

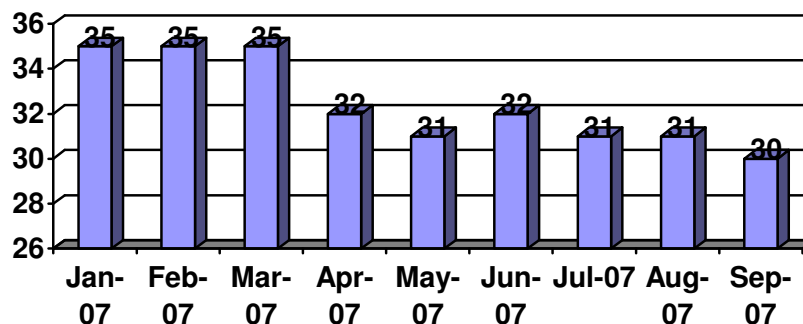
SERVICE PLAN MONITORING
Progress update for Monitor Report 2, 2007/08

Public Services

1 Achievements

- a) The processing of new housing and council tax benefit claims again shows a gradual improvement, with performance at end September 2007 of 30 days. The improvement over the last few months is shown below:

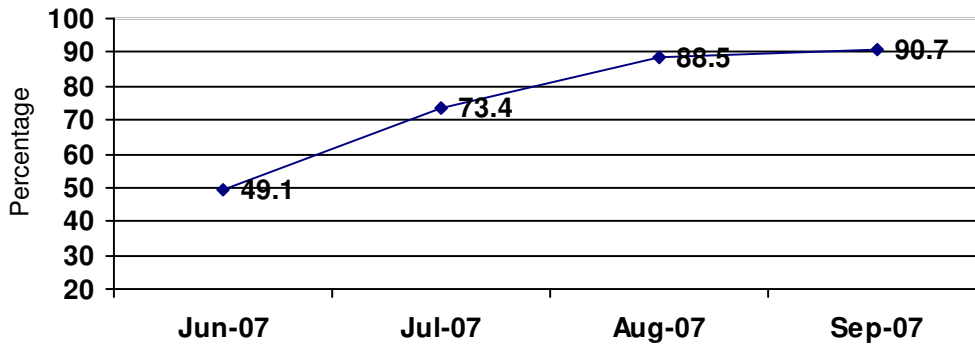
AVERAGE DAYS TO PROCESS NEW CLAIMS (Year to date figures)



- b) The processing of benefit changes of circumstances notifications remains slightly behind target at 16 days (target is 14 days) but towards the year end we anticipate a large volume of bulk rent increases in respect of registered social landlord properties that are automatically processed and count as one day transactions, thus helping to improve the annual average.
- c) The recovery of Housing Benefit overpayments identified in the first two quarters (BVPI79bi) shows a drop from 72% reported in Monitor 1, to 58.3%. This is as a result of an increase in the value of overpayments identified in August and September whereas the amount recovered has remained fairly level at £52k per month. The measure of overpayments recovered as a percentage of the amount at the beginning of the year plus raised in quarters 1 and 2 (BVPI79bii) is 13.6%, marginally improved on the 13.3% for the same period last year.

- d) Council Tax collection figures continue to show a small improvement. In-year collection as at 30 September is 56.7%, up by 0.31% on the 2006/07 figure and 0.18% up against the stage target that we have set to achieve an outturn of 97.2%.
- e) In July we fully implemented the telephone sign-up for new Direct Debit payment instructions (sometimes referred to as “paperless Direct Debit”). Customer Service Representatives (CSRs) are taken through a scripted series of screens on the Council Tax system that allow us to enter and validate the customer’s bank account details. This means that the customer is no longer required to fill out and return a form and enables the Council to issue bills with the correct payment method much quicker. From end July to mid October we signed up just over 280 customers.
- f) Business Rates collection shows that we are well ahead by 3.79% of the same position last year at 61.93%. This is also 1.55% ahead of the stage target and suggests that we could achieve our 98.9% annual target.
- g) In July the York Customer Centre (YCC) undertook a customer survey for over 500 callers. Satisfaction with the overall service provided by the centre was very high with 99% being very or fairly satisfied. Satisfaction with the person that handled the call was 100%. Just 5% of customers were dissatisfied with the time taken to answer the call, with respondents waiting on average 5.5 minutes.
- h) In the second quarter YCC dealt with over 114,000 calls with 79.4% answered within 20 seconds. Council tax recovery activity (responding to calls after the issue of reminders, summonses and discount reviews) had an impact both in terms of the increased number and duration of calls.
- i) To address the issues of call response times and the number of abandoned calls the YCC has been reviewing its processes and implemented some software changes. Though in July the service was affected by large numbers of council tax calls (see above) and unplanned staff absences the service level has improved over the quarter as shown below:

Calls Answered in 20 secs



- j) The web team continue to provide support to all directorates as they update, restructure and create new web content. During July to September 28% of web content updated by directorates directly was refreshed, either published for the first time or re-published after an update. There are currently 43 editors across the Council trained to use the new Content Management System and nearly 50 service managers who are trained to sign-off website content before it goes live.
- k) The System Support team have been heavily involved in supporting the implementation of the CRM and e-forms systems. The manager of the System Support team left the Council in August. As an interim measure the team is under the caretaker management of ITT pending a corporate review of ITT provision and support.

2 Work in Progress

Work in progress		Update on activities
a	Improvements in administering benefits Change of Circumstances and New Claims	Two main measures have improved this year. Current work on process mapping and implementation of e-benefits (see e below) will drive out further improvement
b	Operation and support of CRM System in York Customer Centre	Additional processes moved to CRM in August
c	Improvements in telephone call handling at YCC	Full system evaluation to identify efficiencies. System enhancements to help reduce call handling times. Performance management implemented for CSRs. Staff cross-skilling introduced to increase call handling capacity IVR switch-on 10 September 2007

d	Revenues improvement work as part of easy@york programme	<p>Good progress since implementation of full e-forms solution 30 July 2007. Further automation of transactions planned in near future.</p> <p>On-line student discount/exemption application system went live on Council website.</p> <p>Some management information issues to be resolved</p>
e	Benefits improvement work as part of easy@york programme	Workshops held with staff looking at a range of processes. Future structure of service under review and it is hoped to commence consultation by November.
f	Increase in benefits take-up	<p>Older Persons (aged 60+)</p> <p>LPSA funded work progressing but is currently behind target. Increase in take-up is reported over the summer months. This autumn sees launch of major campaign called "<i>Get something extra</i>" to increase take-up of Attendance Allowance, Disability Living Allowance, Pension Credit as well as Housing & Council Tax Benefit.</p> <p>Young Persons (aged 16-25)</p> <p>New initiative launched to help young people to claim benefits. Text service introduced supported by posters and pocket guide. So far 36 young people have been referred to the benefits service. Benefits Advisors have steady demand for advice about welfare benefits from agencies and groups, as well as potential claimants.</p>
g	Implementation of Local Housing Allowance scheme	National scheme that must be implemented by 7 April 2008. Coordinator post created and secondment made. DWP funding has been received. Staff awareness training sessions completed. Report to EMAP on 30 October. Rollout of payment to claimants by Direct Credit has commenced.
h	Registration on-line	<p>National rollout for Births and Deaths should be back on-line January 2008.</p> <p>Register Office looking to expand service provision at York Hospital</p>

3 Update on risks

Risks	Update on activities
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a	Benefits - Failure to assess benefit entitlement accurately and within timescales	<p>Mitigation includes:</p> <p>Structure review has now started to ensure customer-centric focus</p> <p>Service improvement work as part of easy@york programme and introduction of e-claiming software. Full implementation date yet to be agreed.</p> <p>Focus on LA error cases to identify problems and better manage financial (subsidy) impact. New monthly internal financial monitoring book produced.</p> <p>Review of existing procedures and implementation of new ones in progress</p>
b	York Customer Centre – Failure to have a business continuity plan in place to ensure continued service to customers	<p>Mitigation includes:</p> <p>Plan maintained and reviewed</p> <p>BCP to be exercised</p>
c	York Customer Centre – Failure of the telephony systems and/or CRM	<p>Mitigation includes:</p> <p>Message taking, call back and emergency message procedures</p> <p>Incident report log maintained and reviewed weekly</p> <p>CRM enhancements delivered</p> <p>Consultancy review of systems and procedures</p>

