



Resources
Directorate Plan
2008/09 – 2010/11

Foreword from the Director of Resources

It has been a year of significant change and upheaval in Resources and I am proud that staff have responded so positively to the significant level of change that has taken place. Our Performance Indicators have improved significantly in all services areas.

The staff survey results from earlier this year show that we are on the right track, with job satisfaction at the 2nd highest level in the Council. However I know that there is still a lot to do to improve and modernise our services. There are still some services within Resources where a number of performance measures indicate that performance is below average compared to our peers and we need to make changes and improvements in these areas.

I am grateful to staff for their positive attitude 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.

This document sets out priorities for the Resources Directorate and aims to give a sense of direction to staff for the coming years and to identify clearly the key areas in which the directorate needs to lead in terms of changes and improvements on both a Directorate and Councilwide basis.

This document also shows commitment to developing the role of Resources at the heart of the whole organisation. Our services are part of the life blood of the Council and we are responsible for leading a range of transformational corporate Projects and Programmes which will enable the organisation as a whole to work more effectively.

Resources has lead responsibility for The [Easy@York](#) programme, the new Hungate Offices, replacing the Financial Management system, introducing Job Evaluation and resolving Equal Pay Issues, improving the Benefits Service partly through incorporating it into the Easy programme, taking the lead on customer services across the Council and a significant range of other projects. All of this in addition to our normal important jobs in Finance, Property, IT etc.

The way in which Resources works is instrumental in achieving this programme of change and we are committed to improving communications, developing and enabling staff, and modernising the way we work.

I look forward to working with you and to the next few successful years



Simon Wiles
Director of Resources

Introduction & Directorate overview

Directorate Plan

The purpose of this *Directorate Plan* is to:

- Communicate a common direction for Resources
- Set out the directorate priorities for the medium term (1-3) years.
- 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

Resources is one of two directorates that sit at the corporate centre of the Council. The Directorate provides corporate advice and guidance, delivers support services and delivers services direct to customers. Our staff are generally highly visible across the organisation but are less 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 about 360 staff, with an overall gross operating budget of £63m. The majority of services are based at St Leonard's Place, Museum Street, Swinegate and the Bootham Register office in central York.

The directorate has a wide range of internal and external customers with differing needs, including elected members, partner organisations, all other council directorate staff, and residents of, and visitors to York.

Strategic Finance

The Head of Financial Services manages teams responsible for Corporate Accountancy, Payments, Payroll and Debtors. This post is also the Deputy Sec 151 Officer for the Council, which means it covers for the Director in ensuring proper arrangements are in place for the administration of the Council's financial affairs. The post holder also has responsibility for the purchase and implementation of a replacement for the Council's FMS accounting, payments and debtors system.

Corporate Accountancy – Has overall responsibility for the Council's capital and revenue budgets, for monitoring and expenditure, closing the accounts, dealing with Tax and VAT, managing the Council's investments, loans and bank accounts and giving strategic financial advice.

Payments – This team has responsibility for making payments to suppliers of goods and services to the Council.

Payroll – This team runs the Council's payroll services and provides payroll services to other external bodies. It also deals with Tax, National Insurance, some Pensions and deductions from salaries.

Information Technology and Telecommunications (ITT)

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. The department currently provides services and support for in excess of 130 applications for 2,600 customers across the City, including home based staff and mobile workers. The ITT Services cover three key functions:

Business and Customer Services - These teams provide: access to, and the support and maintenance of, the standard corporate desktop system They constitute a single point of contact for ITT service requests and deliver mobile device, access administration and procurement services for ITT services and essential business, financial and administration support.

Business Development Team assists Directorates with the identification and development of opportunities for the use of technology to improve business efficiency and customer service, helps Directorates to make effective use of existing ITT solutions and to promotes the strategic use of technology within the council The team help to formulate ITT Development Plan bids and make recommendations for investment and undertake requirements definition, evaluation and sourcing of potential ITT solutions The team support Project Managers across the organisation.

Infrastructure team consisting of two discreet areas. The first manages the corporate Telephony and Data network providing access to systems and telephony services. The second manages corporate and departmental systems such as payroll, Council Tax and Benefits as well as central storage of information, printing, data security etc.

