

DIRECTORATE PRIORITIES PROGRESS

ANNEX 3

	<u>Action</u>	<u>Responsibility</u>	<u>Timing</u>	<u>Comment</u>
<u>People</u>	Improve Performance Management	RMT	Scorecard-based reporting from April 08	The new Director has, along with RMT, reviewed performance management arrangements, which are reflected in this monitoring report.
	Develop & Implement a Departmental Communications Plan	D or R	August 2008	No specific plan, however communications is discussed weekly at Resources Management Team, and any relevant items are then communicated to all staff. In addition there are regular staff meetings. The new Director is of the view that this arrangement is adequate at present.
	Restructure Directorate.	D of R	Dec 2008	This target was changed slightly in light of a change in the Director. A report has gone to Staffing and Urgency committee.
<u>Systems/ Processes</u>	FMS Implementation	AD Corporate Finance	November 2008	Progress steady, debtors now on track for testing in mid December, GL Chart of Accounts under review. Creditors on track. Training needs still to be evaluated and change management impact to be assessed.

		Determine way forward for new HR/Payroll system and begin implementation	AD Corporate Finance	March 2009	Following the transfer of Payroll into HR this responsibility no longer lies within Resources. ITT and the easy@york team will continue to play an active part in the delivery of the project which is entering the procurement phase.
		Identify & implement a Resources wide business review & change programme prior to Hungate move	RMT	December 2009	Deferred following the delay on the Admin Accom Project
		Develop a new IT Strategy for 2008-2012	Easy Programme Director	July 2008	Considered by Exec December 2008
		Develop Plans for an Organisational Change Programme	Easy@york Programme Director	July 2008	Proposals for a change programme were incorporated within the Single Improvement Plan, and will now be taken forward as part of the Efficiency Process.
		Develop a Competition Strategy	AD Audit & Risk Management	June 2008	Resources being identified for completion now before end March 2009

	<u>Finance & Assets</u>	Deliver the Corporate Efficiency Programme	D of R	March 2010	Selection of the Performance Partner has been completed. A new approach to efficiency will be developed with the Performance Partner, beginning early next year.
		Produce a comprehensive	AD Corporate	March 2009	Web Portal filing of working papers

		project plan to ensure that the Statement of Accounts and the supporting working papers are produced for approval by the end of June 2009, including monitoring and the QA process	Finance		and Statement of Accounts under development for implementation fully for 2008/9 financial year. Plan under development for discussion with DA. Consultation ongoing with SAMS.
		Undertake a review of Budget and Performance Monitoring in order to streamline presentation on a corporately consistent basis, reporting monthly to CMT and quarterly to Executive	AD Corporate Finance/AD Audit and Risk Management	March 2009	On track, pilot Directorate/EMAP report developed for Resources for Monitor 2, to be rolled out for Monitor 3. Corporate reporting format to be reviewed by CMT.
	<u>Governance</u>	Embed Risk Management across the Organisation	AD Audit & Risk Management	April 2008	Member and CMT reporting improved. DMT monitoring processes being established including escalation arrangements. Member training undertaken.
		Identify and implement a Programme of Improvements to comply with CAA and CPA Use of Resources (UoR)	AD Audit & Risk Management	June 2008	CAA Steering Group established. First U of R workshop held. Action Plan under construction and further workshops to be planned.
	<u>Customer</u>	Implement easy@york phase 1 & 2 within Resources and across the whole organisation.	Easy Programme Director	September 2010	In progress. Delays to implementation of Benefits phase are having continued impact upon the overall timeline. Work is going well but 5 streams are now running concurrently and Neighbourhood Services and HASS are both struggling to resources the work

					streams to the current timetable. The delay in Admin Accom means a revised plan will be necessary in the next quarter to make sure that the programme continues into the new HQ.
		Develop & Implement new customer standards and services through better understanding of customers and more efficient service provision Progress on Customer Strategy	Easy Programme Director	March 2009	Customer Strategy out to consultation due for sign off by Exec March 2009.

	<u>Organisational Development</u>	Improve approach to absence management: Number of days lost to all sickness per fte Number of days lost to short-term illness per fte	RMT	2008-9 targets 9 5	Current ytd is 4.76 per fte, Current ytd is 2.32 fte, on track to be lower than the corporate target
		Continue to achieve target of 95% for the number of appraisals carried out	RMT	95%	Year end target
		Continue to improve telephone answering in York Customer Centre (YCC) to >90%	Easy Programme Director	95%	Averaging between 90-95%

		EDRMS Development	Easy Programme Director		System configured. Scanning team established and due for first roll out in January 2009. Plans for full roll-out in development.
		Pay & Grading Implications	RMT		Issues being addressed following ballot result
		Improve the Financial Strategy	AD Corporate Finance		Ongoing work, with view to revised financial strategy early 2009
		Corporate Strategy Refresh	AD A&RM		First phase workshops completed and priority actions identified. PIs and SMART actions being developed
		Develop a Business Model Handbook	AD A&RM		Currently planning timescales
		Develop Monitoring for the SIP	RMT		Currently planning timescales
		Integrate Council Tax/Benefits into the YCC	Easy Programme Director	Jan 09	Council Tax now fully integrated into the YCC. Benefits service running from different location but managed by head of YCC. Ongoing improvements will be made during the year.
		Develop a Coordinated Approach to Income Collection/Debt Management	AD A&RM		Income Collection/Debt Management Structure being combines from 1 December 2008