspects with the scanning/EDRMS project.

2. Work in Progress

Work In progress		Update on activities
a	Shared Audit and Fraud Service with North Yorkshire County Council.	Work is progressing well with the project. A progress report, action plan and timetable was presented to EMAP on 10 June 2008. Since then an outline Implementation Plan has been prepared. Work is also ongoing to address the legal, financial and staffing implications set out in the action plan.

b	Financial Investigations	The Financial Investigation function is now fully established. One major investigation, undertaken jointly with the DWP and another local authority, has been completed. Total fraudulent overpayments of > £75k have been identified and the case has now reached the prosecution stage. A further significant investigation is also underway.
c	National Fraud Initiative	Preparations are ongoing to enable the Council to participate in the 2008/09 NFI exercise (the national data matching exercise coordinated by the Audit Commission). Arrangements have been made to submit the required data sets in October, and to comply with the Data Protection Act. In addition, work is also ongoing to check the Council Tax single person discount data matches which were identified in the last NFI exercise (January 2008).
d	Disabled Blue Badge Misuse Policy	A joint project is underway with City Strategy and HASS to develop a policy framework to assist in the prevention, detection and investigation of Blue badge misuse.
e	Value for Money	The Value for Money function is now established and work is progressing on a number of reviews.
f	Information Governance Strategy (IGS)	Pilot services in City Strategy are preparing to start scanning and loading other records onto Documentum. This experience will inform other services as they are brought into scope. Meanwhile all directorates are reviewing paper records service by service

3 Risk Management Issues

Risks		Update on activities
a	Failure to deliver the Audit Plan (90%)	Ongoing monitoring of progress against the Audit Plan. Reports to Audit and Governance Committee.
b	Failure to identify, monitor & report control weaknesses	Supervision of audits. Allocation of appropriate staff to audit assignments and ongoing training. Follow up of audit recommendations. Reporting & escalation procedures including referral to Audit & Governance Committee (where necessary).
c	Failure to provide adequate documentation to achieve a level 3 for risk management in CPA Use of Resources	Annual review and update of framework. Officer training delivered. Member training and awareness sessions delivered. Annual Risk Management Report to Executive (September). News & Jobs article to be published.

Financial Services

1. Achievements

- Closure of 07/08 accounts within statutory timescales
- Compliance with technical accounting requirements achieved
- Early highlighting of variances to CMT for 08/09
- Re-instatement of Q3 monitor reports

2. Work in Progress

Work In progress		Update on activities
a	Replacement of FMS	Review of business change activities ongoing, additional work required. Update to be provided at next meeting.
b	Significant change of staffing ongoing	Handover procedures in place and additional resources brought in to support large projects
c	Implementation of Job Evaluation and equal pay	On schedule, awaiting outcome of ballot
d	Preparation for Use of Resources 08/09 and IFRS/SORP changes	Initial preparation work commenced. Working groups in the process of being established

3. Risk Management Issues

Red Risks		Update on activities
a	Staffing changes and high workload of remaining staff	Handover procedures ongoing, additional resources identified to support
b	Resources issues on FMS project	Significant increase in workload anticipated, plan for deliver being developed

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RESOURCES SUMMARY OF VARIANCES - MONITOR 1 2008/09

	Expenditure Budget £000	Income Budget £000	Net Budget £000	Provisional Outturn £000	Variance £000	%
Director	450	23	427	402	-25	-5.6
Public Services	44,214	41,772	2,442	2,472	30	0.1
Financial Services	2,605	2,440	165	190	26	1.0
Audit & Risk Mgt	3,923	3,695	228	165	-63	-1.6
IT&T	6,116	5,891	225	-35	-260	-4.3
EASY Project	2,936	1,489	1,447	1,438	-9	-0.3
Property Services	10,266	8,717	1,549	1,737	188	1.8
Total	70,510	64,027	6,483	6,369	-113	-0.2

DIRECTOR OF RESOURCES

	£'000s
This underspend reflects the temporary vacancy of the Directors position, the new Director commences in late August.	(-) 25.0
Total	(-) 25.0