Easy@york Programme

1 Achievements

- a) In July 2007, the full Revenues service successfully went live in the York Customer Centre
- b) 72% of all Revenues transactions are now dealt with entirely at the point of contact with the customer, with all the information automatically transferred into the back office system
- c) Additional self service e-forms have been launched on the website for all YPAL services, including:
 - Online forms for students to apply for Council Tax exemptions and discounts
 - Online forms for schools music tuition enrolment
 - Online forms for road safety.
- d) Delivery of a package of measures to maximize productivity, speed up call answering and consolidate training to address early teething problems. Service levels improved by 9 – 17%
- e) Launch of IVR phone menus including external use of speech server – no adverse customer reaction and 2000 calls a week being automatically directed to the recipient with no human intervention. This has resulted in significant improvements in call answering times.
- f) Undertook Service improvement work on Benefits in conjunction with DWP

2 Work In Progress

	On Schedule
• Development of e-forms for Members to report issues to YCC	√
• Development of feedback emails for customers and Members	√
Programme Phase 1c – Benefits Service implemented as part of easy@york solution	
• October 07 - 'To-be' process review with Business	√
• October 07 - Scriptflow/ E-form design	√
• October 07 - Create functional specifications	√
• November 2007 – commence development of e-benefits change of circumstances module with Northgate	√
• December 07 – System Build	√

<ul style="list-style-type: none"> • January 08 – User Acceptance Testing 	√
<ul style="list-style-type: none"> • March 08 – User Training 	√
<ul style="list-style-type: none"> • March 08 - Go-Live 	√
Development of easy@york Programme Phase 2 – January 2008	√
<ul style="list-style-type: none"> • October 07 – Easy Lessons Learnt complete 	√
<ul style="list-style-type: none"> • October 07 – Scope Phase 3 services, Identify Programme costs and potential savings 	√
<ul style="list-style-type: none"> • November 07 – Sign off of service specifications & costing/ savings 	√
<ul style="list-style-type: none"> • November 07 – CMT review of business case 	√
<ul style="list-style-type: none"> • January 07 – Exec approval 	√
Development of New Intranet – September 2009	√
<ul style="list-style-type: none"> • Jan 2008 (Provisional) – implement new search engine on web site 	√
<ul style="list-style-type: none"> • September 2008 – Commence design & development work 	√
<ul style="list-style-type: none"> • September 2009 – Launch new intranet 	√

3 Risk Management Issues

Red Risks		Update on activities
a	Failure to identify sufficient savings from phase 2 to fund the programme	<ul style="list-style-type: none"> • Benefits mapping exercise to be undertaken with each phase 2 service to identify improvement objectives and set savings targets • Progress reported into the budget process

Audit & Risk Management Services

1 Achievements

- a) Competition Policy drafted and adopted in principle by the Executive in October 2007 further to full Council's adoption of the new Corporate Procurement Strategy, associated medium term action plan and complementary Guidance Manual for procurement Practitioners in June 2007.
- b) 5 year Strategic Procurement Programme formally adopted by the Executive and all necessary in-year monitoring and reporting arrangements implemented within the CPT.
- c) Phase I of the shared service initiative with NYCC for audit & fraud services went live from 1 October 2007.
- d) New Code of Governance for the Council drafted and adopted by Audit & Governance Committee in September 2007.
- e) 2007 CPA UOR self-assessment completed and submitted for scoring by the Audit Commission.
- f) Annual Breaches & Waivers report to Audit & Governance Committee in September 2007 showed a marked improvement in compliance and regularity concerns across the organisation compared to prior years. This improvement is strongly linked to the excellent progress made over the last three years by the Division to strengthen the Council's internal control arrangements and governance infrastructure and is viewed as a very positive step forward.

2 Work In Progress

Work In progress		Update on activities
a	Information Governance Strategy	The IGS will be reported to CMT in December 2007. This was deferred from September 2007 by the Acting Director of Resources to allow the Directorate to take a rounded view across of various different drivers for change and how best to conceptualise and manage those things over the next few years.

