



**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 Council wide 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 lifeblood 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. All of these projects are at the heart of the Council's transformation agenda and they will contribute significantly to business efficiency, financial savings, customer service improvements in terms of timeliness and quality and also improved customer and management information.

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.

After over 11 years at York I will be leaving during June and I trust that the objectives set out in this plan will pursued by Resources managers and staff and by my successor once I have left.



Simon Wiles
Director of Resources and Deputy Chief Executive

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.

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. ITT Services cover three key functions: Business and Customer Services, Business Development, IT Infrastructure.

Property Services

Plays 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. Property Services cover 3 key functions: Asset and Property Management, Facilities Management and Strategic Business and Design.

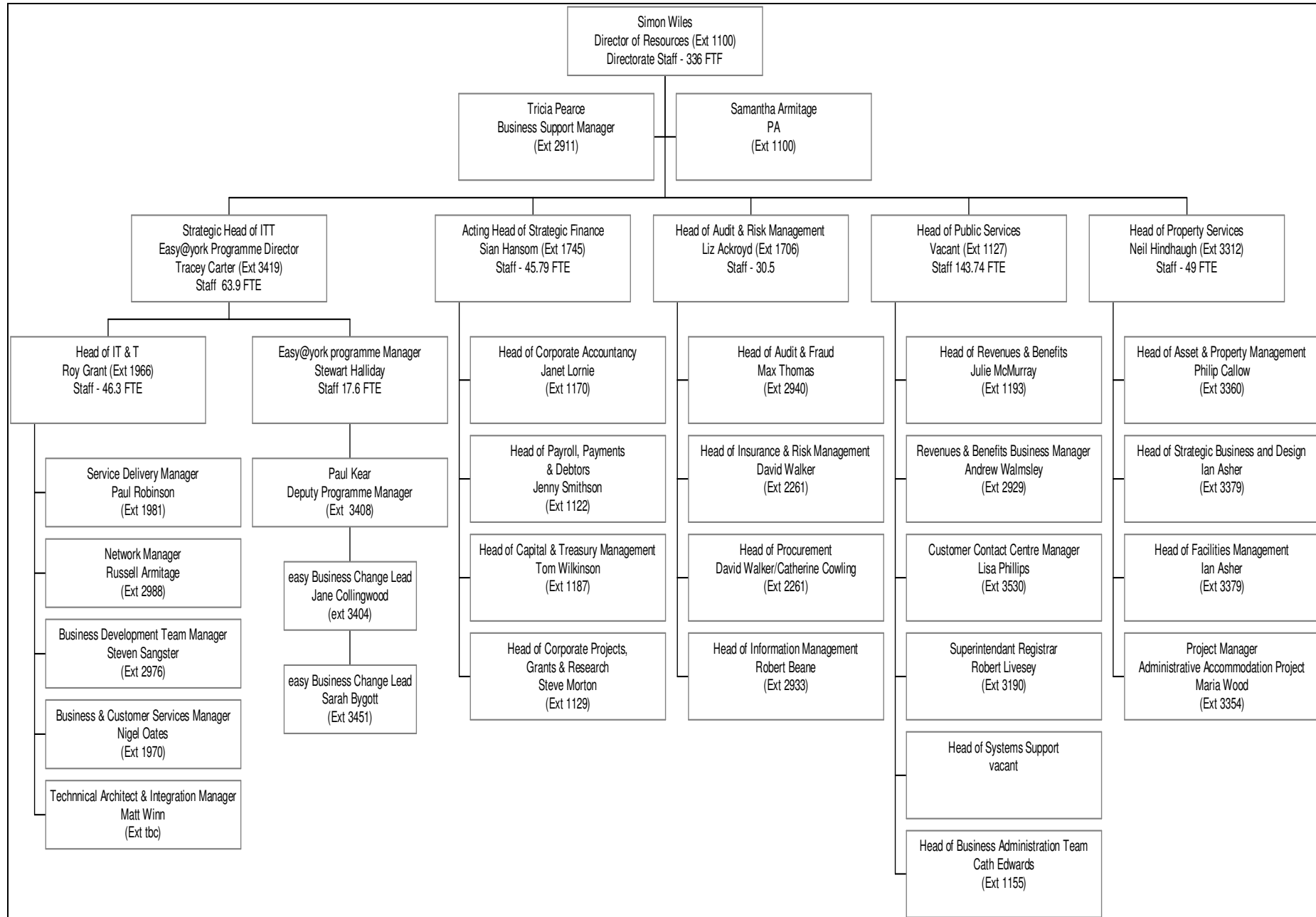
Audit and Risk Management

Services include: Internal Audit & Fraud, currently in the process of developing a shared service initiative with North Yorkshire County Council, Insurance and Risk Management, Corporate Procurement and Information Management.

Public Services

Covers five major functions: Benefits Service, Revenues Service, Registration Service, York Customer Centre and Business Management.

