



# Service Plan Template for 2008/09 (covering April 2008 – March 2011)

**Service Plan for:** Resource and Business Management

**Directorate:** City Strategy

**Service Plan Holder:** Sian Hansom

**Workplans:** Finance, IT, HR, Customer Support  
Services, Business and Policy  
Development, Management Support  
and Waste Procurement

**Director:** Bill Woolley

*Signed off*

*Date:*

**EMAP :** City Strategy, Cllr Ann Reid

*Signed off*

*Date:*

## Section 1: The service

### Service description

Resource and Business Management comprises all internal support functions for the Directorate of City Strategy (CS), and some support services for Resources (Res) and Chief Executives (CEX) Directorates.

**Finance** offer strategic financial planning, advice and support to CS, Res and CEX's, accountancy support, budget setting, monitoring and year end closedown. Revenue expenditure budgets total: CS - £39m, £66m, Res - £66m, CEX - £10m. Capital budgets total: CS - £10m, Res - £3m. Manage all Council internal recharges via the Support Services Model (total £17m). Pay 300-350 CS invoices per month. Ensure expenditure is authorised and within budget, and creditors paid in within contract conditions.

**Information Technology (IT)** supports CS and CEX's, ensures IT systems fully meet service requirements using the Corporate and CS IT Strategies and drive forward improvements. Works with Res. IT&T through the provision of a Service Level Agreement. Support approximately 400 IT users and 53 IT systems and all Ordnance Survey requirements.

**Human Resources** supports CS on a wide range of HR related issues. Covers change management, recruitment and selection, attendance management, employee relations, and performance management. Equips managers with the skills to support the Directorate and their employees. Supports around 400 CS managers and employees.

**Support Services** provide a range of administrative functions including:

**Reception and Customer Services** are used by 35,000 members of the public per year. Offer additional specialist services such as planning, processing cash, cheques and debit card transactions, and 10,000 items per annum by post

**Resources and Records Administration** deal with correspondence (125,000 per annum), distribute, monitor and dispatch mail, plus other miscellaneous services. Manage 250,000 files+ for the Directorate, on and off site.

**Draughting and Printing** supply 2500 maps per year, provide photographic services across the council and specialise in printing of large AO plans.

**Policy, Performance and Management Support** provide a performance management framework for CS, Res and CEX's, collating and reporting on the performance, comparative data and target setting. Support the production of Service and Business Plans, and link to corporate policies such as CPA, Equalities, Accommodation Review, Customer Standards, Easy@York. Undertake numerous ad hoc projects for Directorate Management Teams and corporately. Ensure a healthy and safe environment for customers and staff. Monitor around 482 performance indicators (CS 265, Res 130 and CEX's 87). Deal with up to 5,000 customer letters and 3,000 Member enquiries a year.

**Management Support Service.** PA's provide direct support to CS Management Team, and Technical and Admin produce around 7,000 quality checked documents per year.

**Waste PFI** - a technical service contributing to the joint procurement programme.

**General Note** - Customer and Member Correspondence work, Reception, Technical and Admin Services continue for some areas of Neighbourhoods. Main customers are CS, Res and CEX's, Members, inspection bodies and all residents and businesses in York. Services are provided through regular liaison, monitoring and reporting to DMT 's and Members. Monitoring, reviewing and reporting usually occur on a quarterly basis, but performance is often monitored more frequently

### Service objectives

**SO1:** to ensure the provision of effective performance information and management through the City Strategy, Resources and Chief Executives performance management framework to support the provision of high quality services.

**SO2:** to ensure high quality response to customers and members through the customer services support management arrangements

**SO3:** to ensure the production and continued use of service and business planning throughout the City Strategy, Resources and Chief Executives directorates, incorporating the outcomes of risk

assessments and equalities impact assessments

**SO4:** to provide high quality cost effective strategic and financial support to City Strategy, Resources and Chief Executives directorates and corporate strategies as needed.

**SO5:** to improve health and safety of staff and customers throughout City Strategy and Chief Executives directorates, by contributing to and implementing Corporate strategies and actions.

