



Notice of meeting of

Executive Member For Corporate Services and Advisory Panel

To:	Councillors Healey (Chair), Moore (Executive Member), Pierce (Vice-Chair), Firth and Gunnell
Date:	Tuesday, 20 January 2009
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 19 January 2009, if an item is called in *before* a decision is taken, *or*

4:00 pm on Thursday 22 January 2009, 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 - 4)

To approve and sign the minutes of the meeting of the Executive Member for Corporate Services and Advisory Panel held on 9 December 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 19 January 2009, at 5.00 pm.

4. Forward Plan Update (Pages 5 - 12)

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 Budget Proposals (Pages 13 - 28)

This report presents the 2009/10 budget proposals for the Resources Directorate.

6. Resources Directorate Plan (Pages 29 - 44)

This report sets out the Resources Directorate Plan for 2009-2010. The Plan sets out the priorities for the Directorate, including key milestones and timescales.

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

Democracy Officer:

Name: Jayne Carr

Contact details:

- Telephone – (01904) 552030
- E-mail – jayne.carr@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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- 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.

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Further information about what's being discussed at this meeting

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Holding the Executive to Account

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	9 DECEMBER 2008
PRESENT	COUNCILLORS HEALEY (CHAIR), MOORE (EXECUTIVE MEMBER), PIERCE (VICE-CHAIR), FIRTH AND GUNNELL

28. 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. No interests were declared.

29. MINUTES

RESOLVED: That the minutes of the meeting held on 21 October 2008 be approved and signed by the Chair and Executive Member as a correct record.

30. PUBLIC PARTICIPATION

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

31. FORWARD PLAN UPDATE

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

An update was given on the progress of the Conservative Budget Review and the Corporate Efficiency Programme.

32. RESOURCES DIRECTORATE MONITOR 2 PERFORMANCE AND FINANCE REPORT - 2008/09

Members considered a report on performance and financial information for the Resources Directorate for Monitor 2, 2008/09. The report included:

- A budget overview covering both revenue and capital budgets
- An overview of key Directorate performance indicators
- Information in relation to progress against Directorate priorities

The revised format of the report reflected the changes that were being implemented to improve the quality and consistency of financial reporting.

It was noted that, based on the second review to 31 October 2008, the projected outturn position for the Resources Directorate for 2008/09 was an underspend of £421k. An underspend in IT had contributed significantly to this figure. Technical integration work in respect of the Social Care System replacement programme was now being undertaken in-house rather than by a third party and had resulted in substantially reduced costs. Resourcing implications within Directorates had resulted in a number of IT development projects either not being completed within year as planned or being deferred completely until 2009/10. An underspend of £48k had resulted from the Single Assessment Process being deferred because the Directorate did not have the resources to implement the project in year. This was a joint project between Adult Social Services and the Primary Care Trust.

Consideration was given to the progress against the detailed Directorate Priorities:

- The Resources Restructure had recently been agreed by the Staffing Matters and Urgency Committee.
- Good progress was being made in respect of the Financial Management System replacement. The implementation date would be 1 April 2009. Members asked if the new system would run alongside the old system for a period of time to ensure that a back-up was in place if problems arose. Officers explained that the existing system would continue for the purpose of the closing of accounts for the 2008/09 financial year. All transactions for the 2009/10 financial year onwards would be on the new system only. The new system would be well tested prior to its implementation and no problems were envisaged.
- Northgate Kendrick Ash had been appointed as Performance Partner. This was a three-year contract but payment was subject to targets being achieved. A report would be going to the Executive outlining the process and a three-month scoping study would commence in January 2009.
- Good progress was being made in relation to responding to previous Auditor comments regarding the completion of the final accounts.

Advice of the Advisory Panel

That the Executive Member be advised:

- (i) That the current financial situation be noted.
- (ii) That Officers be thanked for the work that has been carried out.
- (iii) That departments bidding for IT developments be urged to ensure that they have the necessary resources in place to work with the IT department to support the successful and timely implementation of projects.

Decision of the Executive Member

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

REASON: In accordance with budgetary and performance monitoring procedures.

33. TREASURY MANAGEMENT SECOND MONITOR REPORT

Members considered a report updating them on the Treasury Management performance for the period 1 April to 31 October 2008 compared against the budget presented to Council on 21 February 2008.

The report highlighted the economic environment for the first seven months of the 2008/09 financial year and in relation to this reviewed treasury management performance covering: short-term investments, long-term borrowing, Venture Fund and Treasury Management Budget.

Members were updated on the implications of the current economic conditions and Officers explained the significant debt restructuring that had taken place as outlined in the report.

It was noted that the delay in the capital programme in respect of the Admin Accommodation project had produced an underspend as borrowing had been delayed. Discussion took place as to the advantages and disadvantages of borrowing in advance.

Members were updated on the situation in respect of the Club Loan. Enfield Council had previously been reluctant to restructure the loan but had now indicated that they would be willing to do so. In the present climate it was, however, unlikely that a third party would be willing to buy out the loan.

Advice of the Advisory Panel

That the Executive Member be advised:

- (i) That the performance of the Treasury Management Activity be noted.
- (ii) That the projected underspend of £1.289m be noted.
- (iii) That the Treasury Management Team be congratulated on its prudence and exceptional performance in the current economic climate.

Decision of the Executive Member

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

REASON: To ensure the continued performance of the Council's Treasury Management function.

Councillor P Healey, Chair

Councillor R Moore, Executive Member

[The meeting started at 5.30 pm and finished at 6.25 pm].

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/ AUDIT & GOVERNANCE COMMITTEE	EBS	EXEC	COMMENTS/ GENERATED BY
1	Second Corporate Finance and Performance Monitor	Finance/Janet Lornie CS&G/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.	05/12/08	CMT 17/12/2008		EBS 13/01/2009	EXEC 20/01/2009	Business Cycle
2	Second Capital Monitor	Finance Louise Branford-White	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.	05/12/08	CMT 17/12/2008		EBS 13/01/2009	EXEC 20/01/2009	Business Cycle
3	Audit & Fraud Shared Service	Customer Service & Governance Max Thomas	Shared Service Briefing and Update	11/12/08	QCG 23/12/2008		EBS 13/01/2009	EXEC 20/01/2009	Business Cycle

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4	Granting a Loan to an Outside Body – York Credit Union	Finance Louise Branford-White	This Report informs Members that an outside body – York Credit Union – has requested a loan from CYC. Direction is sought on how Members would like to move forward. Members are asked if they would approve the loan.	11/12/08	QCG 23/12/2008		EBS 13/01/2009	EXEC 20/01/2009	Report at the Author's Request
5	Resources Directorate Plan	Ian Floyd	To consult and involve Members on the revised strategy document which sets out the medium and long term objectives and priorities of the directorate	01/01/09		Corporate EMAP 20/01/2009			Business Cycle
6	Resources Budget Proposals	Finance Patrick Looker	To present to Members Resources budget proposals for the period 2009/10 - 2010/11	01/01/09		Corporate EMAP 20/01/2009			Business Cycle

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7	Revenue Budget 2008/09 to 2010/11	Finance Steve Morton	To consolidate the budget proposals from Directorate EMAPs and consider added corporate issues with a view to setting the Council's budget.	22/01/09	CMT 04/02/2009		EBS 10/02/2009	EXEC 16/02/2009	Council 2602/2009
8	Capital Budget 2008/09 to 2010/11	Finance Louise Branford-White	To consider the capital budget proposals from Directorate EMAPS and consider corporate funding of the programme	22/01/09	CMT 04/02/2009		EBS 10/02/2009	EXEC 16/02/2009	Council 2602/2009
9	Treasury Management Policy 2008/09 to 2010/11	Finance Louise Branford-White	To conform to statutory requirements to set the Council's Treasury Management Policy & Strategy and Performance Indicators for the period to 2010	22/01/09	CMT 04/02/2009		EBS 10/02/2009	EXEC 16/02/2009	Council 2602/2009