b	Competition policy, strategy and procedural handbook	The policy has been approved in principle by the Executive as a precursor to the work now on-going to develop the Competition Strategy. This will be referenced to the CPS and will be reported to CMT and the Executive before the end of 2007/08. Work on the handbook is awaiting further work on Thin Client arrangements at the Council and it is anticipated that this will be reported in tandem with the Strategy when ready.
c	Development of the Supplier Contract Management System	Work is progressing on the population of the system and associated staff training across Directorates. More work is required in respect of the supplier management module before the system is officially launched with the business community. Initial discussions have been held with the Chamber of Commerce to agree a 'partnership' approach between CYC and the Chamber in raising awareness of SCMS across the business community and providing training and workshop opportunities for local businesses and SMEs in the area
d	Exploration of a shared service initiative for Audit & Fraud services in partnership with NYCC	Phase I of the initiative was implemented with effect from 1 October 2007. Work is now ongoing to develop potential options and a medium term business case as part of Phase II works. The outcome of this work and officer recommendations will be reported fully to Corporate Service EMAP in spring 2007 for Member consideration and approval
e	Development of a 3 year medium business plan for the Division	Work on this has been suspended subject to the outcome of d/ above
f	Deliver all work and actions designated to the AD (ARM) in respect of the Corporate Efficiency Programme, the CPA UOR Action Plan, the OGG work programme, A&G Committee forward plan and the new 3 year action plan for Procurement 2007-2010	This covers a multitude of different tasks and change programmes and the associated work is in various stages of completion. Information about progress against any of the detailed tasks scheduled in the OEP and CPA action plan will be reported corporately during 2007/08. Progress against the three year CPS action plan will be reported separately to Corporate Services EMAP later this year
g	Review the function, performance and efficiency of procurement functions across the organisation and examine how they can be made more efficient and effective when we move to a one-site operation after 2010	Resourcing pressures since the end of August have made it necessary to slip this review until a suitable resource can be identified and the review scoped and commissioned before the end of the current financial year.

h	CPA UOR 2007 assessment	The 2007 self assessment has been completed and submitted to the Audit Commission for their review. Officers will agree moderated scores with the Commission in November 2007 although it is understood that the final score for the authority will be embargoed by the Commission until Jan/Feb 2008.
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3 Risk Management Issues

Red Risks		Update on activities
a	Failure to be effective in discharging the Division's role in developing robust governance & compliance arrangements at CYC	<p>Mitigation includes:</p> <ul style="list-style-type: none"> • leadership and management of the OGG work programme • professional development and capacity of the teams within ARM • planned and managed approach to the development of the Council's governance infrastructure (new Constitution, Financial Regulations, Audit & Governance Committee) • new powers and sanctions for the S151 Officer, the Monitoring Officer and the Chief Internal Auditor
b	Failure to improve the UOR CPA score for KLOE 4 Internal Control	<p>Mitigation includes:</p> <ul style="list-style-type: none"> • raising corporate awareness of the risks faced by CYC if UOR CPA score deteriorates and gaining CMT ownership of key actions to be taken before 31/3/07 • management of corporate action plan for development and improvement and implementation of key deliverables before 31/3/07 • review of assessment process by AC in 2006
c	Failure to plan and manage the work of the Division effectively	<p>Mitigation includes:</p> <ul style="list-style-type: none"> • established and capable ARM Mgt Team and development of a 3 year Business Plan • development of a performance management framework across the Division as part of a wider Directorate improvement initiative

d	Audit Plan not delivered to standard/insufficient coverage to hit 90% target for completion	<p>Mitigation includes:</p> <ul style="list-style-type: none"> • introduction of new automated working papers and performance management routines • staff training and technical update work • effective staff supervision and file review • integrated CYC client function for external and internal audit
e	Audit work fails to identify control weaknesses	Mitigation includes all of the above at d/ and the introduction of new reporting and escalation procedures including ultimate referral to Audit & Governance Committee for remedial action as necessary from 2006/07
f	Procurement team fail to achieve the corporate savings target	Unmanageable risk has led to change in Council arrangements, devolving savings within Directorates for 2007/08, exercised through the Council's annual service planning & budget management cycles. The CPT will continue to inform and report on savings across the piece.
g	Failure to establish corporate contracts management portfolio	Portfolio identified and all corporate contract clients established. CPT responsible for managing an reporting across the portfolio for corporate assurance purposes. New arrangements went live from 1 April 2007.
h	Failure to promote compliance with procurement regulations	Mitigation focuses on governance infrastructure work (as at a/ above) effective monitoring and reporting arrangements, new SCMS system, robust IAS annual and five plans, breaches and waivers work, IAS follow up programme, staff training across CYC, greater professionalism and capacity in ARM

