CITY OF YORK COUNCIL

Notice of meeting of

Executive Member For Corporate Services and Advisory Panel

To:	Councillors Healey (Chair), Jamieson-Ball (Executive Member), Looker, Pierce and R Watson
Date:	Tuesday, 29 January 2008
Time:	6.30 pm
Venue:	The Guildhall, York

AGENDA

Notice to Members - Calling In:

Members are reminded that, should they wish to call in any item on this agenda, notice must be given to Democracy Support Group by:

10:00 am on Monday 28 January 2008, if an item is called in *before* a decision is taken, *or*

4:00 pm on Thursday 31 January 2008, if an item is called in *after* a decision has been taken.

Items called in will be considered by the Scrutiny Management Committee.

1. **Declarations of Interest**

   At this point, members are asked to declare any personal or prejudicial interests they may have in the business on this agenda.

2. **Exclusion of Press and Public**

   To consider the exclusion of the press and public from the meeting during consideration of the following:

YORKPRIDE

Annex A to Agenda Item 9 (Procurement of a Replacement Financial Management System) on the grounds that it contains information relating to the financial or business affairs of any particular person (including the authority holding that information). This information is classed as exempt under paragraph 3 of Schedule 12A to Section 100A of the Local Government Act 1972 (as revised by The Local Government (Access to Information) (Variation) Order 2006).

3. Minutes (Pages 3 - 10)

To approve and sign the minutes of the meeting of the Executive Member for Corporate Services and Advisory Panel held on 11 December 2007.

4. Public Participation

At this point in the meeting members of the public who have registered their wish to speak regarding an item on the agenda or an issue within the Executive Member's remit can do so. The deadline for registering is Monday 28 January 2008, at 5.00 pm.

Executive Member to consider the advice of the Advisory Panel upon the following items of business and to make a decision on those items or to note the information as required:

ITEMS FOR DECISION

5. Future Agenda for Corporate Services EMAP (Pages 11 - 24)

This report provides an outline of the business currently scheduled for meetings of the Executive Member for Corporate Services and Advisory Panel (EMAP) during the forthcoming year.

6. Resources Directorate Revenue and Capital Budget Estimates 2008/09 (Pages 25 - 86)

This report presents the 2008/09 budget proposals for the Resources Directorate, including the Directorate Service Plans.

7. Resources Directorate Plan (Pages 87 - 104)

This report provides an initial draft of the first Directorate Plan for Resources for Members to comment on. The final plan will be

brought for Member approval in March 2008 following a period of consultation. The Plan is designed to cover a 3 year timescale which is appropriate given the key dates around the Hungate Offices and the Easy@York programme for which the Directorate is responsible.

8. **Purchase of Green IT Desktop Hardware** (Pages 105 - 110)

    At the December meeting of the Executive Member for Corporate Services and Advisory Panel, Members requested a further report to establish the business case for utilising some of the in year underspend from the ITT service to purchase "green", environmentally friendly desktop hardware to replace the Council's oldest computer equipment. This report sets out the business case and rationale for this proposal and seeks approval to use £95k of the ITT under spend for this purpose.

9. **Procurement of a Replacement Financial Management System** (Pages 111 - 126)

    This report seeks agreement to move forward with contract negotiations with the preferred supplier for a replacement financial management system.

URGENT BUSINESS

10. **Any Other Matters which the Chair decides are urgent under the Local Government Act 1972.**

Democracy Officer:

Name: Tracy Johnson
Contact details:
  - Telephone – (01904) 551031
  - E-mail – tracy.johnson@york.gov.uk

For more information about any of the following please contact the Democracy Officer responsible for servicing this meeting:

- Registering to speak
- Business of the meeting
- Any special arrangements
- Copies of reports

Contact details are set out above.

About City of York Council Meetings

Would you like to speak at this meeting?
If you would, you will need to:
- register by contacting the Democracy Officer (whose name and contact details can be found on the agenda for the meeting) **no later than** 5.00 pm on the last working day before the meeting;
- ensure that what you want to say speak relates to an item of business on the agenda or an issue which the committee has power to consider (speak to the Democracy Officer for advice on this);
- find out about the rules for public speaking from the Democracy Officer.