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10	Bids for Funding from the Council's Venture Fund	Finance Louise Branford-White	To provide Members with the views of the Venture Fund Panel on a number of bids which are requesting funding from the Venture Fund. The Venture Fund is a source of funding to provide short to medium term financing for capital and/or revenue projects which will reduce the Council's net budgeted expenditure and support and/or achieve the overall goals of the Authority. Members are requested to approve (where appropriate) the advance of funds from the Venture Fund.	22/01/09	CMT 04/02/2009		EBS 10/02/2009	EXEC 16/02/2009	Business Cycle
11	Risk Management Policy Statement and Strategic Framework'	Customer Service & Governance David Walker/Claire Rogers	Members are asked to approve the new Risk Management Policy Statement and Strategic Framework'	06/02/09	CMT 18/02/2009		EBS 24/02/2009	EXEC 03/03/2009	At the Request of the Author
12	Corporate Strategy Refresh	Customer Service & Governance Janna Eastment	To set before Members for approval the content of the refreshed corporate strategy that is due for implementation in April 2009.	01/02/09	CMT 11/02/2009		EBS 10/03/2009	EXEC 17/03/2009	Report at the Author's Request

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13	Accounts Submitted for Write Off	Customer Service & Governance David Walker	Mid-year submission of accounts for write-off by the Executive Member and details of write-offs made by delegated authority to the Head of Finance.	28/02/09		Corporate EMAP 17/03/2009			Business Cycle
14	Resources Service Plans	CS&G/Finance Pauline Stuchfield/Patrick Looker	A report to set before Members detail of the Services provided by Resources Directorate in relation to key drivers, critical success factors, current performance & future direction.	28/02/09		Corporate EMAP 17/03/2009			Business Cycle

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15	Corporate Strategy Refresh	Customer Service & Governance Janna Eastment	Members are asked to: consider and approve the content of the refreshed corporate strategy that is due for implementation in April 2009	31/01/09	CMT 11/02/2009		EMAP 10/03/2009	EXEC 17/03/2009	Report at the Author's Request
16	Risk Management Quarterly Monitoring Report	Customer Service & Governance David Walker	To provide CMT and Members with progress on managing the agreed key corporate risks	06/03/08	CMT 18/03/2008	Audit & Governance Committee 31/03/2009			Business Cycle
17	Update on Use of Resources Action Plan	Customer Service & Governance Pauline Stuchfield/ Peter Lowe		06/03/08		Audit & Governance Committee 31/03/2009			Business Cycle
18	Draft Internal Audit Plan	Customer Service & Governance Max Thomas		06/03/08		Audit & Governance Committee 31/03/2009			Business Cycle
19	Draft Audit & Inspection Plan	Alastair Newall Audit Commission		06/03/08		Audit & Governance Committee 31/03/2009			Business Cycle

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20	Annual Audit Letter	Alastair Newall Audit Commission		06/03/08		Audit & Governance Committee 31/03/2009			Business Cycle
21	Draft Annual Governance Statement	Customer Service & Governance Pauline Stuchfield		06/03/08		Audit & Governance Committee 31/03/2009			Business Cycle
22	Special Half Day Session to take Members through the Draft Accounts	AD Corporate Finance				Audit & Governance Committee June 2009			Business Cycle
23	Draft Statement of Accounts	AD Corporate Finance				Audit & Governance Committee June 2009			Business Cycle
24	Risk Monitor/Annual Report	Customer Service & Governance David Walker/Claire Rogers			CMT June 2009	Audit & Governance Committee June 2009			Business Cycle
25	Internal Audit Plan	Customer Service & Governance Max Thomas				Audit & Governance Committee June 2009			Business Cycle

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26	Internal Audit Annual Report	Customer Service & Governance Max Thomas				Audit & Governance Committee June 2009			Business Cycle
27	Information Management Outturn Report	Customer Service & Governance Robert Beane				Audit & Governance Committee June 2009			Business Cycle
28	Breaches & Waivers Annual Report	Customer Service & Governance Max Thomas				Audit & Governance Committee June 2009			Business Cycle



**Executive Member for Corporate Services and
Advisory Panel**

20th January 2009

Report of the Director of Resources

Revenue and Capital Budget Estimates 2009/10

Purpose of Report

- 1 This report presents the 2009/10 budget proposals for Resources Directorate. It includes:
 - the revenue budget for 2008/09 (Annex 1) to show the existing budgets
 - the budget adjusted and rolled forward from 2008/09 into 2009/10
 - the provisional allocation of pay and price increases for the portfolio
 - proposals for budget service pressure costs and savings options for the portfolio area (Annexes 2)
 - fees and charges proposals (Annex 3)
 - the existing approved capital programme (Annex 4)

- 2 Budget Council will be held on 26 February 2009 and will make decisions on the overall budget for the Council. In order to facilitate the decision making process the Executive are meeting on 16 February 2009 to consider the preferences identified by the individual portfolio Executive Members and the results of the consultation exercise.

- 3 The Corporate Services Executive Member is therefore asked to consider the budget proposals included in this report and identify their preferences (after considering the proposals in annexes 2 and 3) which will be considered by the Executive as part of the consultation exercise. EMAP is invited to provide comments on the budget proposals in this report.

Background

- 4 The Council's Financial Strategy was adopted by the Executive on 23 September 2008. This paper is the result of ongoing work against this agreed framework.

- 5 The provisional Local Government Finance settlement for 2008/09 was issued on 6 December 2007 and it also included indicative figures for 2009/10 and 2010/11 which will enable the Council to consider future budget issues. The provisional settlement for 2009/10 gives an increase in formula grant of £1.159m, an increase of 2.74%

Budget Proposals for Resources Directorate

- 6 A summary of the budget proposals is shown in Table 1 below. Further details on each individual element are presented in the subsequent paragraphs. The annexes also contain other potential savings items which at this stage are not being recommended to Members.

Table 1 - Summary of Budget Proposals

	Para. Ref	£'000
Base Budget 2008/09	7	4,042
Provisional allocation for pay increases	8	204
Provisional allocation for price increases	9	100
Other Budget Pressures:		
IT Development Plan	10-11	350
Full year effect of 2008/09 growth items	12-13	63
Service Pressure proposals	15	0
Savings proposals (Annex 2)	16	-692
Proposed Budget 2009/10		4,067

Base Budget (£4,042k)

- 7 This represents the latest budget reported to Members, updated for the full year effect of decisions taken during 2008/09, e.g. supplementary estimates.

Provisional Pay Inflation (£204k)

- 8 These calculations are based on a pay increase for APT&C of 2.25%. The negotiations for the 2009/10 settlement have not yet started, although there is pressure from the Treasury that increases are kept under 2%.

Provisional Price Inflation (+/-£100k)

- 9 The budget proposes that a 2.5% increase on both controllable expenditure and income budgets. Only Increases for fees and charges above 2.5% are included in the savings proposals.

Other Budget Pressures (+£350k)

- 10 These represent pressures over which the service has no influence, e.g. changes to funding and expenditure which are due to national policy initiatives.
- 11 The IT Development Plan (£350k) represents the revenue costs of the priority investment in technology that was agreed in principle by Members as part of the IT development plan report received by the Executive. This funding supports IT developments for all council directorates. The funding is based on a required budget level of £450k as agreed by Executive 2nd December 2008 (IT development Plan 2009/10) however since there is regularly slippage on this budget a one-off credit of £100k is proposed to reflect this.