ITT Services

1. Achievements

- a) The department continues to provide a secure, robust, scalable and highly available ITT infrastructure including corporate and departmental systems. It is achieving all but one of its revised and agreed service level targets for 2007/08. The exception is the low volume high priority requests for service. These breaches have mainly resulted from external network providers suffering major disruption within their own infrastructure, hardware faults where workarounds were put in place during the working day to reduce customer impact and replacement work was undertaken outside of core service hours and Intermittent faults that were complex in nature and required extensive investigation.
- b) Three major projects outside the [Easy@york](#) programme are in progress. Phase 2 of the implementation of the replacement Social Care system is on track and is scheduled to go live during February 2008. A full and comprehensive evaluation of the tenders for the replacement Financial Management System has been completed and supplier site reference visits are being planned prior to the next phase of preferred status being awarded. An evaluation of the technical options to facilitate corporate mobile working is underway alongside the work to evaluate the benefits around flexible working and its links to the Accommodation Project and other corporate priorities.
- c) The Department has successfully delivered a number of behind the scenes infrastructure projects that underpin current and future Council wide service delivery. The projects are supported by the continued development of effective governance controls and include:
 - Successfully moved a number of the Business Systems data including the Council's Integrated Revenues, Benefits and Housing system over to a more flexible and robust information storage platform with no disruption to the customer base.
 - Further improved departmental system recovery services by expanding the use of a more effective back up process enabling the support teams to reduce the restoration time taken to recover from a failed Business System scenario.
 - Successfully installed a new antivirus solution for all the Corporate and Departmental Business Systems that provides a more effective level of antivirus protection without impacting upon the performance of the system itself.

- d) The Department continues to support the corporate Accommodation Review Project through the identified design, project and user group work streams.
- e) The Department has assumed additional interim management responsibility for the Resources Systems Support and Development Team following the departure of the team manager in August. A decision not to recruit pending the results of a review to be undertaken during November/December 2007 has been taken by RMT, and these current interim arrangements are expected to be in place for the remainder of this financial year.
- f) The Department played a significant role within Phase 1 of staged refresh project to replace the computer related services within the Central and Branch Libraries in order to transform them into 21st Century facilities for the public. Phase 1 included the transformation of Room 18 from its previous computer based resource suite function into a Lifelong Learning Centre and the creation of a new computer based resource centre within the impressively refurbished Lending Library section.
- g) In response to the provision of Corporate Training via the internet for both elected Members and staff, the Department has successfully implemented a method of delivering this new and emerging requirement using part of the existing infrastructure.

2. Work in progress

Work In progress		Update on activities
a	Framework – replacement of the Social Care System	Planning work for the Finance elements of Phase 2 is progressing. The mapping of Finance processes has started and a scoping exercise to establish which elements can be successfully delivered in the timescale is also in progress.
b	FMS – replacement of the Corporate Financial Management System	Phased procurement activities in progress, site reference visits are being planned prior to the identification of a preferred supplier before the end of 2007.
c	Corporate ITT Governance.	Further developing change control procedures through process mapping and subsequent workflow regimes. These will be incorporated into the next release of the departments Customer Support Service Desk system during 07/08. Further review/update of the Electronic Communications Policy (ECP) will be planned once feedback from the elected members is made available.

d	Continued development of departmental Business Continuity Plan (BCP).	Revised draft departmental BCP documents using the new corporate templates have been produced. Further development of the team recovery plans is in progress to ensure completeness and consistency. The departmental profile will be linked back to the Corporate BCP group as part of the Council wide response to the 2004 Civil Act.
e	Provide on going support for the delivery of the Easy@York transformational programme.	The department is heavily involved in a number of activities to support and help sustain the successful implementation of the current and future phases of the agreed programme.
f	Expansion of the network managed service contract to incorporate Broadband for Schools and Libraries and City Strategy connectivity requirements.	Reviewing the scope and requirements prior to the renegotiation of the existing voice and data network managed service contract to incorporate Broadband for Schools and Libraries and City Strategy requirements during 2007/08. The new and expanded contract is scheduled to commence Autumn 2008.
g	Implement the approved ITT Corporate Business Development and Infrastructure projects from ITT Dev Plan 06/07 and 07/08	Work continues to gather the business requirements ahead of replacing the Corporate Personnel and Payroll System. The previously approved and agreed key Departmental Business projects are in progress and the proposals for the ITT Development Plan 08/09 have been reviewed by the Corporate IT Strategy Group and will be presented to CMT and Elected members during October and November 2007.
h	Develop a forward-looking technology and major systems replacement roadmap.	The initial work in terms of reviewing the current ITT estate and the external pressures it faces in terms of lifespan of the products in use has been undertaken. This has led to 2 Business appraisals which are now underway to determine the hardware, software and licensing options that will meet the anticipated future flexible requirements of the council at the most economically advantageous cost. These appraisals will potentially lead to ITT Development bids in 2009/10.
i	Establish a Corporate mobile working strategy and infrastructure	A corporate mobile test platform has been established and is being evaluated. Alternative ways to mobilise processes are also being tested prior a decision being taken on the preferred option(s) to progress this project.
j	Implementation and the further development of key infrastructure projects that underpin current and future Council wide Service Delivery.	Continuing to move Business Systems information over to the recently expanded replacement Corporate Storage System. Migrate additional Business Systems over to the recently established and more effective back up process, the support teams are also using this process to test the Disaster Recovery process for each System as this work is progressed.