A leaflet on public participation is available on the Council's website or from Democratic Services by telephoning York (01904) 551088

Further information about what's being discussed at this meeting
All the reports which Members will be considering are available for viewing online on the Council's website. Alternatively, copies of individual reports or the full agenda are available from Democratic Services. Contact the Democracy Officer whose name and contact details are given on the agenda for the meeting. **Please note a small charge may be made for full copies of the agenda requested to cover administration costs.**

Access Arrangements
We will make every effort to make the meeting accessible to you. The meeting will usually be held in a wheelchair accessible venue with an induction hearing loop. We can provide the agenda or reports in large print, electronically (computer disk or by email), in Braille or on audio tape. Some formats will take longer than others so please give as much notice as possible (at least 48 hours for Braille or audio tape).

If you have any further access requirements such as parking close-by or a sign language interpreter then please let us know. Contact the Democracy Officer whose name and contact details are given on the order of business for the meeting.

Every effort will also be made to make information available in another language, either by providing translated information or an interpreter providing sufficient advance notice is given. Telephone York (01904) 551550 for this service.

যদি যথেষ্ট আগে থেকে জানানো হয় তাহলে অন্য কোন ভাষাতে তথ্য জানানোর জন্য সব ধরণের চেষ্টা করা হবে, এর জন্য দরকার হলে তথ্য অনুবাদ করে দেয়া হবে অথবা একজন দোভাষী সরবরাহ করা হবে। টেলিফোন নম্বর (01904) 551 550 ।

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اگر مناسب وقت سے اطلاع دی جاتی ہے تو ہم معلومات کا ترجمہ مہیا کرنے کی پوری کوشش کریں گے ۔ ٹیلی فون 550 551 (01904)

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Holding the Executive to Account

The majority of councillors are not appointed to the Executive (38 out of 47). Any 3 non-Executive councillors can 'call-in' an item of business from a published Executive (or Executive Member Advisory Panel (EMAP)) agenda. The Executive will still discuss the 'called in' business on the published date and will set out its views for consideration by a specially convened Scrutiny Management Committee (SMC). That SMC meeting will then make its recommendations to the next scheduled Executive meeting in the following week, where a final decision on the 'called-in' business will be made.

Scrutiny Committees

The purpose of all scrutiny and ad-hoc scrutiny committees appointed by the Council is to:

- Monitor the performance and effectiveness of services;
- Review existing policies and assist in the development of new ones, as necessary; and
- Monitor best value continuous service improvement plans

Who Gets Agenda and Reports for our Meetings?

- Councillors get copies of all agenda and reports for the committees to which they are appointed by the Council;
- Relevant Council Officers get copies of relevant agenda and reports for the committees which they report to;
- Public libraries get copies of **all** public agenda/reports.

Agenda Item 3

City of York Council   Committee Minutes

MEETING	EXECUTIVE MEMBER FOR CORPORATE SERVICES AND ADVISORY PANEL
DATE	11 DECEMBER 2007
PRESENT	COUNCILLORS HEALEY (CHAIR), JAMIESON-BALL (EXECUTIVE MEMBER), LOOKER, PIERCE AND R WATSON

PART A - MATTERS DEALT WITH UNDER DELEGATED POWERS

41. DECLARATIONS OF INTEREST

Members were invited to declare at this point in the meeting any personal or prejudicial interests they might have in the business on the agenda.

None were declared.

42. MINUTES

RESOLVED: That the minutes of the last meeting held on 30 October 2007 be approved and signed as a correct record.

43. PUBLIC PARTICIPATION

It was reported that there had been no registrations to speak under the Council's Public Participation scheme.

44. FORWARD PLAN UPDATE

Members received an update on the Resources Directorate items which were listed on the Forward Plan.

It was reported that the January EMAP meeting would be important as it would be considering the service plans and departmental strategy. Members highlighted that a report was due back around March on the Shared Service Initiative for Audit and Fraud Services.

Advice of the Advisory Panel

That the Executive Member be advised:

(i)   That the update on the Forward Plan be noted.

<u>Decision of the Executive Member</u>

RESOLVED: That the advice of the Advisory Panel be accepted and endorsed.

REASON: To inform the Executive Member of the update of the Forward Plan.

45.   RESOURCES DIRECTORATE, MONITOR 2 PERFORMANCE AND FINANCE REPORT, 2007/08

Members considered a report which combined performance and financial information for the Directorate of Resources for Monitor 2, 2007/08. The performance element covered key and Council Plan indicators and projects, and the financial aspect dealt with capital, revenue and Treasury Management variances.