**SO6:** to provide a high quality IT service through delivery of a directorate IT strategy in line with the corporate IT strategy

**SO7:** to provide high quality HR support to the directorate, through the provision of appropriate advice and policies, accurate and relevant information, and recruitment and retention of staff

**SO8:** to continue to provide high quality cost effective customer service provision through reception, technical and admin, management support, administration, draughting and printing services in line with corporate and customer requirements

**SO9:** to develop and motivate staff through effective HR policies enabling them to undertake their jobs

**SO10:** To coordinate the implementation of cross-directorate and corporate initiatives across the directorates

**SO11:** To contribute to the Corporate Strategy and Operational Effectiveness Programme

**SO12:** To support the City Strategy , Resources and Chief Executives Directorate Management Teams

**SO13:** To decrease the tonnage of biodegradable waste going into landfill through access to waste treatment

**SO14:** To support the NYCC/CYC Waste Management Partnership, specifically relating to the Waste PFI project.

## Section 2: The Drivers

Driver type	How might this affect our service
<ul style="list-style-type: none"> <li>• Legislative change, Employment, Waste, Stronger Prosperous Communities, Equalities</li> <li>• Community Strategy, Corporate Strategy, Local Area Agreements (LAA's) , future Community Area Agreement (CAA's) and Local Public Service Agreement (LPSA)</li> <li>• Local Authority Funding</li> <li>• Improved customer support and response</li> <li>• Corporate strategies and frameworks, including IT, HR, Job Evaluation, Health and Safety</li> <li>• CPA and other inspections</li> <li>• Core activities including financial management and 3 year strategy, support services.</li> </ul>	<ul style="list-style-type: none"> <li>• HR policy changes may require implementation, service changes required with support services knock on implications e.g. customer contact, concessionary travel</li> <li>• Changed priorities / focus implies changes to data retained services provided and support required</li> <li>• Impact on funding available corporately and by service.</li> <li>• Directly through reception support, indirectly through information requirements from front line services</li> <li>• Changed directorate procedures and implementation plans may impact on front line service provision</li> <li>• Short term change in focus and action plans as a result of inspections</li> <li>• Diversion from these onto priorities, unable to progress as should – potential ongoing control and support implications.</li> </ul>

<ul style="list-style-type: none"> <li>• Working within corporate frameworks – e.g. Directorate Business and service planning, addressing Staff survey issues, Business Continuity, Risk Management,, Code of Conduct, Attendance Management and efficiency projects</li> <li>• Performance improvement e.g. Creditors payments on time, provision and quality information and data, Training and Development , Consultation and Health and Safety improvements Action Plan c) Equalities d) Residents opinion and talk about survey results</li> <li>• Specific Projects e.g. City Strategy Vision , Training and Development i.e. Apprentice Scheme, Replacement FMS, Job Evaluation, Waste and Highways PFI, New IT or technology upgrades – Corporate GIS, FMS</li> </ul>	<ul style="list-style-type: none"> <li>• Provision of documents / information etc required to support directorate working – changed approaches require directorate and service amendments</li> <li>• Focused information provision and activity – implications on support services and front line e.g. attendance management requires HR monitoring and management by managers.</li> <li>• Diversion from core activities to support projects</li> </ul>
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### Section 3: Critical Success Factors (CSFs)

CSFs for 2008/09	Why a CSF?
To continue to improve the effectiveness of Resource and Business Management in light of budget savings, E-Government and Highways PFI (including dealing with HR implications), adapting to changes effectively	The same level of service expectations will exist with less resources to deliver
Continue to contribute to the corporate agenda e.g. performance management framework and business plan, to have an effective impact into corporate procurement projects to ensure value for money for CYC, including the Income Collection Project , E-Government programme	The improvement in the way that the Directorate Manages performance will allow DMT's and the Executive to make informed decisions on the allocation of resources To support the prioritisation and communication of activities across the Directorate. Significant financial impacts of corporate procurement issues such as Waste, Highways and E-Government have implications on the whole Council Directorate has responsibility for property database for the Council and the major GIS use across the Council
Waste PFI – To ensure that the waste PFI project is in line with the project plan. Approval of shortlist in October 2008	To support the delivery of IS1 Corporate Priority
Implementation of a three year Budget Strategy	To prioritise spending over the future years
Manage the outcome of the job evaluation process	Potential to have a significant impact on the ability to retain and recruit staff in key posts within the directorate.