Property Services

Property Services play a leading role in the management of all property assets, the management of office accommodation to support all services and the planning, implementation and delivery of a substantial part of the Council's capital investment programme. The department is the Corporate Landlord for the council. Our main customers are front line services within the council and their partner providers, local developers, tenants of our commercial portfolio and responding to enquiries from general public and community. Property Services cover 3 key functions

Asset and Property Management

This function is provided by specialist professional services covering three distinct areas of work:

- a) Property Management
- b) Commercial Portfolio Management
- c) Asset Management

Facilities Management

This function is provided by specialist professional services covering two distinct areas of work:

- a) Facilities Management (Operational)
- b) Facilities Management (Development)

Strategic Business and Design

This function is provided by specialist professional services covering two distinct areas of work:

- a) Strategic Business Services
- b) Design Services

Audit and Risk Management

The **AD (ARM)** is designated as the Chief Internal Auditor and supports the Audit & Governance Committee and the Quality Control Group, Officer Governance Group, Corporate Operations Group and various corporate projects. Also leads on CPA (Use of Resources Block) for Resources; and has delegated S151 officer responsibility for all matters relative to the maintenance and observation of financial regulations at the council. Services include

Internal Audit and Fraud - control and corporate governance assurance to Members, Managers and the Director of Resources, and investigates all suspected cases of fraud and corruption impacting on the Council, The audit and fraud service are currently in the process of developing a shared service initiative with North Yorkshire County Council.

Insurance and Risk Management -provides a comprehensive risk and insurance service to protect the Authority's assets and mitigate losses resulting from hazards and claims against the Council.

Corporate Procurement - provides a corporate lead and focus to the strategic development of procurement at the Council. The team's remit includes procurement strategy and policy, advice and guidance to major project work and strategic procurement initiatives.

Information Management Strategy and advice on Information Management, re management, Data Protection Act and the Freedom of Information Act - and other inform access legislation.

Public Services

The Public Services division covers six major functions:

Benefits Service

Calculate and pay Housing Benefit and Council Tax Benefit for 12,000 claimants totalling £37.3m. Maximise benefit take-up and provide a welfare benefits advice service. Prevent and detect fraud through regular interventions and visits. Provide an enquiry service to customers. Based at City Finance Centre (CFC) with reception points in Library Square and Acomb.

Revenues Service

Bill and collect the Council Tax and Business Rates for 83,700 domestic and 5,700 business properties for debt totalling £74m and £79m respectively. Maintain accurate property valuation records. Pursue customers for non-payment. Provide a cash collection and banking service for the Council. Based at City Finance Centre.

Registration Service

Provide registration services for births (3,200 per annum), deaths (2,800), marriages (850) and Civil Partnerships (40). Undertake baby naming, renewal of vows, commitment ceremonies and civil funerals. Provide certificates for historic entries from 1837 onwards. Licence approved premises for marriages and civil partnerships. Delivered from 56 Bootham, Mothercare at Clifton Moor and York Hospital.