A financial underspend of almost £0.5m was projected after allowing for carrying forward unspent monies on the first phase of Easy@York into the 2nd phase. This underspend was partly due to slippage in IT projects, but also was substantially due to improvements made in Revenues and Benefits, where significant additional income had been generated by reducing subsidy losses, increasing benefit overpayment recovery and other administrative improvements.

Annex 2, which was marked to follow on the agenda, was circulated at the meeting. It was reported that as there was an underspend, there was an opportunity to purchase some new green IT equipment prior to the move to Hungate which would be more efficient and energy saving. Members requested a report to the January EMAP meeting on the costs and benefits, including carbon efficiency saving projections, of green IT equipment, what options were available to them, and how it fitted into the wider procurement of equipment for Hungate.

Members congratulated staff on the improving performance, especially in the Benefits Service and call handling in the York Contact Centre.

<u>Advice of the Advisory Panel</u>

That the Executive Member be advised:

(i)   That the current financial situation be noted;
(ii)   That the performance, achievements and comments be noted;
(iii)   That the adjustments to the capital programme be approved subject to approval by the Executive[1];
(iv)   That the FMS carry forward request of £99k be approved to go forward to Executive[2];
(v)   That the virement for enterprise licenses (para 72b) be approved to go forward to the Executive[3];
(vi)   That a report on the purchase of 'green' IT equipment and software (para 72c) be brought to the January EMAP meeting[4];
(vii)   That Peter Steed and James Drury be thanked for their work during their time with the Council.

Decision of the Executive Member

RESOLVED: That the advice of the Advisory Panel be accepted and endorsed.

REASON: In accordance with budgetary and performance monitoring procedures.

Action Required

1 To refer to the Executive for approval as part of the Corporate Finance & Performance Monitoring Report	SA
2 To refer to the Executive for approval as part of the Corporate Finance & Performance Monitoring Report	SA
3 To refer to the Executive for approval as part of the Corporate Finance & Performance Monitoring Report	SA
4 To request a report on Green IT Equipment and Software and add to the Forward Plan	SA

46.   REGISTER OFFICE - APPROVED PREMISE MARRIAGE AND REGISTER OFFICE FEES FOR 2008/9, PROPER OFFICER AND EMPLOYMENT STATUS, AND UPDATE ON SERVICE AND PROJECTS

Members considered a report which sought approval for the suggested increase in fees for marriage ceremonies conducted at the Register Officer and at Approved Premises in the City of York from 1st April 2008 to 31st March 2009, and the process involved. It also sought approval to adopt a change to charges for certificate supply, based on service quality, and fees charged by competing authorities. It updated Members on the change in employment status of some Members of the Registration Service, and the current services and projects that York Registration and Celebratory Services offer and were embarked upon, and sought a recommendation to Full Council to transfer Proper Officer responsibility from the Head of Public Services to the Director of Resources.

It was recommended that the marriage ceremony fees were restructured to charge higher rates for weekends and Bank holidays when the cost of providing the service was higher, and not increasing fees during the week, whilst maintaining the availability of ceremonies at the national fee. The revised fees had taken into account the increased fees in the surrounding areas, and therefore the proposed fee structure for 2008/09 was:

- Bootham Suite Large Room Mon/Thurs £150 (currently £150) No change
- Bootham Suite Large Room Fri / Sat £200 (currently £150)
- Bootham Suite small room Mon/Thurs £75 (currently £43.50 national fee)
- Bootham Suite small room Fri/Sat £100 (currently £43.50 – national fee)
- Approved Premises Mon/ Thurs £375 (currently £375)
- Approved Premises Fri and Sat £425 (currently £375)

- Sunday / Bank Holidays £475 (currently £425)
- Fee for approving a venue for marriages £2000 for 3 year licence (currently £1,750)
- Statutory Register Office Ceremony – Registrar's office (national fee - £43.50 – no change)

It was also recommended that a certificate fee structure be developed reflecting the speed of service, the method of payment, and special requests for pre-ordering and alternative postal services. The proposed fee structure for 2008/9 was:

- Certificate provided while you wait (within 1 hour) £8 – total charge £15.00
- Certificate provided after 1 hour, but on same day, or posted same day first class £5 – total charge £12.00
- Certificate provided from phone/electronic information £5 – total charge £12.00
- Certificate requiring same/next day delivery postal service £15 – total charge £22.00
- Certificate sent out within 10 days - £7.00

Advice of the Advisory Panel

That the Executive Member be advised:

(i)   That the proposed fees (see paragraphs 9 and 12) be approved to be charged in order to maintain the drive to make the service cost effective, still offering value for money and choice to the citizens of York for a superior service, whilst remaining competitive compared to neighbouring Register Offices. National charges would also still apply[1];

(ii)   That the change in employment status of five members of staff be noted.