Full Year Effect of 2008/09 Saving Items

- 12 Several saving items were approved in 2008/09 where there is either a full year cost or a non-recurrence in 2009/10.
- 13 The costs shown in table 2 below represent the additional funds needed in 2009/10.

Table 2 - Full Year Effect of 2008/09 Pressures

	£'000
Full Year effect of recurring departmental pressures in 2008/09	
Audit Commission fee increases – further anticipated increase in Audit Commission fees due to new inspection regime	10
Reduction in Housing Benefit Administration Grant – the government has announced ongoing 5% reductions in support for the Housing Benefit administration service.	28
Housing benefit post funded from additional RSG	25
Total Full Year Costs	63

General Contingency

- 14 Members should note that there are potential expenditure pressures that may materialise in 2009/10 but which are not yet certain or not quantifiable at this stage. There are no issues identified within the Resources Directorate that are assumed to be calls on the contingency which is proposed to be set at £600k.

Service Pressures (£0k)

- 15 For 2009/10 the directorate has looked to deal with any identified service pressures within current budgets. There are therefore no service pressures which need to be funded through the budget process.

Savings Proposals (£-692k)

- 16 Members will be aware that the 2008/09 budget savings were significant and that all Directorates are operating within a tight financial environment. In seeking to achieve savings for the 2009/10 budget Directorates have examined budgets with a view to identifying savings that have a minimum impact on the services provided to the public, customers and the wider Council. Instead they have concentrated on initiatives that;
- improve quality and efficiency
 - take advantage of ongoing service and/or Best Value reviews
 - generate income
 - address budgetary underspends
 - improve cash flow and interest earnings
 - generate savings from the technical and financial administration

functions of the Council

- 17 In addition to the initiatives listed above the list of savings also includes proposals to increase fees and charges (see also section below). Generally these are increasing by 2.5% but this is varied by directorates as they are affected by national constraints/requirements.
- 18 Annex 2 shows the full list of savings proposals for the Resources Directorate.

Fees and Charges

- 19 The details of the proposed fees and charges for the services provided by this portfolio are set out in Annex 4. Where fees and charges increases are being set above the inflation requirement they have been included in Annex 3. Members will note that it is proposed to freeze court fees at the 2008-09 level however since income from this budget area is currently above budget it will be possible to absorb a 2.5% budget increase.

Capital Programme

- 20 The Council's existing capital programme as approved at monitor 2 is shown at Annex 4.
- 21 There are no further schemes proposed to be considered for this portfolio.

Treasury Management

- 22 The Treasury Management function which manages the council's loans and investments is part of the Resources Directorate. The staff employed in this function have an integral role in achieving significant savings on behalf of the Council as a whole. As the budget is so specialised the budget proposals are shown separately in the table below:

	Para. Ref	£'000
Base Budget 2008/09		6,937
Budget Pressures:		
Borrowing Interest Paid	24	-710
Cost of Minimum Revenue provision	26	732
Investment Interest Earned	27	768
Proposed Budget 2009/10		7,727

- 23 The table shows that there is a decrease in external interest to be paid on borrowing and then an increase in the Minimum Revenue Provision and a decrease in the amount of interest to be earned during the year.
- 24 The table also shows that there is a fall in interest to be paid on external debt in 2009/10. This is due to high coupon debt being repaid in June 2008 and being refinanced at a lower rate later in 2008. Also interest rates estimated for 2008/09 were higher than those that have actually been taken. Therefore

even though interest to be paid on borrowing for 2009/10 has increased in line with the increased requirements of the capital programme, the budget requirement shows a decrease.

- 25 The market will be monitored to take advantage of beneficial low interest rates when they become available and opportunities will be taken to refinance, to ensure that external interest paid is kept to the lowest level possible.
- 26 The Minimum Revenue Provision, which is the provision made to repay debt every year, has increased in line with the increase in the additional borrowing required to support an increase in the 2009/10 capital programme.
- 27 Investment Interest earned will decrease during 2009/10 due to the effect of the credit crunch and the lower interest rates being available for investment. However the Council is not fully exposed to the decrease in interest rates as 27% of the 2009/10 average cash balance has already been invested in fixed term deposits at rates of interest higher than those estimated for 2009/10.
- 28 Interest rates for borrowing and investments will be continually monitored during 2009/10 and advantage taken of favourable rates when they become available.

Consultation

- 29 This paper forms part of the Council's budget consultation. The other streams being undertaken include a recently held public meeting where participants sat at tables and tried to produce a balanced budget after considering growth and saving priorities, a leaflet circulated city wide with a fold-out return part, fora and a web-based process.

Options

- 30 As part of the consultation process Members of EMAP are asked for their comments or alternative suggestions on the proposals shown in Annexes 2, and 3.

Analysis

- 31 All the analysis is provided in the body of the report and the annexes.

Corporate Priorities

- 32 The budget represents the opportunity to reprioritise resources towards corporate priority areas. The Resources Directorate primarily supports the other directorates in achieving their corporate priorities. Savings have been targeted primarily where efficiencies can be made from better working practices thus protecting front line services.

Implications

- 33 The implications are:
- Financial - the financial implications are dealt with in the body of the

report.

- Human Resources – there are no HR implications to the proposed growth or savings items.
- Equalities - there are no equality implications to this report.
- Legal - there are no legal implications to this report").
- Crime and Disorder - there are no specific crime and disorder implications to this report.
- Information Technology - there are no information technology implications to this report.
- Property - there are no property implications to this report.
- Other - there are no other implications to this report.

Risk Management

- 34 Key reporting mechanisms to Members on budget matters will continue to be through mid-year monitoring reports and the final Revenue Outturn report for the year. The format/timing of these reports has recently been considered by the Council's Management Team but as a minimum they will report on forecast out-turn compared to budgets and will also address the progress made on investments and savings included within the budgets.
- 35 The budget setting process always entails a degree of risk as managers attempt to assess known and uncertain future events. This year has demonstrated the difficulty of achieving this. As with any budget the key to mitigating risk is prompt monitoring and appropriate management control. As such updated figures and revised corrective actions will be monitored via Directorate Management Teams, Corporate Management Team and the monitor reports during the year.

Recommendations

- 36 The Executive Member Advisory Panel is invited to consider whether the budget proposals are in line with the Council's priorities.
- 37 The Executive Member Advisory Panel is invited to provide comments on the budget proposals for savings and growth which have been prepared by Officers and contained in this report, which are intended to form part of the Council's budget to be considered by the Budget Executive on 16 February 2009.
- 38 The Executive Member Advisory Panel is invited to provide comments on the areas for consultation for the revenue budget contained in this report, which may form part of the Council's budget to be considered by the Budget Executive on 16 February 2009.
- 39 The Executive Member is invited to consider whether the budget proposals are in line with the Council's priorities.
- 40 The Executive Member is asked to consider the budget proposals for consultation for Resources Directorate for 2009/10 contained in this report and listed below and provide comments to be submitted to the Budget Executive on 16 February 2009.

- 2009/10 Base budget as set out in paragraph 7;
- Savings proposals as set out in Annex 2;
- Fees and charges as set out in Annex 3.