PUBLIC SERVICES

	£'000s
<u>Benefits teams</u>	
Restructure implementation costs of £154k are being incurred due to JE and the subsequent embargo on staff changes. In addition the provision of benefits system training and minor accommodation changes are costing £99k. These additional costs are being partially covered from a carry forward provision of £20k, an underspend on the Local Housing Allowance grant of £44k and staff vacancies of £81k.	+ 107.7
<u>York Contact Centre, including revenues administration</u>	+ 88.8
There is a budget pressure resulting from un-achieved income of £40k, with discussions continuing regarding the level of work being provided. In addition, measures are now being taken to achieve a savings target of £50k by maximising the teams efficiency with the introduction of the benefits front office. Additional one-off equipment costs of £10k have been incurred to expand YCC to accommodate the new teams. There is an anticipated over achievement of reimbursements income of £9k, with other miscellaneous underspends of £2k.	
<u>Housing & Council Tax Benefits Subsidy</u>	
There is a projected underspend against the benefits subsidy budgets due to 100% subsidy being maintained for Local Authority Error overpayments, and due to a reduction in eligible overpayments for which the authority only receives 40% subsidy.	- 241.9
Overpayments which are recovered through the debtors system (Where the claimant is no longer receiving benefits) have declined in the first part of the year resulting in a budget pressure of £35.2k.	+ 35.2
<u>Senior Management</u>	
Following the departure of the Public services AD, interim management arrangements are currently in place until the Corporate restructure is implemented. A provision of £85k is made here towards the corporate savings target.	+ 85.0
<u>Systems Support / Business Support Groups</u>	
This represents a vacancy that has not been filled pending the results of the corporate restructure.	- 44.6
Public Services Total	+ 30.2

FINANCIAL SERVICES

	£'000s
<u>Exchequer Services</u>	+ 15.9
Employees being seconded to the Job Evaluation project has meant an underspend in staffing of £60.5k, however it is envisaged that this budget will be required to implement the outcome of Job Evaluation. There are also overspends in training of £0.4k, external consultancy of £2k and an anticipated under-achievement in income of £14.8k. Within Creditors, a member of staff on Maternity leave from May '08 until, potentially, May '09 means an underspend of £11.7k however, because of this there are overspends in Overtime, Relief and Additional Allowances of £7.8k. In the Debtors section, long-term sickness is likely to mean an overspend of £6.4k. In addition to this, it is not anticipated that Debtors will achieve the income that is within the budget, meaning an overspend of £13.3k.	
<u>FMS Project</u>	+ 0.7
There are staffing pressures within the FMS project meaning an anticipated overspend of £9.6k however, this is offset by an underspend of £12.3k in Relief staff which is likely to be re-allocated to salaries generally. There is an overspend of £1k in Staff Advertising. Computer Hardware currently includes costs of £1.9k for a Laptop and, Premises Repairs & Maintenance has expenditure of £0.5k - expenditure in both of these areas was not incorporated within the budget.	
<u>Accountancy</u>	- 9.2
Various vacancies in the team result in an underspend of £18.8k. In light of this however, an overspend in Staff Advertising of £4.1k is likely as well as an overspend in Computer Software of £5.3k. There are also miscellaneous overspends of £0.2k.	
<u>Financial Services Management</u>	+ 25.6
The Head of Finance will leave the authority in September and it is anticipated that a permanent replacement will start in Feb '09, this vacancy will mean an underspend in staffing of £39.4k. However, an interim Head of Finance will be taken on from the beginning of September for 6 months. Due to the fact that this is a temporary Senior Management placement, the cost of this post is likely to be £65k.	
<u>Salary Sacrifice Schemes</u>	- 7.2
The underspend is due to reduced commission being paid to the new scheme provider.	
Financial Services total	+ 25.8

AUDIT & RISK MANAGEMENT

	£'000s
<u>Audit & Fraud services</u>	- 1.8
The service faces budget pressures in some areas, in particular the additional legal costs associated with on-going prosecutions, however it is anticipated that overall the service will operate within budget.	
<u>Insurance team</u>	- 4.5
This underspend reflects additional commission income.	
<u>Procurement Team</u>	- 8.9
Although there are staff vacancies these are being covered through the use of agency staff with no additional costs are anticipated. The projected underspend is generated through internal commission from the legal framework agreement.	
<u>Professional training</u>	- 9.3
This underspend reflects the current years trainee programme.	
<u>AD Audit & Risk Mgt</u>	- 7.9
This underspend reflects the temporary vacancy of the AD position, the new AD commences in September.	
<u>DA Fees</u>	- 30.8
The projection reflects the agreed Audit and Inspection fee for 2008/09. It is anticipated that this underspend will be incurred for 2008/09 only.	
Audit & Risk Management Total	- 63.2