Decision of the Executive Member

RESOLVED: That the advice of the Advisory Panel be accepted and endorsed.

REASON: To increase income, whilst retaining customer choice, to achieve a self financing service.

(See also Part B minute)

Action Required
1 To implement the proposed fees in paragraphs 9 and 12   SA

47.   **CORPORATE PROCUREMENT TEAM MID-TERM MONITOR 2007/08**

Members considered a report which informed Members of the work and progress of the Corporate Procurement Team to date in 2007/08.

Council approved the new Corporate Procurement Strategy and medium term action plan in June 2007. The medium term action plan comprised 63 core actions to be taken over the next 3 years in order to achieve improvement as set out in strategy's continuums. Appendix B of this report set out progress to date against these. In summary work was now in progress on 20 actions and a further 43 were not yet scheduled. The key progress in the last 6 months included:

- adoption of a corporate procurement strategy, policy and medium term action plan;
- publication of a complementary procurement manual;
- phase 1 of Supplier Contract Management System (SCMS) project plan including officer training completed in preparation for full live contract register from 1 April 2008
- implementation of three major new corporate framework contracts for – Legal, Property and Agency Staff.

Members highlighted that a more strategic approach was needed to procurement and that a future issue for procurement would be embedding it in the wider organisation, which would require a training and communication programme.

Advice of the Advisory Panel

That the Executive Member be advised:

That the contents of this report and the progress made by the Corporate Procurement Team to date be noted.

Decision of the Executive Member

RESOLVED: That the advice of the Advisory Panel be accepted and endorsed.

REASON: To advise Members of the progress made to date in delivering an effective and efficient procurement service to the Council.

48.   TREASURY MANAGEMENT SECOND MONITOR REPORT & REVIEW OF PRUDENTIAL INDICATORS

Members considered a report which updated the Executive Member and Advisory Panel on the Treasury Management performance for the period 1 April to 31 October 2007 compared against the budget presented to Council on 21 February 2007.

Treasury Management activity was contained within the Corporate Budget and had a current approved budget of £7,407k. The projected outturn was £5,651k resulting in a estimated under spend of £1,756k.

Advice of the Advisory Panel

That the Executive Member be advised:

(i)   That the performance of the Treasury Management Activity be noted;
(ii)   That the projected underspend of £1.756m be noted;
(iii)   That the movements in the Prudential Indicators be noted.

Decision of the Executive Member

RESOLVED: That the advice of the Advisory Panel be accepted and endorsed.

REASON: To ensure the continued performance of the Council's Treasury Management function.

PART B - MATTERS REFERRED TO COUNCIL

49.   REGISTER OFFICE - APPROVED PREMISE MARRIAGE AND REGISTER OFFICE FEES FOR 2008/9, PROPER OFFICER AND EMPLOYMENT STATUS, AND UPDATE ON SERVICE AND PROJECTS

Members considered a report which sought approval for the suggested increase in fees for marriage ceremonies conducted at the Register Officer and at Approved Premises in the City of York from 1st April 2008 to 31st March 2009, and the process involved. It also sought approval to adopt a change to charges for certificate supply, based on service quality, and fees charged by competing authorities. It updated Members on the change in employment status of some Members of the Registration Service, and the current services and projects that York Registration and Celebratory Services offer and were embarked upon, and sought a recommendation to Full Council to transfer Proper Officer responsibility from the Head of Public Services to the Director of Resources.

Proper Officers for Registration were introduced by the Local Government Act 1972. In the City of York Council the Proper Officer for Registration was part of the responsibility of the Head of Public Services. As the current postholder was leaving the Council at the end of December, the Council needed to ensure that this duty was covered by another officer. A new Head of Public Services would not be in post by the of December and therefore the duty and title should be assigned to the Director of Resources to ensure the duty was discharged.

Advice of the Advisory Panel

That the Executive Member be advised:

That the transfer of Proper Officer responsibility from the Head of Public Services to the Director of Finance be recommended to Full Council in accordance with the Council's constitution.

Decision of the Executive Member

That the advice of the Advisory Panel be accepted and endorsed.

RECOMMENDED: That the transfer of Proper Officer responsibility from the Head of Public Services to the Director of Finance be approved in accordance with the Council's constitution.

REASON: To increase income, whilst retaining customer choice, to achieve a self financing service.