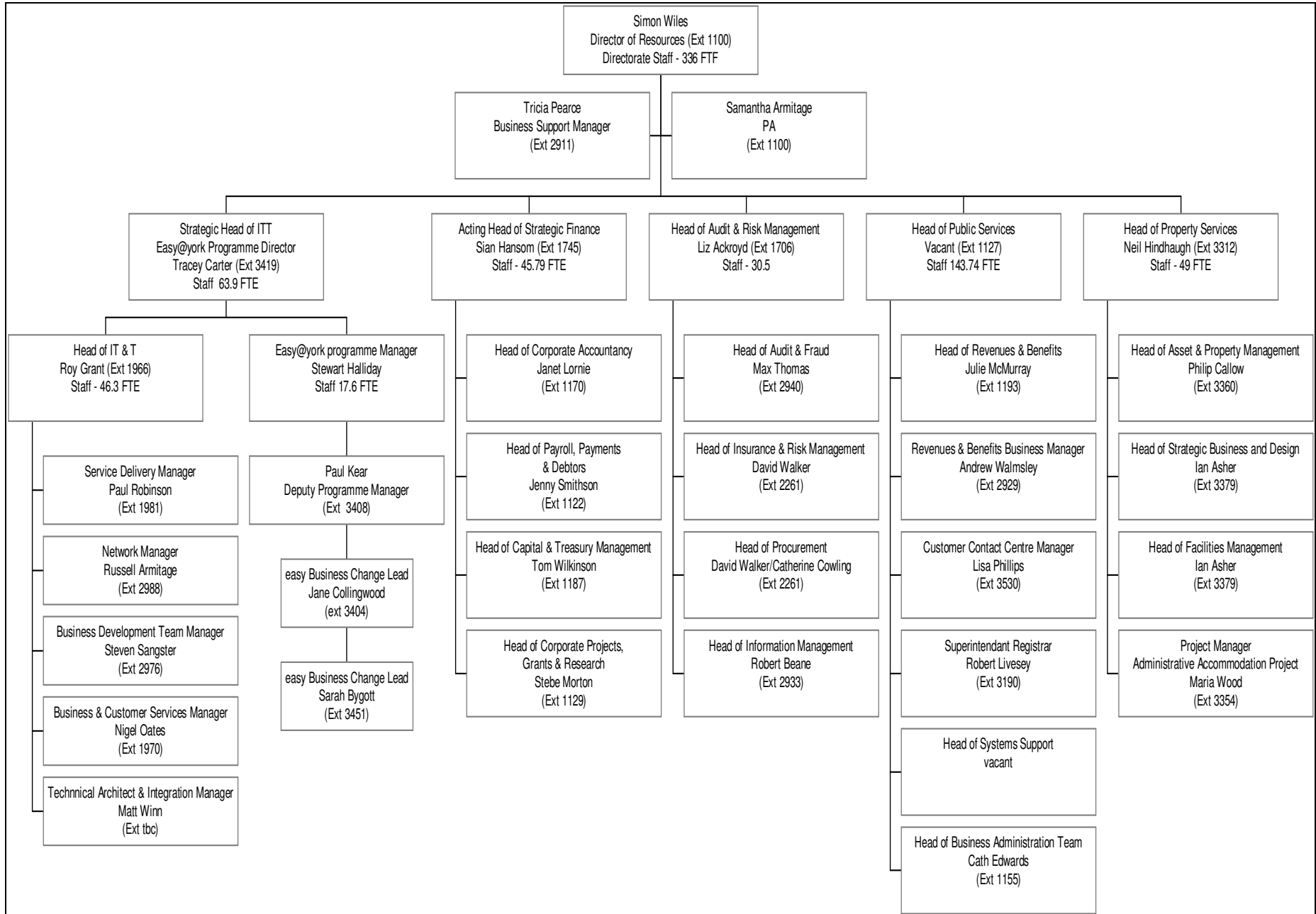
York Customer Centre (YCC)

Centre provides a single point of contact for telephone and email enquiries offering access to information, raising Service Requests and signposting callers to the appropriate destination. Currently providing a service for four functions: York Pride Action Line, Switchboard, Council Tax and Planning and Building Control handling 8,000 calls per week. Based at Little Stonegate

Business Management

Provide a departmental HR and administrative support service. Manage incoming and outgoing post and electronically scan items (700k p.a.). Handle controlled stationery. Co-ordinate Health & Safety and office accommodation issues. Based at CFC.

DIRECTORATE STRUCTURE CHART



Resources Services Budget Overview

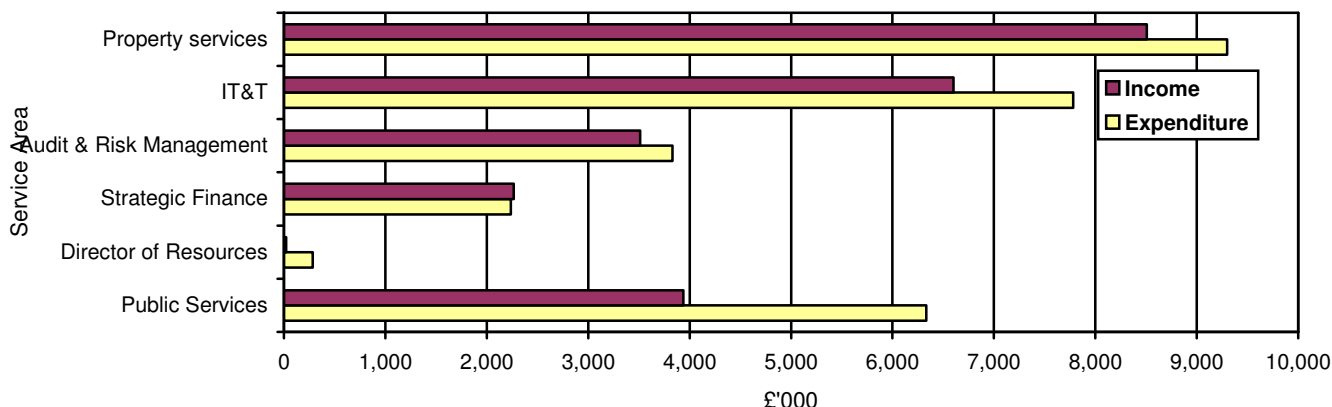
The budget for the Directorate in 2008/09 based on draft budget proposals will total a net £4,918k. This includes growth totalling £1,507k the key items being investment in the IT development plan £462k, investment in the project team to implement a new payroll and personnel system £85k a reduction in government Housing Benefit Grant subsidy £85k and loss of dividend from the Yorkshire Purchasing Organisation £40k. There has also been an increase in budget to reflect new accounting methodology which no longer allows costs incurred in selling and maintaining assets prior to sale to be charged to capital receipts and thus £310k is now in the revenue budget. Pay awards have been allowed for at an estimated 2.5%

Savings proposals total £1,005k which have been identified across all service areas.