Contact Details

Authors:

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Finance Manager 1633

Chief Officers responsible for the report:

Ian Floyd
Director of Resources
Tel: 551100

Report Approved Date 9/1/09

Specialist Implications Officer(s) None

Wards Affected: *List wards or tick box to indicate all* **All**

Background Working Papers

Budget working Papers held in City Strategy Finance

Annexes

- Annex 1 - 2008/09 Budget
- Annex 2 - Savings Proposals
- Annex 3 - Fees and Charges
- Annex 4 - Existing Capital Programme

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EXECUTIVE MEMBER FOR CORPORATE SERVICES**SERVICE PLAN**

<u>DETAILED EXPENDITURE</u>		<u>COST CENTRE EXPENDITURE</u>	
	2009/10 Original Est £'000		2009/10 Original Est £'000
Employees	8,319	Director Of Resources	426
Premises	20	Corporate Finance	(15)
Transport	35	Customer Service & Governance	2,231
Supplies & Services	6,181	Transformation and Efficiency	1,400
Recharges	3,515		
Benefit Payments	38,211		
Capital Financing	1,247		
Gross Expenditure	57,528		
Income	(2,044)		
Recharges	(13,404)		
Benefit Subsidy	(38,038)		
Net Expenditure	4,042		4,042

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Resources Directorate
Savings Proposals 2009/10

Annex 2

	Brief Description	Net saving 2009/10 £(000)	Full Year 2010/11 £(000)	Full Year 2011/12 £(000)
<u>a) Savings assumed within the report</u>				
RSDSx	<u>Deminimis Savings</u> Three savings identified within IT&T due to bringing Asset Management Project under budget (£7k), Looking after Children project under budget (£8k) and corporate printing savings identified (£2k)	17.00	17.00	17.00
RSMS2	<u>Improved efficiency of processing Council Tax and Housing Benefit</u> In the past the benefits service have made significant use of agency staff to deal with backlogs and peaks in demand especially at year end. Due to the work done as part of easy@york the service has reduced backlogs and will implement new processes that will enable the service to deal with peaks in demand within existing resources resulting in a reduction in the level of agency staff required.	25.00	25.00	25.00
RSMS4	<u>Review Council Tax 25% Single Person Discount entitlement</u> Working with a credit reference agency undertaking a data matching exercise to identify potential multi-person households where the 25% discount may need to be reviewed and/or cancelled. Additional Council Tax income to the authority due to cancellation discount (and subsequent collection of the tax).	50.00	50.00	50.00
RSMS5	<u>Improve recovery of Benefits Overpayments</u> Undertake review of Housing and Council Tax Benefit overpayments that have recovery either suspended or pended and either recover from ongoing benefit entitlement or issue invoice. During 2008/09 initial data analysis and review of cases has commenced.	60.00	60.00	60.00
RSMS6	<u>Anite</u> The new Corporate Electronic Data and Records Management System (EDRMS) offers the potential to migrate from one of the current document management providers releasing the associated maintenance costs.	30.00	30.00	30.00
RSMS7	<u>Additional IT&T Sales Income</u> Income from additional service sales by expanding the use of the existing Corporate Remote Access system.	10.00	10.00	10.00
RSMS8	<u>Voice & Data network consolidation</u> Anticipated savings to be achieved through the consolidation of various council contracts into a single managed service. These include IT & T's current Voice and Data Network, Urban Traffic Management Control and the corporate Broadband contract.	10.00	10.00	10.00
RSMS9	<u>Saving from Insurance Reserve</u> An additional £50K PA to be given up from the insurance reserve on an annual basis. This has been made possible through better management of the insurable risk in the Highways area. Since the introduction of Highway Safety inspections in Sept 2000 the repudiation rate for highways claims has risen to over 90% compared with an average of 65% across the rest of England. A further benefit of the effective management of claims has been the reduction in premium paid to external insurers which fell by £250k pa at last tender. Prudent fund management has also contributed to the position where we are able to provide further saving to the organisation.	50.00	50.00	50.00
RSMS10	<u>Staff Turnover saving</u> Currently there is no vacancy provision within Resources budgets, based on previous experience there are reductions in employee costs net of recruitment costs which suggest that a target of £55k is reasonable for 2009/10.	55.00	55.00	55.00
RSLS1	<u>Increase in Benefits subsidy due to efficiency improvements</u> Improved performance in the administration of Housing and Council Tax benefit, including a lower incidence of local authority error overpayments.	82.00	82.00	82.00

**Resources Directorate
Savings Proposals 2009/10**

Annex 2

	Brief Description	Net saving 2009/10 £(000)	Full Year 2010/11 £(000)	Full Year 2011/12 £(000)
RSL2	<u>Oracle Licences</u> The Integrated Social Services System (ISIS) will be decommissioned this financial year with a consequent reduction in the requirement for associated Oracle licences.	10.00	10.00	10.00
RSL3	<u>Technical Integration</u> Expansion of the internal resource skills base has identified savings when compared to the costs relating to the buying in of this specialist technical skill set.	100.00	100.00	100.00
RSL4	<u>Server Maintenance Contracts (Care packs)</u> Server hardware maintenance contracts (Care packs) are in place to maintain servers post expiry of their initial maintenance agreement. Transfer of maintenance responsibilities to the in-house staff would remove the costs of external service provision.	10.00	10.00	10.00
RSL5	<u>IT&T Lease Savings</u> Lease buyouts completion resulting in ongoing savings.	123.00	123.00	123.00
RSL6	<u>Resources development Fund</u> Following a review this budget is no longer required	60.00	60.00	60.00
Total Savings		692.00	692.00	692.00

<u>b) Savings considered but not proposed</u>				
RSMS3	<u>Reduction in the number of Cashiers</u> Opportunity to reduce staff numbers in cashiers if alternative cash collection methods are brought forward such as use of automated kiosks. Since this option has not been agreed as per the IT development plan this option is not recommended.	20.00	20.00	20.00

Directorate of Resources Fees and Charges 2008/09

	Charges 2008/09	Proposed Charges 2009/10	% increase over 2008/09
Court Costs			
	£	£	%
<u>Council Tax</u>			
Issuing of a Summons	50.00	50.00	-
Issuing of a Liability Order	20.00	20.00	-
<u>Business Rates</u>			
Issuing of a Summons	75.00	75.00	-
Issuing of a Liability Order	25.00	25.00	-
<u>Sundry Debtors</u>			
Issuing of a Summons (set by the court):			
Up to £300	30.00	30.00	-
£300.01 to £500	50.00	50.00	-
£500.01 to £1000	80.00	80.00	-
£1000.01 to £5000	120.00	120.00	-
£5000.01 to £15000	250.00	250.00	-
£15000.01 to £50000	400.00	400.00	-
£50000.01 - £100000	600.00	600.00	-
£100000.01 to £150000	700.00	700.00	-
Over £150000.01	800.00	800.00	-
Solicitors Costs applied at Summons Stage			
Up to £500	50.00	50.00	-
£500.01 to £1000	70.00	70.00	-
£1000.01 to £5000	80.00	80.00	-
Over £5000.01	100.00	100.00	-
Solicitors Costs applied at Judgement Stage			
Up to £5000.00	22.00	22.00	-
Over £5000.01	30.00	30.00	-
Oral Examination	45.00	45.00	-
<u>Overpayment of Housing Benefits</u>			
Issuing of N322A - Application to enforce an award (Set by Court)	35.00	35.00	-
Solicitors Costs applied at N322A Stage:			
Up to £250.00	30.75	30.75	-
£250.01 to £600.00	41.00	41.00	-
£600.01 to £2000.00	69.50	69.50	-
Over £2000.01	75.50	75.50	-
Oral Exam	45.00	45.00	-

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Capital Budget - 2008/09 to 2010/11