2. Update on risks

Risks		Update on activities
a	Failure of the disaster recovery procedures.	<p>Mitigation includes:</p> <ul style="list-style-type: none"> • Completion of the project to successfully upgrade the corporate virtual servers to a version that enables the department to provide a reduced recovery time in the event of individual System failures, in some cases with no disruption to the customer base. • Expanded the use of 10/12 GHS as a secondary site for locating key ITT Infrastructure. • Further improved departmental system recovery services by expanding the use of a more effective back up process enabling the support teams to reduce the restoration time taken to recover a failed Business System scenario.
b	Inadequate ITT Business Continuity Plan (BCP).	<p>Mitigation includes:</p> <ul style="list-style-type: none"> • Revised draft departmental BCP documents using the new corporate templates have been produced. Further development of the team recovery plans is in progress to ensure completeness and consistency. • Recovery toolkits (containing BCP documents and guidance) are being established and will be stored at two off site locations to aid incident management and recovery processes. • On going testing plans to be established as part of proactive BCP testing regime. • Individual Business System testing is being undertaken as part of the work to expand the use of the improved system back up solution.
c	Failure of corporate data/information storage service	<p>Mitigation includes:</p> <p>Increased the recently installed and more resilient corporate storage system enabling the migration of additional Business Systems over platform during 07/08.</p>
d	Significant failure of corporate data / voice network	<p>Mitigation includes:</p> <ul style="list-style-type: none"> • Improved environmental facilities at locations where key network components are located. • Proactive management of managed service

		<p>provider and network vendors.</p> <ul style="list-style-type: none"> • Incorporated elements of resiliency into the network design for the YCC in Stonegate.
e	<p>Failure to replace ageing Social Care, Financial Management and Payroll/Personnel Systems.</p>	<p>Mitigation includes:</p> <ul style="list-style-type: none"> • Approved and funded ITT development replacement projects are in progress for both Social Care and Financial Management systems. • ITT development project being put forward for elected member approval to start the process of replacing the existing Payroll & Personnel System during 08/09.

Financial Services

1 Achievements for Year

- a. Produced a comprehensive Financial Strategy for the period 2008/09 to 2010/11.
- b. Provided on the day briefings following the announcement of the Comprehensive Spending Review.
- c. Audit Commission provided and unqualified opinion on the Statement of Accounts and these were approved by Urgency Committee on the 28th September.
- d. Maintaining a level of payroll payment accuracy of well over 99.9%.
- e. To the end of September 93.62% of all council invoices were paid within 30 days, this compares to the equivalent 2006/07 figure of 93.06%.
- f. Continued progress on the replacement of the council's financial systems with demonstrations from the three preferred providers being undertaken during September. Work is now on-going with two of these potential providers to finalise the contract.
- g. Worked to settle 90% of equal pay liabilities with eligible staff
- h. Doubled the number of staff accessing cycles via salary sacrifice.
- i. One of only two Unitary authorities involved with Treasury and Cabinet Office on DCLG Working Group looking at the development of new efficiency and transformation performance indicators.
- j. Provided financial training sessions for newly elected members.

2 Work In Progress

Work In progress	Update on activities
a 2008/09 Budget	Work has commenced on co-ordinating the development of the 2008/09 budget. This work will conclude with the formal agreement of the budget at full Council on the 21 st February.
b Job Evaluation / Equal Pay	Managing the development of affordable solutions has taken a major staffing input at a senior level. Work is on going to resolve both of these workstreams. In terms of funding on the 28th September the council was successful in obtaining an agreement to capitalise additional costs relating to equal pay. This means that the council can borrow to meet some of these obligations spreading the cost of implementation across a number of years.
c FMS Project	The project is now well into the formal procurement process. It is anticipated that the replacement system will go live in the summer of 2008.

d	Transport Review	The service successfully bid to the Regional Assembly and Centre of Excellence to fund a collaborative study with local health providers and the East Riding of Yorkshire Council aimed at significantly reducing the impact that the council and NHS have on York's traffic. External consultants, Kendrick Ash, are currently undertaking the second phase of this review and starting to let initial contracts.
e	Income Collection	The service is managing key aspects of the review of income collection policy and procedures across the council. At present a temporary post (funded from prior year underspends) is being established to progress this work alongside the opportunities presented by the FMS project.