Directorate wide savings total £251k from repaying Venture Fund Loans in previous years, IT have identified £272k from lease drop out, savings on project delivery and reduction in support costs, Public Services have identified £356k from improved benefits performance, a review of benefit related budgets and improved Council Tax collection levels, Property Services anticipate an additional £60k from Commercial Property rents, Audit & Risk Management have identified £24k from reducing the service within Audit and Fraud team and Strategic Finance have identified £37k from improved benefits overpayment recovery and staffing restructure.

The graph below shows income and expenditure by service area, excluding Housing Benefit Subsidy payments reimbursed by Department of Work & pensions totalling £38,127k, which distort the axis of the graph too much to make it meaningful.

Resources Budget 2008/09 by Service Area



Resources Budget by Category

	£'000's
Employees*	£11,224
Premises	£2,710
Transport	£51
Supplies and Services	£7,136
Miscellaneous:	
– Recharges	£4,619
– Revenues & Benefits	£38,513
Capital Financing	£3,639
Gross cost	£67,892
Less Revenues & Benefits income	£38,127
Less Other Income	£24,847
Net cost	£4,918

*Service descriptions, structure charts and budgets are contained in individual service plans and can be viewed on the CouncilNet under:
Council / Service Planning / 2008/09 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.

	Sustainable Community Strategy	Without Walls (York's Local Strategic Partnership) has produced a City Vision and Community Strategy, which was agreed in April 2004 and is currently being reviewed. www.yorkwow.org.uk
Corporate Strategy	Corporate Vision (Values and Direction Statements)	The Council's corporate vision includes four values and seven direction statements. Resources is leading or is instrumental in delivering: - <ul style="list-style-type: none"> • Deliver what our customers want • Encourage improvement in everything we do. • We want services to be provided by whomever can best meet the needs of our customers. • We will seek to place environmental sustainability at the heart of everything we do • We will be an outward looking council, working across boundaries to benefit the people of York
	Corporate Priorities & Corporate Imperatives	The Council has ten corporate improvement priorities – areas of council business where we have chosen to make significant improvements. The Council has seven corporate imperatives. These are highly significant 'must-do' projects and programmes. Resources is leading or is instrumental in delivering: - <ul style="list-style-type: none"> ○ Pay and Grading Review ○ FMS Implementation ○ York Stadium ○ Administrative Accommodation Review (Hungate) ○ School Modernisation Strategy
	Strategic Plans Business Plans Financial Plans	Resources Directorate Plan which: <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. In addition, Resources has a range of strategic plans: including ITT Strategy Capital Strategy Corporate Asset Management Strategy Medium Term Financial Strategy Corporate Procurement Strategy Customer Access Strategy
	Service Plans / Team Workplans	Resources has 5 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 / 2007/08 Service Plans / Resources</i>
	Personal Objectives for all Staff (<i>Appriasals</i>)	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.