INFORMATION TECHNOLOGY & TELECOMMUNICATIONS

£'000s

MAJOR VARIANCES ABOVE £30KSocial Care System replacement programme

Technical Integration work now undertaken in house rather than 3rd party supplied at substantially reduced cost. - 100.0

CANCELLED PROJECTSLooked After Children Computer System (LACCS) and Children's Assessment Framework (CAF) Database

Systems no longer in use - 8.0

SLIPPED/DEFERRED PROJECTSAsset Management System

Final acceptance linked to FMS project. Due 2008/09 - 15.0

Highways Upgrade

Review of Business case being undertaken - 9.0

Continuing Professional Development Solution

Anticipated late delivery of software from supplier - 10.0

Careworks/Youth Offending Team Migration Project

Delays due to technical difficulties regarding product installation - 10.0

Linking of Integrated Children's System and Pupils Database

Delays due to technical difficulties regarding product installation - 13.0

MISCELLANEOUS UNDERSPENDS AND INCOMEGovernment Connect Scheme

The government have recently confirmed that in order to encourage take up of data sharing potential the first year costs have been waived resulting in this one off saving. - 20.0

Additional Income

Sales of services that are outside of the annual Service Level Agreement and associated internal recharges - 25.0

Revised Accruals

Telephone fraud charges accrued 07/08 of £20k. Robust negotiations with the supplier have resulted in a substantial reduction in liabilities due to acceptance of shared risk argument. - 9.0

General Underspends

There are a number of cost centres currently forecasting small underspends. - 41.0

IT&T Services Total - 260.0

EASY PROJECT

	£'000s
Easy Phase 1 expenditure will exceed budget for 1 year due to establishment budgets being transferred back to ITT. For future years it is anticipated that there will not be a budget pressure due to a reduction in ongoing support costs.	+ 13.0
Easy Phase 2 has an underspend on staff costs (£-69k) due to some delays in recruitment, and lower pension contributions. These are offset against reductions in the anticipated savings (£+47k) which will materialised in 2008/09. It is important to note that the savings will still materialise, but have been delayed.	- 22.0
	- 9.0

Property Services

	£'000s
<u>Asset & Property Management</u>	- 15.0
This underspend is largely due to staff savings as a result of vacant posts. These are offset to some extent by expenditure on Professional Fees and External Consultancy.	
<u>Strategic Business & Design</u>	+ 66.0
The overspend is partially due to losing the Gas Servicing Contract, which will now be undertaken by Commercial Services. The remaining overspend is largely due to reduced capital programme fee income. Past experience suggests this variance will be reduced by the end of the year.	
<u>Commercial Property Portfolio</u>	+ 51.0
The overspend is largely a result of reduced rental income for Parkside due to its imminent closure. The Shambles and the Theatre Royal are both projecting an overspend due to increased expenditure on Repairs & Maintenance. These overspends are partially offset by increased rental income for 'Miscellaneous Properties' and Millfield Lane Farm.	
<u>Admin Accommm</u>	+ 86.0
The three main factors contributing to the overspend are;	
1) Saving due to reduced rents payable at Swinegate not achieved.	
2) Reduced income for vacant property at Blake Street.	
3) Increased insurance premiums.	
Property Services Total	+ 188.0

RESOURCES PERFORMANCE TABLES

PUBLIC SERVICES

PI	07/08 perf.	08/09 Target	08/09 part year target	08/09 perf to date	On target?	Direction of travel: 07/08 to 08/09
BVPI 9 - % of Council tax collected	97.3%	97.5%	38.78%	38.83%	✓	↑
BVPI 10 - % of non-domestic rates received by the authority	98.3	99%	41.03%	40.61%	✗	↑
BVPI 79bi - Housing Benefit – overpayments recovered as a % of amount identified for the period	60.85%	78%	N/A	67.7%	✗	↑
BVPI 79bii – Housing Benefit – overpayments recovered as a % of amount outstanding at the end of the period	22.71%	30%	7.5%	8.3%	✓	↑
BVPI 79biii – Housing Benefit and CTB – overpayments written off during the period as a % of the total outstanding at the end of the period	5%	7.5%	N/A	0.3%	✓	↑
NPI 180 Changes in Housing Benefit/ Council Tax Benefit entitlements within the year	Not measured	1000 per thousand caseload	N/A	No data available	N/A	N/A
NPI 181 Time taken to process Housing Benefit/Council Tax Benefit new claims and change events DWP DSO	Not measured	18 days	N/A	16 days	✓	↑