	2008/09 Revised Budget £000	2009/10 Revised Budget £000	2010/11 Revised Budget £000	Gross Capital Programme To be Funded £000
<u>Gross Expenditure by Department</u>				
Children's Services	33,145	30,848	20,181	84,174
City Strategy (P&T)	8,658	7,701	7,203	23,562
City Strategy (Admin Accomm)	2,985	5,926	10,187	19,098
City Strategy (Econ Devt)	158	0	0	158
Housing	8,967	8,451	8,619	26,037
Leisure & Heritage	3,857	5,244	1,100	10,201
Neighbourhood Services	634	686	133	1,453
Chief Execs	866	550	200	1,616
Resources	885	0	0	885
Social Services	282	397	331	1,010
Miscellaneous	100	0	0	100
Total by Department	60,537	59,803	47,954	168,294
<u>Total External Funds by Department</u>				
Children's Services	26,910	30,666	20,181	77,757
City Strategy (P&T)	6,903	6,534	6,286	19,723
City Strategy (Admin Accomm)	0	0	7,796	7,796
City Strategy (Econ Devt)	0	0	0	0
Housing	8,693	8,451	8,619	25,763
Leisure & Heritage	1,807	493	0	2,300
Neighbourhood Services	429	361	133	923
Chief Execs	18	250	0	268
Resources	885	0	0	885
Social Services	51	92	51	194
Miscellaneous	0	0	0	0
Total External Funds by Department	45,696	46,847	43,066	135,609
<u>Total CYC Funding required by Department</u>				
Children's Services	6,235	182	0	6,417
City Strategy (P&T)	1,755	1,167	917	3,839
City Strategy (Admin Accomm)	2,985	5,926	2,391	11,302
City Strategy (Econ Devt)	158	0	0	158
Housing	274	0	0	274
Leisure & Heritage	2,050	4,751	1,100	7,901
Neighbourhood Services	205	325	0	530
Chief Execs	848	300	200	1,348
Resources	0	0	0	0
Social Services	231	305	280	816
Miscellaneous	100	0	0	100
Total Capital Receipt Funding required	14,841	12,956	4,888	32,685

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Meeting of Executive Member for Corporate Services and Advisory Panel

20 January 2009

Report of the Director of Resources

Resources Directorate Plan

Summary

1. This report sets out the Resources Directorate Plan for 2009-2010.

Background

2. The Directorate Plan sets out the main priorities for the Directorate, including key milestones and times. It provides a high level overview of the main areas of work for the Directorate and demonstrates how the Directorate supports the Council's overall corporate objectives
3. Clearly the Directorate has undergone a considerable degree of change since the first Directorate Plan was presented to Members. As well as the change of Director and in members of Resources Management Team there has been a shift of services both from and to the Directorate as a result of the Corporate Restructure. This current Directorate Plan seeks to represent that shift in emphasis.
4. Also included is a table of Key Performance Indicators. Because of the timing of this meeting this table will require amendment as soon as it is possible to complete a 2008/09 outturn column and 2009/10 targets. Customer standards and measures will also be changing soon and these will also need to be reflected in this schedule which will then be used as part of the ongoing monitoring process.

Corporate Priorities

5. This report links to the Council's Corporate Priorities and Values and contains specific links between what the Resources Directorate will be doing and the Council's Corporate Strategy.

Implications

6. There are no specific Financial, HR, Legal, Equalities, Crime & Disorder or Property Implications associated with this report.

Risk Management

7. Risk issues for the Directorate are contained within the attached Plan.

Recommendations

8. That the Advisory Panel advise the Executive Member that:
1) the Directorate Plan 2009 – 2010 be approved

Reason:

to provide strategic direction for the Directorate and to act as a consolidated reference point for Service Managers

Contact Details

Author:

*Ian Floyd
Director of Resources
Tel No. 01904 551100*

Chief Officer Responsible for the report:

Chief Officer's name - *Ian Floyd*
Title – *Director of Resources*

Report Approved **Date** *5 January 2009*

Chief Officer's name – Ian Floyd
Title – Director of Resources

Report Approved **Date** *5 January 2009*

Wards Affected: *List wards or tick box to indicate all*

All

For further information please contact the author of the report

Background Papers:

Annex A: Resources Directorate Plan



**Resources
Directorate Plan
2009 – 2010**

Foreword from the Director of Resources

It has been a year of significant change within the Resources Directorate. There was a change in the Director, when I came into post in late August; changes in terms of the structure were already taking place, and, in the first few months, I have taken the opportunity - along with senior managers in the Directorate - to review the structure of the Directorate. This has created additional resources for Performance & Business Assurance, and Efficiency & Procurement, both of which are key issues that need addressing.

In addition to my joining the Council, by the end of this financial year there will be two new Assistant Directors and, therefore, a very new Management Team in place.

Much progress has been made in the last 12 months, but there remain significant areas for improvement. Ensuring we have in place strong financial management, with efficient procedures for completion of the accounts and budget monitoring, is a top priority. Weaknesses in respect of this have been highlighted by external audit in the past and it is imperative these are strengthened. The introduction of the new Financial Management System is also very important, and this will assist in improving financial management procedures across the Council.

Linked to the Financial Strategy, taking forward the efficiency agenda, alongside the Easy Programme, will be a major piece of work which will affect the whole of the Council. Ensuring we achieve real efficiency, with no deterioration in quality of service, will be important in moving the Council forward and ensuring sound financial stability alongside improved service quality.

We also will be seeking to ensure there are effective processes and procedures in place throughout the Council, ensuring the core business activities and processes of the Council are conducted in an efficient and coordinated manner.

There are many other challenges, which are set out in more detail in this document.

I am grateful to staff for their positive attitude since I have been in post, and I want to work with everyone in the directorate to make Resources a Directorate that we and our customers can be really proud of. The Directorate is at the heart of the organisation, delivering a diverse range of services, all of which contribute to the effective running of the Council. The Directorate also provides major customer facing services: processing benefits, collecting council tax and providing the York Customer Centre.

This document sets out priorities for the Resources Directorate and identifies clearly the key areas in which the directorate needs to lead in terms of changes and improvements on both a Directorate and Council-wide basis.

Ian Floyd
Director of Resources

Directorate Plan

The purpose of this *Directorate Plan* is to:

- Communicate the overall direction for Resources
- Set out the directorate priorities for the medium term.
- Demonstrate how we will contribute to the delivery of the Corporate Strategy and Values.

Shared ownership and responsibility for these priorities will help to make things happen. The *Directorate Plan* will help us to:

- build a common identity across the directorate;
- share understanding of the common issues and goals of the directorate;
- create a climate where we can take shared ownership and responsibility for collective challenges;
- share skills, experiences and perspectives to build a more effective directorate;
- create a platform to involve everyone across the directorate;
- deliver our goals of achieving excellent services.

Resources Directorate

The Directorate provides corporate advice and guidance, delivers support services and delivers a range of services direct to customers. Our staff are highly visible across the organisation and in many areas highly visible to external customers. They undertake a range of tasks and functions that are critical to the overall health and effectiveness of the whole organisation.

Resources employs more than 300 staff, with an overall gross operating budget of £59m. The majority of services are based at St Leonard's Place, Museum Street, Little Stonegate and Swinegate Court East.

The directorate has a wide range of internal and external customers with differing needs, including residents of and visitors to York, elected members, partner organisations and all other council directorate staff. Following the restructure within the Directorate this year, there are three Assistant Director Posts covering a range of service areas, as set out below:-

Corporate Strategic Finance

The AD Corporate Finance manages teams responsible for Corporate Accountancy, Financial Planning, Treasury Management and Financial Systems. These are all crucial areas, incorporating statutory functions, and are seen a critical in providing a sound platform for the whole Council in terms of delivering priorities.