3 Risk Management Issues

- a. The service is currently developing the 2008/09 budget for the council. However this process is constrained until the formal announcement of grant by DCLG in late November / early December. Until such details are provided accurately forecasting future financial positions is particularly difficult.
- b. The implementation of single status will have major resource implications both in terms of adjustments to the council's budgets and amendments to the payroll system. The recent capitalisation agreement will help mitigate such pressures to a certain extent.
- c. The 2006/07 closedown process has shown the importance of ensuring adequate planning mechanisms are in place. The service remains very exposed in terms of its reliance on a small number of key staff. The departure or prolonged absence of such staff would have a significant short to medium term impact on the quality of services provided. The impending departure of the Head of Finance will impact upon the ability of the service to react to pressures in the short term and it is imperative that appropriate temporary and permanent arrangements are put in place early in the new year.
- d. Implementation of a new financial ledger will have major resource implications for aspects of the directly managed and devolved services. Ensuring the release of properly skilled staff will be a key factor in ensuring the eventual success of the project.

Property Services

1. Achievements

- a) The completion of the capital scheme at Huntington School (£4.5m)
- b) Completed the refurbishment and repair of the Yearsley Pool on time. Reopened on 29th October 2007.
- c) Completion of the outline design stage within the Administrative Accommodation Project
- d) Achieved capital receipts – including the Bonding Warehouse, 3-4 Patrick Pool, 2 High Petergate, Lidgett Grove and Hebden Rise are all completed
- e) Significant contribution to the Discus Bungalow Project including successful marketing and evaluation of the bids made.
- f) Established a council policy for the Community Management and Ownership of Council Property Assets – response to the Quirk Review.
- g) Commercial Portfolio – only one small shop vacant at this time, c. 200 properties now fully let and no properties have been vacant for more than 12 months. (see PIs)

2 Significant work in progress

The Administrative Accommodation Project reached the end of Stage 3 and a progress report is to be submitted to Executive in December 2007 summarising those objectives achieved and highlighting those objectives planned for Stage 4.

The Partnering Team are progressing the delivery of the new York High School, Swimming and Hydrotherapy pools (c £20m) on the Oaklands site. The project is in the detailed design stage.

Property Services are contributing to the delivery of a significant capital programme that includes Administrative Accommodation (Admin Accom) (£30m), Joseph Rowntree School (£28m), York High School (£13m), Pools provision (£6.5m), Peasholme (£1.4m), Danesgate (£1.8m), Acomb Library (£800k) and other miscellaneous projects.

Property Services are represented on the Joseph Rowntree School Board and are providing advice to the project team in preparing relevant procurement documentation. The new school is being delivered as a

Pathfinder project through the Partnership for Schools (PfS) initiative and is valued at £28m.

Development Teams established for Oaklands, Lowfields, Manor and Yearsley Bridge. Development Teams include representation from Planning, Highways, Property, Environment, City Development, Archaeology, Conservation, Ecology, Housing, relevant service areas, service and property managers and partner organisations as appropriate. The teams examine all of the needs, input, risks, constraints and guiding parameters that will ensure the delivery of successful projects without unwanted surprises and risks.

Assisting Housing Services with the re-development of the Discus bungalow sites. Property Services have prepared the development particulars, received the development bids and have coordinated the evaluation of those bids. The preferred bidder was approved by Executive in October 2007.

Disposals such as the Strensall Youth Centre, Galmanhoe Lane, Parkside, Osbaldwick Lane (Derwent School), Clifton Family Centre site, Blake Street, North Carlton Farm, Acres Farm and the Monk Bar Garage are still ongoing.

Property database - The condition and access modules have been purchased for the Technology Forge database and populated with existing data. A Development plan for TF is being produced which will set out priorities and timescales for the development of this system to meet the authorities needs.