IT&T

Indicator	07/08 perf.	08/09 Target	08/09 perf to date	On target?	Direction of travel: 07/08 to 08/09
COLI 71 - The percentage of time that major IT systems and infrastructure is available	99.88%	99.40%	99.79%	✓	↓

AUDIT AND RISK MANAGEMENT

Indicator	07/08 perf.	08/09 Target	08/09 perf to date	On target?	Direction of travel: 07/08 to 08/09
ARM1 The number of Housing Benefit and Council Tax Benefit (HB/CTB) fraud investigations completed by the local authority per year.	524	535	98	✓	New indicator
ARM2 The number of HB and CTB prosecutions and sanctions, per year in the lcal authority area.	48	51	16	✓	New indicator
ARM3 The total value of the fraudulent benefits payments detected by the local authority per year.	£527,275	£400K	£83.5K	✓	New indicator

FINANCIAL SERVICES

Indicator	07/08 perf.	08/09 Target	08/09 perf to date	On target?	Direction of travel: 07/08 to 08/09
BVPI 8 - % of invoices for goods and services that were paid for in 30 days	92.82%	97%	92.92%	✗	↑
NPI 179 -Value for money – total net value of on-going cash-releasing value for money gains that have impacted since the start of the 2008-9 financial year	Not measured		To be reported at year end		

CUSTOMER FIRST INDICATORS

Indicator	07/08 perf.	08/09 Target	08/09 perf to date	On target?	Direction of travel: 07/08 to 08/09
BVPI 12 – Number of working days lost to sickness absence per FTE	10.99	11	2.04	✓	↑
CG 3 – The number of letters received responded to within 10 working days	97.34%	95%	98.64%	✓	↑
CG4 – Number of visitors seen within 10 minutes	98.53%	100%	97.46%	✗	↓
CM 10 – The number of Stage 2 complaints received responded to within 10 working days	80% (4/5)	95%	100%	✓	↑

Resources EMAP – Sept 2008

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2008-09 Capital Programme – Resources

The capital programme for Resources is £18.773k. The Property capital programme budget of £17,185k is inclusive of £935k slippage from 2007/08. Variances at monitor 1 indicate slippage of £12,039k. This consists of £11,789k within the Admin Accom project and £250k Carbon Management programme. Currently the IT&T capital budget is made up from the slippage against 2007/08 development plan of £1.468k, against which there is an anticipated underspend of £200k. The guide Capital for the 2008/09 IT&T Development plan is a further £1.3m, although not all of this is due for implementation in the current year. The Easy Capital programme consists of just 1 scheme relating to benefits implementation, for which there is no anticipated variance against budget at this stage.

SCHEMES	Budget £k	Outturn £k	Variance £k	Comments
PROPERTY				
35 Hospital Fields Road	18.0	18.0		}
Access Audits/DDA work	144.0	144.0		
Preservation of Buildings Repairs Backlog	90.0	90.0		
Property Key Components	202.0	202.0		
Admin Accom	16,069.0	4,280.0	(-) 11,789.0	Due to the withdrawal of the planning application the project has been delayed subject to the ongoing review. The projected costs reflect ongoing project management, land assembly, design, FM, property exit strategy and user development costs for 2008/9
Carbon Management	500.0	250.0	(-) 250.0	The carbon management board is still to make a decision on the viability of a Salix bid. Staff vacancies have delayed work in this area.
Fire Safety Regulations - Adaptations	100.0	100.0		Survey work committed, balance acts as a contingency for high risk survey outcomes.
Removal of Asbestos	62.0	62.0		
Sub-total	17,185.0	5,146.0	(-) 12,039.0	
Easy @ York project	120.0	120.0		Benefits implementation Capital budget is on target to be spent. This variance reflects an underspend against 2007/08 schemes of £200k. For the 2008/09 Development plan a decision still needs to be made as to the most beneficial means of funding the programme. The capital guide from the 2008/09 plan is £1,208,775 of which £819,300 relates to planned expenditure in 2008/09 financial year.
IT&T Equipment Purchase	1,468.0	1,268.0	(-) 200.0	
Total capital programme	18,773.0	6,534.0	(-) 12,239.0	

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