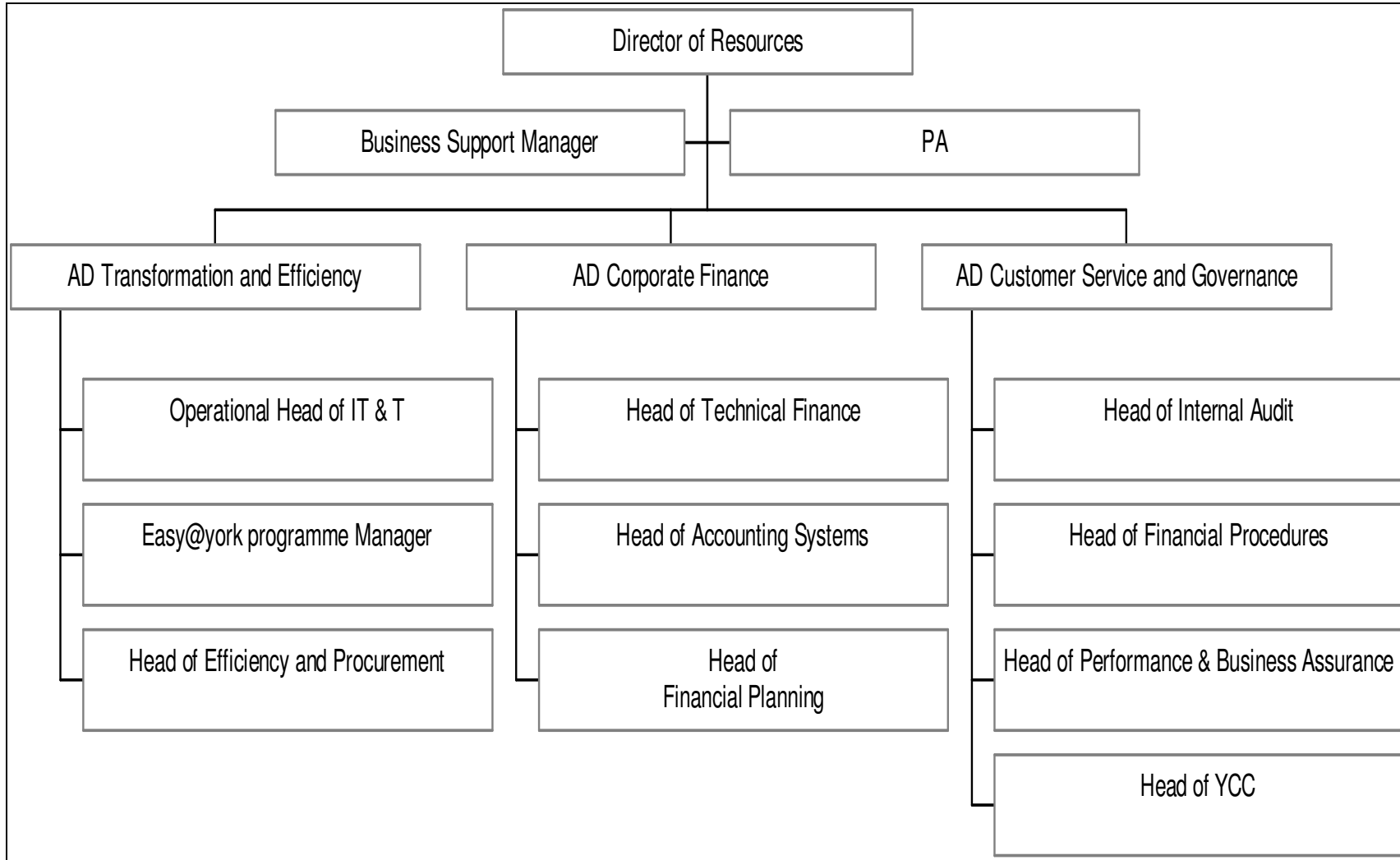
Transformation and Efficiency

Provides ITT services to all Council Directorates and its elected Members, supporting them in the delivery of high quality customer focused services to the public. Also responsible for the Easy Programme and the Efficiency agenda which are focused on delivering change in how the Council operates and securing major efficiencies for the Council. Procurement is also within this portfolio of services, ensuring the Council purchases goods and services in the most economic and efficient manner within Procurement legislation.

Customer Service and Governance

This area has been significantly changed as a result of the restructure, and combines a range of front line services such as the York Customer Centre (including benefits and council tax) and a range of Corporate/Governance services such as Internal Audit, Financial Procedures (income, risk, insurance) and Policy and Performance.

DIRECTORATE STRUCTURE CHART

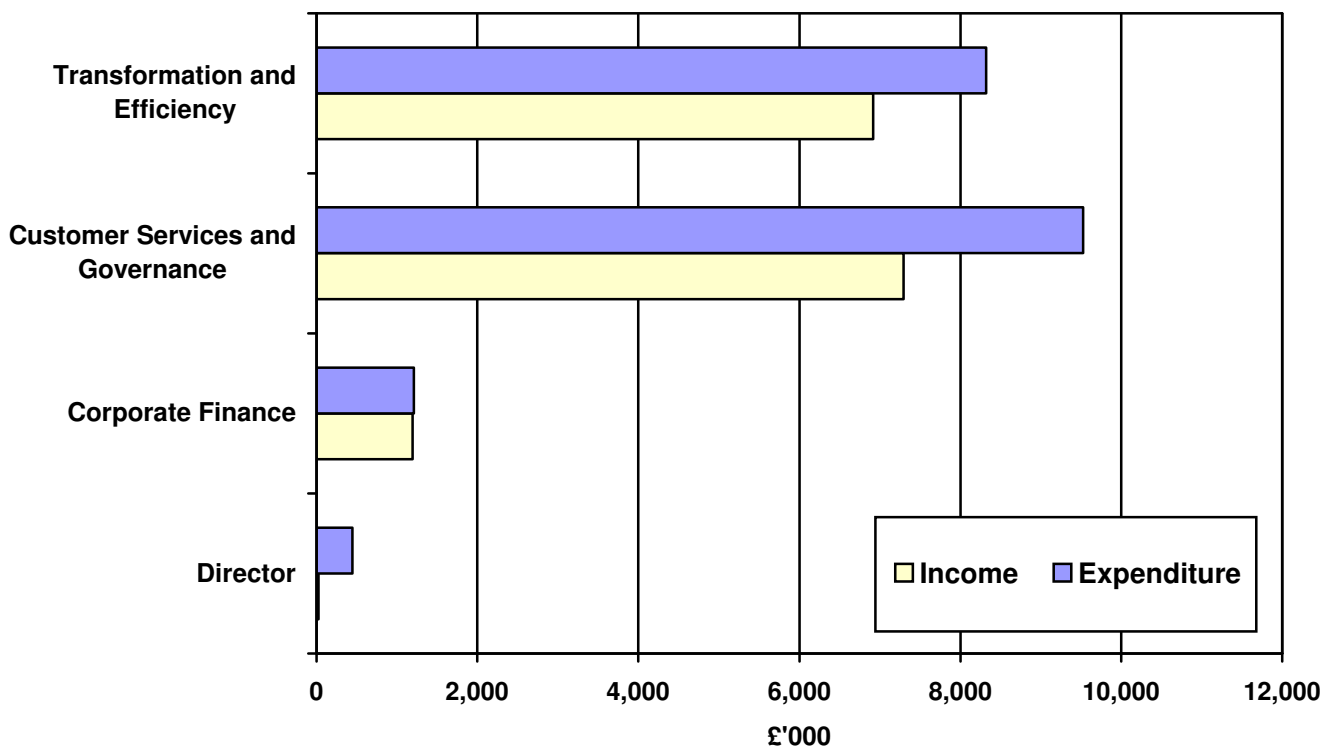


Resources Services Budget Overview

The base budget for the Directorate for 2009/10 will total a net £4,042k, this is before adjustments for pay and grading, inflation and savings. At this stage adjustments resulting from the pay and grading review are still to be finalised and there is an early estimate for inflation of £131k which is still to be agreed.