Future Challenges

The 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 the 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 Use of Resources requirement.
2) Audit Commission - new National Performance Indicator Set	A new set of 198 national performance indicators will be introduced from April 2008 and will support the delivery of Local Area Agreements and the new Comprehensive Area Assessments.
3) Significant amendments to statutory reporting requirements	Development work will be required to embed changes to the accounts that occurred in April 2007 and to deal with the additional major changes to the council's accounts from April 2008.
4) 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.
5) Legislative Change	Changes in the construction industry (management of asbestos, legionella, environmental and sustainability agenda, building regulations and health & safety issues). Local Housing Allowance (LHA), Tribunal Courts & Enforcement Act (TCEA) White Paper on Supplementary Business Rates (SBR). Following on from Lyons Report possible reform of Council Tax Benefit and introduction of "pay as you throw" tax.
6) Service Transformation.	Varney Review and Cabinet Office have introduced Standards for Contact Centres. Introduction of Accreditation Scheme.
7) Changing demographics of the city and increase in house building.	Increase in taxbase. Need to target hard to reach groups. Monitoring of benefits take-up amongst BME groups as part of Equalities Action Plan
Corporate Challenges	
1) Delivering the Corporate Strategy	Resources are leading on many aspects of delivery of the Corporate Strategy
2) Job Evaluation & Single Status	Resources are leading the implementation activity corporately and will need to implement the agreement within the Directorate.
3) Hungate Project	Resources are leading on the delivery of this c £40m project that will provide the council with new, improved offices that respond to the developing needs of the organisation, are better for the environment, and from which excellent services can be delivered.
4) Easy@york	Deliver the final part of phase 1 improvements 1 in the Benefits Service. Deliver Phase 2 - additional services to be improved and e-enabled with services integrated into the York Customer Centre and eventually through a one stop shop in Hungate
5) 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 procure goods, works and services
6) Organisational Effectiveness Programme (OEP)	Resources is the lead Directorate for Efficiency and Customer Values as part of the OEP

7) Replacement of the HR/ Payroll System	An appraisal of the future needs for the HR/ Payroll system will be undertaken in 2008/9. This may lead to the implementation of a system replacement project. Should this be the case then the Directorate will be responsible for leading and project managing the project.
8) Delivery of the Environmental Management System (EMS).	The Directorate has a significant role to play in implementing aspects of the EMS, through reducing carbon emissions from occupation of our buildings but also in our involvement in the Transport review and the implementation of Flexible working
9) Budget Pressures	Council budget position imposes significant financial constraints and the need to identify further savings and efficiencies
10) Competition requirements	Need to develop a competition policy/strategy as a development of the existing Procurement Strategy
11) Business Continuity Planning (BCPs)	Need to develop better more robust BCPs within the Directorate
12) Health & Safety	Introduction of governance and compliance system. Pilot system to support the organisation in delivering and understanding training requirements around the health & safety agenda.
13) Implementation of the approved IT Corporate Development projects	Following 2 years of concentration on easy@york, there is now a significant backlog of IT projects to be implemented and considerable work needed to prepare for the Hungate move
14) 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.
15) Corporate Managed Voice and Data Network Provision	In preparation for the move to Hungate we need to re-tender the Network management to migrate our infrastructure and refresh the technology in the new building and maximise the benefits from our network
16) Organisational Change Agenda	Need to develop the links between all the Council's major projects, especially Hungate, Easy@york, OEP, Information Management, flexible working, DMS, the HR strategy and other IT projects.
17) Capital Programme	Next year the Council will have to deliver its largest ever capital programme estimated at £73m
Directorate Challenges	
1) Performance Management	Ensure an integrated finance and performance management framework is in place across all services and develop robust performance management across the directorate.
2) Financial savings required to meet directorate and corporate targets.	Need to implement over £1m of savings for 2008/9 and deliver further efficiencies for the 2009/10 budget round.
3) Interim Management arrangements	Following departure of two Assistant Directors the Directorate will be implementing interim management arrangements and reviewing the long term structure of the Directorate.
4) Resources Staff Survey	Continue to deliver the Directorate Response Plan to ensure that we respond to results of staff survey
5) Directorate training and development programme	Lead and develop a workable cross directorate training programme for Resources.
6) Shared Service initiative for audit & fraud services	Deliver efficiencies, and develop and enhance service delivery, resilience and capacity through collaboration with NYCC.
7) Increase attendance at work	All necessary actions to be implemented to ensure attendance at work is maximised as sickness levels are still too high.

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:- (section still to be completed)

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. They are presented as a balanced scorecard. The link is shown wherever appropriate to the Corporate Strategy either to a Priority, a Direction Statement, a Value with in the Organisational Effectiveness Programme (People, Leadership, Improvement/Efficiency or Customers) or a Corporate Imperative. Some priorities are CPA requirements. Further work is required on the descriptions and the final column. Consideration to be given to how much detail/specificity is required