DIRECTORATE STRUCTURE CHART

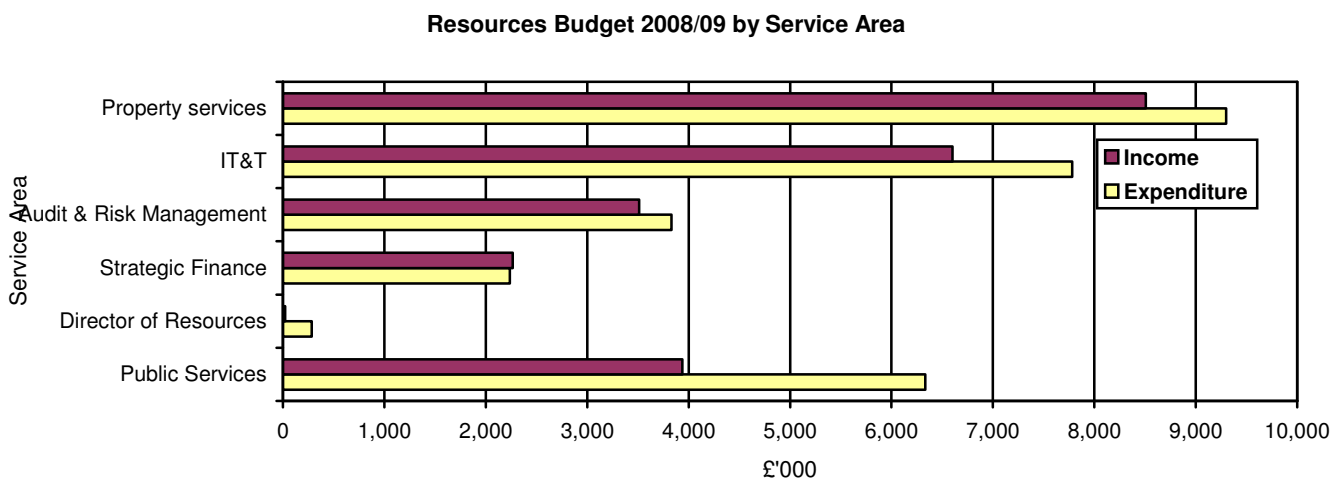


Resources Services Budget Overview

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 that 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 by Category

	<u>£'000's</u>
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 10 corporate improvement priorities – areas of council business where we have chosen to make significant improvements. The Council has 7 corporate imperatives. These are highly significant ' must-do ' projects and programmes. Resources is leading, or is instrumental in delivering: Pay and Grading Review, FMS Implementation, York Stadium, Administrative Accommodation Review (Hungate) and the 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 (Appraisals)	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

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 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 tax base. 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 and the forthcoming departure of another AD and the Director, 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:-

- The transformational change Programme
- Project and Programme Management
- Pay and Grading
- [Easy@York](#) Phase 2
- The Admin Accom Project

In addition, the Directorate is undergoing a period of transition owing to senior manager changes and the imminent re-structure of the centre of the Council.

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 colour coded to show which priorities affect people, systems and processes (including strategic planning), finance and customers. This is in line with the balance scorecard approach to business planning, managing and reporting.

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 (OEP) - People, Leadership, Improvement/Efficiency or Customers - or a Corporate Imperative. Some priorities are CPA requirements.

Directorate Priorities

	Resources Priority	Description	Links	Lead Responsibility	Outcomes (Key milestone or measure of performance)
1	People 1	Implement Job Evaluation/ Pay & Grading for Council & for Resources	Corporate Strategy Imperative	D of R	By July 2008
2	People 2	Improve Performance Management	OEP – Leadership	RMT	Scorecard-based reporting from April 08
3	People 3	Develop & Implement a Departmental Communications Plan	OEP - People	D or R	August 2008
4	People 4	Restructure top management team in light of recent changes and closer working with Chief Exec's Department (including changes within Benefits and Property)	Priority	D of R	June 2008
5	People 5	Improve Absence Management	OEP – People	RMT	Reduce target by one day and achieve for year of 2008/09
6	Systems/ Processes 1	Deliver the Hungate Project & ensure that it reduces our carbon footprint	OEP – Environmental Sustainability	Head of Property Services	September 2010
7	Systems/ Processes 2	FMS Implementation	Corporate Strategy – Imperative	Head of Finance	November 2008
8	Systems/ Processes 3	Determine way forward for new HR/Payroll system and begin implementation	OEP	Head of Finance	March 2009
9	Systems/ Processes 4	Identify & implement a Resources wide business review & change programme prior to Hungate move	Corporate Strategy – Imperative	RMT	December 2009
10	Systems/ Processes 5	Develop a new IT Strategy for 2008-2012	OEP – Efficiency	Head of Strategic IT	July 2008