Savings proposals total £692k, which have been identified across all service areas. IT have identified £310k from lease drop outs and savings on project delivery. Customer service and governance have identified £217k from improved benefits performance, a review of overpayments budgets and the single person discounts on Council Tax, a further £50k has been identified from efficient management of the insurance fund. A Directorate wide saving of £55k from staff turnover will be taken into account when setting staff budgets and £60k is being proposed to be saved from the development fund.

The graph below shows income and expenditure by service area, excluding Housing Benefit Subsidy payments reimbursed by Department of Work & Pensions totalling £38,038k, which distort the axis of the graph too much to make it meaningful.



Resources Budget by Category

	<u>£'000's</u>
Employees*	£8,319
Premises	£20
Transport	£35
Supplies and Services	£6,181
Miscellaneous:	
• Recharges	£3,515
• Revenues & Benefits	£38,211
Capital Financing	£1,247
Gross cost	£57,528
Less Income	
• Recharges	£13,404
• Revenues & Benefits income	£38,038
• Other Income	£2,044
Net cost	£4,042

*Service descriptions, structure charts and budgets are contained in individual service plans and can be viewed on the CouncilNet under:
Council / Service Planning / 2009/10 Service Plans / Resources.

Corporate Planning System

This page summarises how York's Sustainable Community Strategy, which sets out a long term vision for the city, links right through to the Corporate Strategy, to Directorate Plans, to Service Plans, Work plans and to influence personal development plans for staff within Resources. These links ensure that individuals and teams work consistently towards clear objectives that build towards delivering the priorities set out in city and corporate level strategies. This establishes the 'Golden Thread' for the Directorate and for the Council as a whole.

<p>Sustainable Community Strategy</p>	<p>York's Sustainable Community Strategy (SCS) sets out the 'bigger picture' for the City, providing a complete overview of the issues that City of York Council, the police, the NHS and other service providers must address during the next 20 to 25 years. A blueprint for the future of York - York: a city making history 2008-2025 was launched in September 2008.</p> <p>Although the legal duty to develop the strategy rests with the council, its role is also to bring together the wide range of partner organisations that make up the Local Strategic Partnership, known as Without Walls . www.yorkwow.org.uk</p>
<p>Corporate Vision (Values and Direction Statements)</p>	<p>The Council's corporate Strategy is currently being refreshed. It will set out how CYC will contribute to delivering the Sustainable Community Strategy. It includes a commitment to ensuring that the organisation is effective, to improve financial management, service planning and performance management arrangements, to deliver improvements to customer services and to create efficiencies.</p>
<p>Strategic Plans Business Plans Financial Plans</p>	<p>Resources Directorate Plan which:</p> <ul style="list-style-type: none"> • Sets out clear direction for the directorate – service development and staff development. • Shows how we contribute to the corporate agenda. <p>In addition, Resources has a range of strategic plans, including: ITT Strategy, Capital Strategy, Medium Term Financial Strategy, Procurement Strategy, Customer Strategy, Risk Management Strategy</p>
<p>Service Plans / Team Workplans</p>	<p>Resources has 4 service plans, supported by detailed Workplans. Taken together these set out how the directorate plan's priorities will be delivered. The service plans can be found on the intranet under: <i>Council / Service Planning / 2009/10 Service Plans / Resources</i></p>
<p>Personal Objectives for all Staff (Appraisals)</p>	<p>It is the Council's target to ensure that all staff have an annual appraisal to help set personal objectives for each member of staff, which link to work and service plans, that in turn help deliver higher level objectives.</p>

Future Challenges

Resources Directorate faces a number of challenges from a variety of sources. The key challenges facing the directorate are set out below.

Challenges	How might this affect Resources Directorate
External Challenges	
1) New Use of Resources and CAA regime 2009.	Plan, develop and coordinate the actions required in response to the more challenging CAA and Use of Resources requirement internally and with partners.
2) Audit Commission - new National Performance Indicator Set	A new set of 196 national performance indicators was introduced from April 2008 to support the delivery of Local Area Agreements and the new Comprehensive Area Assessments. In 2009/10 CYC need to fully embed these into performance management arrangements
3) National efficiency programme	Indicative targets for efficiency (around 3% per year) are now set within the Government funding regime. Resources lead on the Corporate Efficiency programme and are therefore key to identifying and delivering the associated savings.
4) National Transformation Agenda	Following the Varney review (Service transformation - a better service for citizens and businesses, a better deal for taxpayers) and then the White Paper on Strong and Prosperous Communities, there is national pressure to rethink the way that services are delivered to customers, particularly with a view to using technology to improve customer services and to make services more customer centric. Ultimately this is leading local authorities to become place shapers rather than just deliverers of local services.
5) Changing demographics of the city and the impact of economic recession,.	The demographic make up of the city is changing fast. CYC need to be able to respond to the needs of all customers and ensure equal outcomes for all. The economic downturn will have an increased impact upon all customers, particularly vulnerable groups/individuals and will also have an impact upon the overall financial position of the Council.
Corporate Challenges	
6) Delivering the Corporate Strategy	Resources are leading on revising of the corporate strategy and on delivering many aspects of it.
7) Single Improvement Plan	Resources are the lead Directorate for improvement work on Financial Management, Efficiency, Performance Management, Service Planning and Customer Values.
8) Long term financial position of the authority and the need for Transformation and efficiency	Council budget position imposes significant financial constraints and the need to identify further savings and efficiencies. The worsening financial position of the authority can no longer be managed through an annual budget cycle. Significant transformation of all Council services, delivering genuine efficiency – savings and improvement - is the only way in which the Council will be able to deliver services within budget without cutting services or lowering service quality. Resources are the lead Directorate for the Corporate Efficiency Programme, working with our partners Kendric Ash to deliver £15m of efficiency gains in the next 3 years. Resources are also leading on easy@york phase 2.

9) Financial Management	Audit reports have identified the need to improve the process of completing the final accounts and fully comply with all legislation/changes in the preparation of the accounts. In addition unforeseen under spends last year have highlighted the need for improved corporate financial monitoring and reporting
10) Implementation of FMS	Need to implement a new Financial Management System, and develop new business processes to increase effectiveness and efficiency. Better use of management information will also improve the ways we monitor finance and procure goods, works and services.
11) Performance Management	Performance Management arrangements are not closely linked to financial reporting. In order to improve both the service performance and financial performance then the two need to be integrated, with monthly financial/performance monitoring framework in place across the Council.
12) New Headquarters	Though Resources are not leading this project, they are major contributors to the project to put in place the financing, ensure the affordability, advise on procurement and IT and design the Customer Centre within the new building. Resources will also be instrumental in the development of plans for new ways of working which involve flexible working and Electronic Document and records Management Systems (EDRMS)
13) Equalities	Changes in Equalities legislation mean that we need to develop improved information on customer needs and analyse key strategies and services and take action on the findings.
Directorate Challenges	
14) Financial savings required to meet directorate and corporate targets.	Need to implement over £700k of savings for 2009/10 and deliver further efficiencies for the 2010/11 budget round.
15) Business Continuity Planning (BCP)	Resources need to be able to deliver services in case of an emergency or an interruption of some kind.