### Section 4: Links to corporate priorities

Improvement Statement (IS)	Contribution
DIP 1: Decrease the tonnage of biodegradable waste and recyclable products going to landfill	Monitoring and management of directorate business and service planning process and best value service improvements. Delivery of a waste treatment solution in conjunction with NYCC
The Resource and Business Management department provides support to all the corporate priorities within the Corporate Strategy 2007-11, but its primary role is in the corporate values (below) that focus on improving our internal business.	
Value 1: Deliver what our customers want	Coordination of EIA's, action plans to improve and contribution to corporate achievement
	Compliance with financial and procurement regulations
Value 2: Providing strong leadership	Through directorate performance management framework
	Improved and regular reports to ensure directorate financial performance is achieved and Gershon is achieved through forward planning
Value3: Supporting & Developing people	HR client and officer responsibility for implementation of HR policies and procedures

Value 4: Encouraging improvement in everything we do	Improved performance management framework and performance, service plan roll out
It does this through the provision of timely, accurate and relevant information to the Council and whole Directorate in the areas of its expertise	Implementation of IT and e-government projects as relate to directorates and front office changes
	Retention of strategic and operational risk register and monitoring of progress on actions to address high strategic and operational risks

## **Section 5: Scorecard of improvement measures & actions**

### **Customer based improvements**

<b>Customer Measures</b>				
Measure	Current	2008/09 Target	2009/10 Target	2010/11 Target
C1a: Monitor correspondence that should be replied to within 10 days across the directorate	97.7% (Q1+2)	95%	95%	95%
C1b: Monitor correspondence that should be replied to within 10 days across Resource and Business Management	100% (Q1+2)	95%	95%	95%
C2: All customers to reception seen within 5 minutes	100% (Q1+2)	100%	100%	100%
C3a: Telephone calls are answered within Customer First standards across the directorate	94.86% (Q1+2)	95%	95%	95%
C3b: Telephone calls are answered within Customer First standards across Resource and Business Management	93.77% (Q1+2)	95%	95%	95%
C4: Users set up with password within 1 working day	100%	100%	100%	100%
C5: Percentage of stage 2 complaints solved within 10 working days within City Strategy Directorate	100%	95%	95%	95%
C6: Percentage of stage 3 complaints responded to and problem solved within 10 working days within City Strategy Directorate	100%	95%	95%	95%
<b>Customer Actions</b>				
Improvement action				Deadline
Weekly / monthly monitoring and reporting of correspondence to DMT, quarterly reporting to Members				Ongoing
Monthly reporting and management of call answering through GMT's				Ongoing
Continue to ensure there is cover for setting up IT passwords				Ongoing
Increase the use of multi skilled staff throughout the Business and Policy Development and Customer Support Services to improve the efficiency of all services to both the public and internal customers				Ongoing
Review of regulatory format of budgetary control information				Ongoing

Work with <a href="mailto:easy@york">easy@york</a> on improving response times to Members	Ongoing
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### **Process based improvements**

<b>Process Measures</b>				
Measure	Current	2008/09 Target	2009/10 Target	2010/11 Target
P1: Invoices paid within 30 days across the City Strategy, Resources and Chief Executives Directorates	96.72% (Q1+2)	95%	95%	95%
P3: Reports to HSE under RIDDOR per annum	0 (Q1+2)	5	4	3

<b>Process Actions</b>	
Improvement action	Deadline
Continue to monitor invoice payments, work with central creditors to introduce improved methods of payment, reducing numbers of invoices where possible	Ongoing
Ensure appropriate work planning for system owners to enable updates to be done on time	Ongoing
Agree clear timescales, deadlines, responsibility and management measures to ensure performance management framework complied with	Ongoing
Continuous monitoring and management of services provided to maintain high support service standards	Ongoing
Ensure corporate deadlines and instructions on closure of accounts followed.	Ongoing
Ensure all EIA's are undertaken and actions built into service plans	Ongoing
Undertake risk assessments and follow up with actions to address risks	Ongoing
Undertake action plan to address Health and Safety issues	Ongoing
Introduce directorate budgetary control policy	Ongoing
Undertake a review of file usage and directory structures, freeing up and making effective use of storage space	Ongoing
Review recharges process particularly Legal Services and Chief Executives	Ongoing
Quality and accurate monitoring of delegated decisions	Ongoing
Closedown timetable for accounts adhered to	Ongoing
Corporate Performance and Financial Management framework and timetable (for City Strategy, Chief Executives and Resources) is adhered to.	Ongoing