3. Issues including Risk

The energy market is still extremely volatile at this time and is making budget planning very difficult. Energy is procured through the YPO (Yorkshire Purchasing Organisation) to gain the benefits of larger buying power from some 24 authorities. Energy and Water Management is focussed upon consumption and poor performing buildings. The EWMG (Energy and Water Management Group) will be reporting an action plan to Executive in the October 2007 for approval.

Recruitment of staff to important roles within Property Services has been challenging in a difficult market. This has had a significant impact upon the workload of current staff in meeting significant work in progress as defined above.

Dwindling capital resources and capital receipts will create a significant risk for existing property assets if funding is not available for investment in those assets to reduce the maintenance backlog. Whilst the strategy for dealing with the high backlog is very much focussed on getting out of poor performing buildings (e.g. Admin Accom Review and Joseph Rowntree School replacement) the risk is that lack of investment will lead to building failure and significant health and safety issues that may affect service delivery. A report

will be going to Executive in November 2007 to consider this risk and a strategy to mitigate against it.

4. Performance indicators

BVPI 156 - target is 85% (from last years result of 81%). Projects are currently underway at Acomb Library, Guildhall and the Central Library which will achieve this target.

COLI 52 - last years figure was 0.15% of floorspace vacant for more than 12 months. In the last 6 months we have let both of these properties and only 1 smaller property unit has now been vacant for less than 12 months. As a result the figure has now reduced to 0.0%

Description	06/07 Actual	07/08 Target	07/08 Monitor 2
BVPI 156 – DDA accessibility % of public buildings accessible	83%	85%	85%
COLI 51 - % of target capital receipts received in the year	106%	100%	annual
COLI 52 - % of council floor space vacant for more than 12 months	0.15%	1.25%	0.0%
COLI 67 - % of local authority buildings in need or urgent repair	11%	10%	annual
COLI 68 – Value of outstanding/urgent repairs to Council buildings	£12,773,833	Not set	annual

Financial information

Property Services : Administrative Accommodation Project

1. Achievements.

- a) Commencement of the construction phase of the new hostel on the Fishergate site
- b) Completion of the initial archaeological investigations on the Hungate site
- c) The completion of RIBA Stage C sketch proposals for the design of the new offices at Hungate
- d) Completion of the Facilities Management Review
- e) Commencement of the space planning process for the new offices at Hungate
- f) The extension of all current leases to meet the timescale for the completion of the new offices at Hungate

2. Work In Progress.

Work In progress		Update on activities
a	Land Assembly - Hungate	<ul style="list-style-type: none"> • The demolition and commencement of piling for the new hostel at Fishergate • Final agreement for the vacation of the ambulance station site • Further archaeological investigations on the Hungate site • The start of proceedings to close the Haymarket car park
b	Design - Hungate	<ul style="list-style-type: none"> • RIBA Stage D (detailed design) • Submission of the Planning application for Hungate
c	Facilities Management	<ul style="list-style-type: none"> • Business Case review to assess the impact on current service delivery particularly Commercial Services • Scoping exercise to identify resource requirements to deliver the implementation plan
d	User Group Development	<ul style="list-style-type: none"> • Initial space planning study to inform the draft configuration of Hungate to meet the timetable for the agreement of the final design and target price in April 2008

e	Property Exit Strategy	<ul style="list-style-type: none"> • Secure satisfactory terms for the sale and leaseback of Blake Street • Prepare draft schemes for the development of the Yearsley Bridge site, Ashbank and Hollycroft • Develop the strategy for the sale of 17-21 Piccadilly
f	Timetable For Hungate	<ul style="list-style-type: none"> • Detailed design options Hungate – November 2007 • Planning approval –March/April 2008 • Agreed final design and price –March/April 2008 • Commencement of construction- Hungate– July 2008 • Completion of Hungate– April 2010 • Occupation of Hungate – June 2010

3. Update on key risks.

Risks		Update on activities
a	Risk of unforeseen archaeological requirements at Hungate	Some archaeological investigations already undertaken. Work ongoing to commission York Archaeological Trust to investigate further areas on the north western corner of the site following the closure of the Haymarket car park and the demolition of the ambulance station.
b	Lack of corporate direction/vision in terms of corporate change to enable service provider to influence the design process and achieve the wider benefits.	Organisation and cultural transformation programme being developed at a corporate level to ensure the alignment of key projects to achieve full benefit realisation .
c	Others	Risks being managed effectively through the project administration and risk register