Directorate Major Risks

Directorate level risks have been identified and are held on the council's 'Magique' risk management system.

The key risks facing the Directorate are: -

- The transformational change Programme – Efficiency, Easy
- Project and Programme Management
- Budgetary Issues/Financial Management Processes/FMS
- Period of change in senior management

Directorate Priorities

The proposed directorate priorities have come out of a planning process that considered the key drivers for change, a range of information around performance, risk, customer satisfaction, staff research, and the political prospectus.

	Description	Lead Responsibility	Outcomes (Key milestone or measure of performance)
1	Embed changes in the Directorate Structure,	Director of Resources	Ongoing
2	Deliver the Corporate Efficiency Programme	Director of Resources/AD Transformation and Efficiency	Achievement of efficiency savings as per Contract specification, initially minimum of £3m for 2010/11 budget process – Feb 2010
3	Ensure that training & development needs of all staff, and in particular those at senior management level, are identified through the PDP process.	RMT	Opportunities are provided for staff to develop managerial and leadership competencies.
4	Develop Resources Business Continuity Plans	RMT	March 2010
5	Deliver Equalities plan for Resources including delivery of key Equalities Impact Assessments, establishing a Staff Equalities Network Group	RMT/AD Transformation and Efficiency	EIA March 2010 SENG set up Jan 2009 – work ongoing
6	Continue to review the financial planning processes, to ensure best practice, long term planning, and effective links with efficiency and corporate planning	AD – Corporate Finance	Fully comprehensive and integrated revenue and capital plan - February 2010
7	Statement of Accounts – ensure full review of process and procedures, to ensure effective and timely completion of the accounts	AD – Corporate Finance	Accounts completed in effective and timely manner, with recognition of substantial improvement from external audit – June 2009/Sept 2010
8	Ensure effective monthly finance & performance monitoring	AD – Corporate Finance/AD Customer Service & Governance	Facilitate improved and timely reporting processes & action planning. July 2009. Implement new supporting PMS IT system Sept 2009.
9	Undertake a review of the Council's financial regulations, accompanied by associated training programme	AD – Corporate Finance/AD Customer Service & Governance	Revised financial regulations approved and training programme completed - Sept 2009
10	FMS Implementation	AD – Corporate Finance	Phased implementation starting April 2009
11	Implement easy@york phase 1 & 2 within Resources and across the whole organisation.	AD Transformation & Efficiency	September 2010

12	Develop & Implement new customer standards and services through better understanding of customers and more efficient service provision.	AD Transformation & Efficiency/AD Customer Service & Governance	April 2009
13	Develop a Competition Strategy	AD Transformation & Efficiency	Dec 2009
14	Implement EDRMS in Resources prior to move to new Council Headquarters including establishment of corporate scanning function	AD Transformation & Efficiency	Migration off Anite@work system by Dec 2009 Backscanning of old paper documents to reduce paper storage – 50% complete by March 2010 Establish scanning unit by Dec 09
15	Ensure coordinated approach to income collection/debt management	AD Customer Service & Governance	Improved Performance and Use of Resources opinion – September 2009 and to March 2020.
16	Identify and implement a Programme of Improvements to comply with CAA and CPA Use of Resources (UoR)	AD Customer Service & Governance	Strengthened corporate position/score -November 2009 and onwards
17	Migrate Audit and Fraud Services to a Joint Venture company Veritau in partnership with NYCC. Establish effective client arrangements with professional services shared service.	AD Customer Service & Governance	Ensure efficiencies and enhanced service delivered in Internal Audit/Fraud & Information Management. March 2010.
18	Develop the Business Model Handbook for the Council, and ensure a process in place for Assurance of the Model across the whole Council Programme.	AD Customer Service & Governance	Assurance processes show adherence to the Model and corporate working. March 2010

Resources Key Performance Indicators

Code	Indicator definition	2006/07 outturn	2007/08 outturn	2008/09 Perf at 30 Sept	Forecast outturn	Target 2008/09	On target
ARM 2	Number of HB and CTB prosecutions and sanctions per year		48	19	50	51	Yes
ARM 3	Total value of fraudulent benefits payments detected by the local authority each year		£527,275	£138.3K	£300K	£400k	No
BVPI 4	% of complainants satisfied with the handling of their complaint	33%		available Jan	available Jan		
BVPI 8	% of invoices for commercial goods and services that were paid by the authority within 30 days of such invoices being received by the authority.	93.29%	92.96%	97.78%	95%	95%	Yes
BVPI 9	% of council tax collected	96.80%	97.32%	56.99%	97.40%	56.80% part year target	Yes

BVPI 10	% of non-domestic rates (NNDR) due for the financial year which were received by the authority	98.20%	98.34%	61.47%	98.40%	62.35% part year target	No
BVPI 12	Staff days lost due to sickness per FTE in Resources	10.38	10.99	4.76	9.6	9	Yes
BVPI 79bi	The amount of Housing Benefit overpayments (HB) recovered as a percentage of all HB overpayments.	70.33%	60.85%	70.40%	78%	78%	Yes
BVPI 79bii	HB overpayments recovered as a percentage of the total amount of HB overpayment debt outstanding at the start of the year, plus amount of HB overpayments identified during the year.	22.89%	22.71%	14.60%	30%	30%	Yes
BVPI 79biii	Housing Benefit (HB) overpayments written off as a percentage of the total amount of HB overpayment debt outstanding at the start of the year, plus amount of HB overpayments identified during the year.	7.12%	5%	2%	7.50%	7.50%	Yes
	% of phone calls answered within 20 seconds In YCC	n/a	92.35%	94.50%	95%	95%	Yes
COLI 71	% of time the Council's major IT systems/network infrastructure is available	99.96%	99.88%	99.92%	99.70%	99.40%	Yes
NPI 14	Avoidable contact: The average number, of customer contacts per received customer request.	n/a	n/a	To be monitored from next year	To be monitored from next year		

NPI 153	Working age people claiming out of work benefits in the worst performing neighbourhoods (supplied by Job Centre Plus)?	n/a	n/a	Job Centre Plus to supply	Job Centre Plus to supply		
NPI 173	People falling out of work and on to incapacity benefits (supplied by Job Centre Plus)?	n/a	n/a	Job Centre Plus to supply	Job Centre Plus to supply		
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 (measured at year end)	n/a	n/a	n/a	£1923k	£1923K	Yes
NPI 180	Changes in Housing Benefit/ Council Tax Benefit entitlements within the year	n/a	n/a	378.6 per 1000 caseload	1000 per 1000 caseload	1000 per 1000 caseload	Yes
NPI 181	Time taken to process Housing Benefit/Council Tax Benefit new claims and change events DWP DSO	n/a	19 days - see note 2	17 days	17 days	18 days	Yes

Monitoring and Reporting Arrangements

Progress against the directorate's priority actions and measures contained in this plan, will be monitored through monthly performance reports, which will be discussed at the meetings of Resources Management Team (RMT), and the reports will also be cascaded throughout the Resources Directorate.

Directorate priorities (and their related actions and measures) identified in this plan will be cascaded appropriately into the directorate's four service plans.

Individual responsibility for each priority will be monitored through ongoing management.

Where priorities are not being achieved these will be highlighted through the monthly monitoring reports, and appropriate action taken

The Directorate Plan will be communicated widely with all staff, and will link with performance reviews, and target setting.

The Directorate Monthly performance reports will feed into the Corporate Performance report.