11	Systems/ Processes 6	Develop Plans for an Organisational Change Programme	OEP – Leadership	Easy@york Programme Director	July 2008
12	Systems/ Processes 7	Develop a Competition Strategy	Direction of Travel (DoT)	Head of Audit & Risk Management	June 2008
13	Systems/ Processes 8 (Environmental)	Improve the environmental sustainability relating to the Council's occupation of buildings	Priority	Head of Property Services/ Head of ITT	Green IT - April 2008 Water & Energy Mgt - September 2008 New Office – September 2010
14	Finance & Assets 1	Deliver the Corporate Efficiency Programme	OEP (Efficiency)	D of R	March 2010
15	Finance & Assets 2	Deliver the Asset Management Plan	CPA	Head of Property Services	March 2009
16	Finance & Assets 3	Identify agreed and funded York Stadium Project	Corporate Strategy Imperative	D of R/Head of Property Services	April 2008
17	Governance 1	Embed Risk Management across the Organisation	CPA	Head of Audit & Risk Management	April 2008
18	Governance 2	Identify and implement a Programme of Improvements to comply with CAA and CPA Use of Resources (UoR)	CPA	Head of Audit & Risk Management	June 2008
19	Customer 1	Implement easy@york phase 1 & 2 within Resources and across the whole organisation.	OEP – Customers & Efficiency	Easy Project Director	September 2010
20	Customer 2	Develop & Implement new customer standards and services through better understanding of customers and more efficient service provision	OEP – Customers	Easy Project Director	March 2009

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
KEY ACTIONS: <ul style="list-style-type: none"> Continue to improve how we measure sickness absence information to help manage absence. Implement the new Sickness Absence Management Policy Reduce number of days lost to sickness by one day for the forthcoming financial year 		April 08 onwards Ongoing
	2007/8	2008/9 target
<ul style="list-style-type: none"> Key Measure(s) Number of working days/shifts lost to all sickness (per fte). Number of days lost to short-term illness (per fte). 	10 5	9 5

Staffing / Leadership:

Continue to achieve target of 95% for the number of Appraisals that are carried out in Resources		Milestones
KEY ACTIONS:- <ul style="list-style-type: none"> Support managers to use the new paperwork produced following on from the Leadership & Management Standards (LAMS) – Managers Workshop Session Regularly report to RMT the volume of appraisals undertaken throughout the year Report % appraisals completed to Members at the 3 Monitors each year 		April 08 onwards September, December & May/June

Staffing / Leadership:

Maintain staff turnover at a healthy level of 10% (+ or – 2%)		Milestones
KEY ACTIONS:- <ul style="list-style-type: none"> Conduct exit interviews when staff leave Make adjustments if appropriate to do so as a result of outcome of exit interviews 		April 08 onwards

Staffing / Leadership:

Staff Satisfaction		Milestones
KEY ACTIONS:- <ul style="list-style-type: none"> Handle implementation of Job Evaluation sensitively and competently 		April 08 onwards
	2007/8	2008/9 Target
It is expected that Job Evaluation will have a negative impact on staff satisfaction in the shorter term. Our aim is to manage the process and eventually achieve a higher level of satisfaction than was indicated in the last staff survey	66%	50% - 72%

Staffing / Leadership:

Equalities	Milestones
<p>KEY ACTIONS:-</p> <ul style="list-style-type: none"> • Strive to better replicate the ethnic and gender mix in the York population • Ensure recruitment processes are not disadvantaging those who don't have English as a first language • Positively encourage women to apply for more senior positions • Continue to improve access to Council buildings for both staff and customers 	April 08 onwards

Staffing / Leadership:

Health & Safety	Milestones
<p>KEY ACTIONS:-</p> <ul style="list-style-type: none"> • Maintain or reduce the low number of reported incidents in Resources • Ensure all staff potentially facing challenging or aggressive behaviour are appropriately trained to deal with it • Continue to prioritise health & safety in the selection & management of contractors 	April 08 onwards

Customer First Service

Telephone Answering	Milestones
<p>KEY ACTIONS:</p> <ul style="list-style-type: none"> • Maintain the standard set at Monitor 2 2007/08 when all divisions in Resources exceeded the corporate target of 95% of calls answered in less than 20 seconds • Continue to improve telephone answering performance in York Customer Centre (YCC) to >90% by addressing issues in both systems and staff performance and by better handling of peaks in Council Tax calls 	

Customer First Service

Complaints Letter Answering Customers seeing a second member of staff	Milestones
<p>KEY ACTIONS:</p> <ul style="list-style-type: none"> • To continue the 100% record of stage 2 and 3 complaints dealt with within 10 days • To continue to respond to more than the target of 95% of letters received within 10 working days • To continue to meet and exceed the 95% target for customers seeing a second member of staff where necessary within 10 minutes 	

Risk Management

Monitoring of key risks in Resources	Milestones
<p>KEY ACTIONS:</p> <ul style="list-style-type: none"> • All service areas to regularly review and update the status of their risks using the Magique system • Business continuity plans will be based on identified risks 	

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.