### **Resource management improvements**

<b>Resource Measures</b>				
Measure	Current	2008/09 Target	2009/10 Target	2010/11 Target
F1: Spend within budget for directorate and portfolios (Annual)	0.7%%	Under 0%	Under 0%	Under 0%

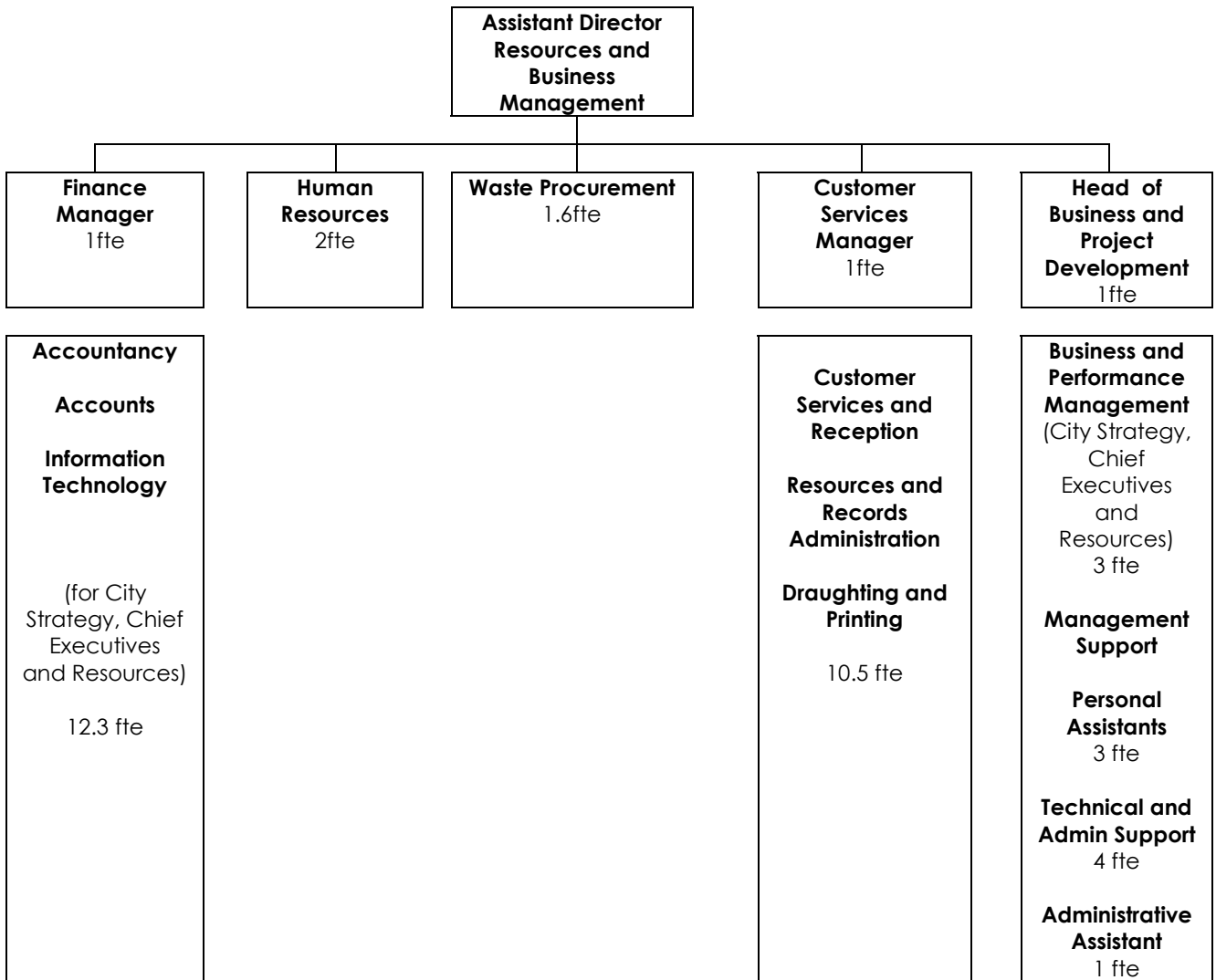
F2: Spend within budget – R&BM and Portfolio (Annual)	-1.2%	Under 0%	Under 0%	Under 0%
F3: Cost of recruitment per post (quarterly measurement) successfully filled (Annual)	£1591 (06/07)	No set Target		
S1: BVPI 12: Number of staff days lost to sickness (and stress) across directorate (days/FTE)	4.61 days (Q1+2)	Less than 10 days	Less than 10 days	Less than 10 days
S2: Number of staff days lost to sickness (and stress) across RBM	3.35 days (Q1+2)	5 days	5 days	5 days
S3:CP 13a - Days lost for stress related illness as a percentage of sickness days taken across the directorate	11.42% (Q1+2)	Less than 10 %	Less than 10 %	Less than 10 %
S4: CP 13b - Days lost for stress related illness as a percentage of sickness days taken across RBM	50.01% (Q1+2)	Not target based	Not target based	Not target based
S5: BVPI 11a - % of top 5% of earners who are women	20%	Not target based	Not target based	Not target based
S6: BVPI 11b - % of top 5% of earners who are from an ethnic minority	0%	Not target based	Not target based	Not target based
S7a: % starters completing induction process across City Strategy	65.5% (06/07)	80%	90%	90%
S7b: % starters completing induction process RBM	65.5% (06/07)	100%	100%	100%
S8a: % Leavers completing exit process across City Strategy	79%	80%	90%	100%
S8b: % Leavers completing exit process across RBM	79%	100%	100%	100%
S9a: % staff in City Strategy directorate appraised (Annual)	73.82% (06/07)	100%	100%	100%
S9b: % staff in RBM appraised in the last 12 months (Annual)	77.5% (06/07)	100%	100%	100%
S10a: Overall staff satisfaction rating of staff in directorate in staff survey	61% (07/08)	Not conducted	Next survey 09 80%	Not conducted
S10b: % of staff expressing satisfaction with their job (RBM)	89% (07/08)	Not conducted	Next survey 09 90%	Not conducted
<b>Customer Actions</b>				
Improvement action				Deadline
Monitor and manage the quality performance (through process pi's above) whilst managing spend				Ongoing
Monitor, review and action recruitment performance to achieve VFM				Ongoing



