



**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.

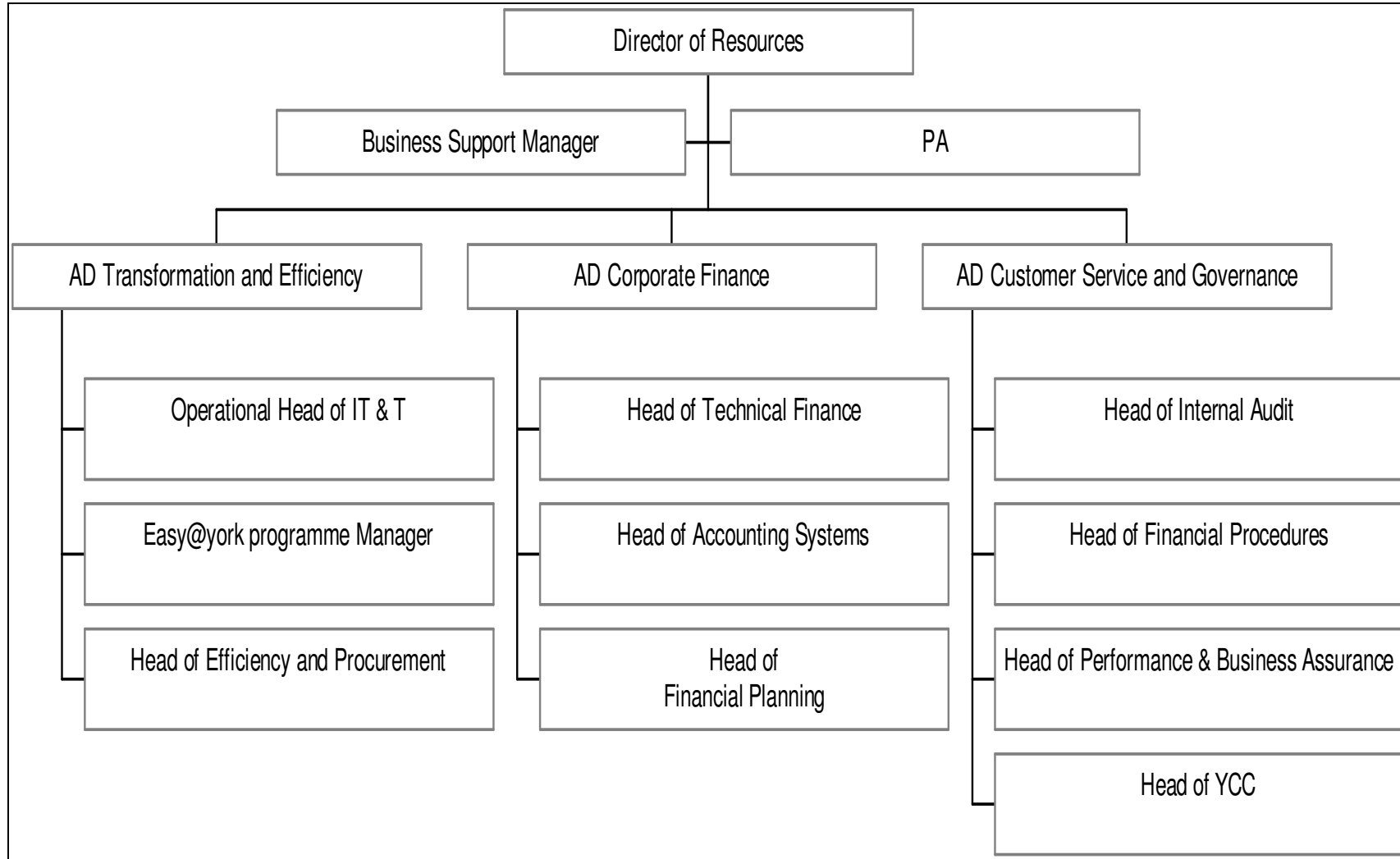
Transformation and Efficiency

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

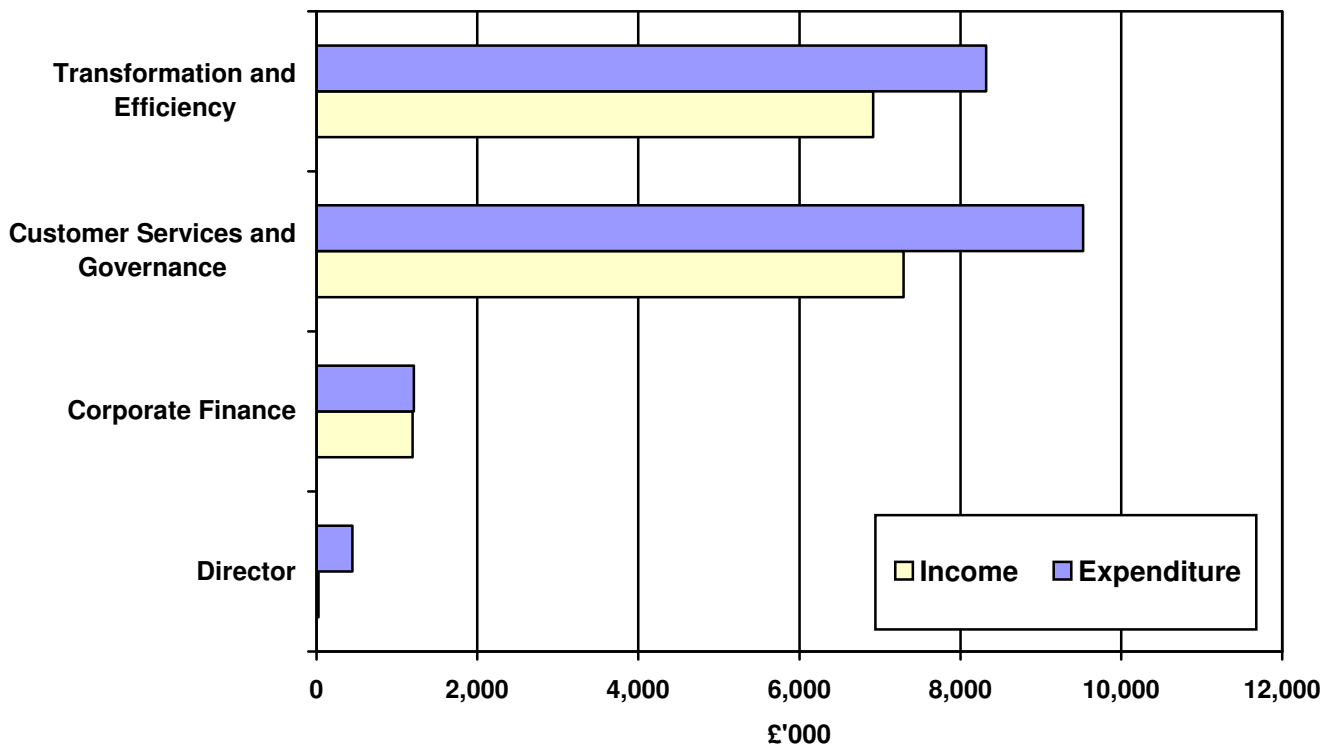


Resources Services Budget Overview

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.