Resources Priority	Description	Link To Corporate Strategy	Lead Responsibility	Details/Target/Milestones/PI
People 1	Improving absence management	OEP - People	RMT	9 days per FTE
People 2	Implement job evaluation / pay & grading for Council For Resources	Imperative	DoR RMT	July 2008 July 2008
People 3	Improve performance management	OEP - Leadership	RMT	Scorecard based reporting April 08
People 4	Develop improved Communication Mechanisms within Resources	OEP - People	DoR	Aug 2008
People 5	Restructure top of the Directorate in light of recent departures and closer working with CE's dept. Including changes within Benefits and Property		DoR	June 2008 – overall and Benefits Property Sept 2008
Systems and Processes 1	Deliver the Hungate project and ensure that it reduces our long term carbon footprint	OEP Priority - environmental sustainability	Head of Property	Sep 2010
S and P 2	FMS Implementation	Imperative	Head of Finance	Nov 2008
S and P 3	HR/ Payroll System identification of way fwd and begin implementation	OEP	Head of Finance	March 2009
S and P 4	Identify and implement Resources wide business review and change programme prior to Hungate move	Imperative	RMT	Dec 2009
Finance and	Identifying budget savings and growth requirements beyond 2008/9 and	OEP - Efficiency	RMT	Sept 2008

Assets 1	incorporating into Directorate Plan			
F and A 2	Deliver the corporate Efficiency Programme	OEP - Efficiency	DoR	March 2010
F and A 3	Deliver the Asset Management Plan	CPA	Head of Property Services	March 2011
F and A 4	Identify agreed and funded York Stadium project	Imperative	DoR	April 2008
Governance 1	Embed Risk Management across the organisation	CPA	Head of ARM	April 2008
Governance 2	Programme of improvements to comply with CAA and CPA Use of Resources	CPA	Head of ARM	June 2008
Customer 1	Implement easy@york phase 1 & 2 within Resources & across the whole organisation	OEP Customers + Efficiency	Easy Prog Dir	Sept 2010
Customer 2	Develop and implement new Customer Standards and services through better understanding of customers and more efficient service provision	OEP - Customers	Head of Public Services	March 2009
Environmental 1	Improve the Environmental Sustainability relating to our occupation of buildings	Priority	Head of Prop Serv	Green IT 4/2008 Water and Energy Mgt 9/2008 New office 9/2010
Strategic Planning 1	Update, modernise and develop our IT strategy	OEP - Efficiency Priority	Strat Head of ITT	June 2008
Strategic planning 2	Develop plans for an Organisational Change Programme	OEP - Leadership	Easy Prog Dir	
Strategic Planning 3	Develop a Competition Strategy	Direction of Travel.	Head of ARM	July 2008

Organisational Development Priorities

A number of organisational development priorities have been identified. These issues impact on every service area in the directorate. These issues require commitment from everyone to ensure that they are achieved and become embedded in day to day work. The key actions and measures identified here will be cascaded appropriately into all of the directorate's service plans.

Staffing / Leadership:		
Improve approach to absence management		Milestones
<ul style="list-style-type: none"> • Key actions: <li style="padding-left: 20px;">Continue to improve how we measure sickness absence information to help manage absence. <li style="padding-left: 20px;">Implement the new Sickness Absence Management Policy 		April 08 onwards Ongoing
	2007/8	2008/9 Target
<ul style="list-style-type: none"> • Key Measure(s) <li style="padding-left: 20px;">Number of working days/shifts lost to sickness (per fte). <li style="padding-left: 20px;">Number of days lost to short term illness (per fte). 	10 5	9 5

Further required on Appraisals – target 95%, staff turnover target 10% (+ or - 2%), staff satisfaction Target 66% reducing to 50% due to Job Evaluation and then up to 72%. Also Equalities and Health and Safety

Customer First Service		
		Milestones
To be completed re phone answering, right first time, queue time and business continuity etc		
	2004/5 - 2006/7	2008/9 Target
<ul style="list-style-type: none"> • Potential further actions (2009-11): 		

Directorate Issues – to be completed with section on key normal service issues and improvements

Cross-cutting Issues - to be completed enhancing info on programmes and projects with council wide implications.

Monitoring and Reporting Arrangements

Progress against the directorate's priority actions and measures contained in this plan, will be monitored at the Resources Management Team (RMT) and brought forward to EMAP meetings through the monitoring process.

Directorate priorities (and their related actions and measures) identified in this plan, will be cascaded appropriately into the directorate's five service plans. *The aim is to ensure that organisational development actions and measures agreed at DMT (e.g. around H&S, or staff development) will be input consistently but appropriately into service plans.*

This should lead to a consistent suite of 'non-service' performance indicators covering staffing, H&S, customer and finance issues in the directorate.

Actions and measures in service plans will be measured and managed monthly through Heads of Service meetings. Heads of Service will be supported to make their own arrangements for these meetings. In addition to the actions and measures in this plan, the service plans will contain a range of other actions and measures that are not related to the directorate's priorities. These systems will ensure that we manage performance at the most appropriate level.