Monthly monitoring, review and actions recommended relating to directorate spend	Ongoing
Promote use of support services to maximise effectiveness	Ongoing
Undertake an action plan to increase efficiency savings in the directorate	Ongoing
Complete actions arising from internal and external audit reviews	Ongoing
S106 review and reporting	Ongoing
Update induction and exit processes and documentation and apply to all staff starting and leaving	Ongoing
Regular and timely monitoring and management of HR information on appraisals, sickness	Ongoing
Devise and implement an action plan for addressing staff survey issues as relevant	Ongoing
Devise, implement and monitor a directorate training and development plan	Ongoing
Ensure that LAMS (Leadership and Management Scheme) is rolled out and embedded across the Directorate	Ongoing
Staff suggestion scheme	Ongoing
Promoting ECDL	Ongoing

## Section 6: Resources (1 page max)

- Staff numbers (41.4 fte)– Assistant Directors (1 fte), Business & Project Development and Management Support (12 fte), Customer Services (11.5 fte), Waste (1.6 ftes), HR (2 fte), Finance (13.3 fte)



- The resources have been reduced by £35k compared to 2007/08 (1 FTE) to provide the same service
- Work is continuing on the Easy@York project and the Highways PFI. This is likely to result in changes to the structure in the future

## Budget

	<u>2007/08</u>	<u>2008/09</u>
Employees	£ 1,283k	£ 1,365k
Premises	£ -	£ -
Transport	£ 37k	£ 48k
Supplies and Services	£ 396k	£ 390k
Miscellaneous		
– Recharges	£ 2,606k	£ 2,606k
– Other	£ -	£ -
Capital Financing	£ -	£ -
Gross cost	£ 4,322k	£ 4,409k
Less Income	£ 4,306k	£ 4,180k
<b>Net cost</b>	<b>£ 16k</b>	<b>£ 229k</b>

There has been a £213k increase in our budget since last year. This is due to £74k pay and prices, £31k growth and £-35k savings. The balance (£143k) reflects changes to Directorate recharges.