(See Part A minute as well)

Action Required
1 To refer to full Council for approval on 24 January 2008   GR

Cllr Healey, Chair
[The meeting started at 5.30 pm and finished at 7.00 pm].

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29 January 2008

Meeting of Executive Member for Corporate Services and Advisory Panel

Report of the Business Support Manager - Resources

FUTURE AGENDA FOR CORPORATE SERVICES EMAP

Summary

1. This report provides an outline of the business currently scheduled for meetings of the Executive Member for Corporate Services and Advisory Panel during the forthcoming year.

Background

2. Reports have been brought previously to Members of the Corporate Services Advisory Panel so that Members can suggest additional reports they may wish to have brought to them and so they can ensure a balance of items on each agenda.

3. Members of Resources Management Team and other report writers in the Directorate have been consulted about which items of future business they will be putting forward to the Corporate EMAP meeting and which items are destined for other Member meetings. Set out in this report, which accompanies the Forward Plan, is the list of items currently scheduled for Corporate Services EMAP meetings in the forthcoming year.

Meeting Schedule

As the Council Diary has yet to be published, it has been necessary to use this year's meetings as an indication as to the timings of those that will take place after May 2008.

Meetings likely to be scheduled for Corporate Services EMAP in 2008 are:

January 29th, March 18th, May/June, July, September, October, December – a total of 7 meetings.

Options & Analysis

4. The Resources Forward Plan is submitted to Members at each meeting of the Corporate Services EMAP as a standing agenda item. Items listed on the Forward Plan are either generated as recurring Business Cycle items or are

one-off or update reports at either the request of Members, Council Management Team or the report author.

Including items on the agenda for this meeting, items currently listed on the Forward Plan for Corporate Services EMAP up to December 2008 include:

Jan EMAP - 4 Items

- Resources Service Plans &Budget Proposals
- Draft Resources Departmental Strategy (for discussion)
- FMS Replacement - Appointment of Supplier
- Purchasing Green IT Equipment & Software

18 March EMAP - 4 Items

- Accounts for Write Off
- Fraud & Corruption Response Plan
- Audit & Fraud Shared Service Business Options
- Resources Departmental Strategy (for approval)

May/June EMAP - 6 Items

- Resources Performance & Financial Outturn Report
- Shared Audit Service Update Report
- Outturn Report - Procurement
- Outturn Report - Information Governance
- Outturn Report - Information Management
- Outturn Report - Insurance

July EMAP - 1 Item

- Treasury Management Annual Report and Prudential Indicators

September EMAP - 2 Items

- Resources First Performance & Financial Monitor
- Accounts for Write Off

October EMAP - 1 Item

- Efficiency Outturn Report

December EMAP - 4 Items

- Resources Second Performance & Finance Monitor
- FMS Implementation Progress Report
- Procurement Mid Term Monitoring Report
- Treasury Management Mid Term Monitoring Report

It is usual for items to be added to the forward plan throughout the year as the need arises and the plan is regularly re-circulated to Resources Management Team and to report authors in Resources for further recommended additions. Members also suggest other items they would like to be brought to the meetings.

Corporate Priorities

5. This report relates to the Council's Corporate Priority to improve leadership at all levels to provide clear, consistent direction to the organisation.

Implications

6. There are no Financial, HR, Legal, Equalities, Crime & Disorder or Property implications.

Risk Management:

7. In compliance with the Council's risk management strategy. There are no risks associated with the recommendations of this report.

Recommendations

8. That the Advisory Panel advise the Executive Member that:

    1) Consideration needs to be given to the future content of agendas and frequency of Corporate Services EMAP meetings.

    2) Members may wish to suggest further items to be brought to the meetings either at this time or in the future.

    Reason: To comply with Members' request for updated information about the workload of future Corporate Services EMAP meetings.

Contact Details	*Chief Officer Responsible for the report:*
Author:	
Tricia Pearce	*Chief Officer's name* Simon Wiles
Title	
Resources Business Support Manager	*Title* Director of Resources
Tel No 01904 552911	*Report Approved* [✓] *Date* 18-1-08

Specialist Implications Officers: None

All [✓]
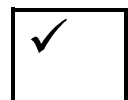
Wards Affected: *List wards or tick box to indicate all*
For further information please contact the author of the report

Background Papers: *Resources Forward Plan 126*

Annex: *Resources Forward Plan*

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CITY OF YORK COUNCIL - RESOURCES FORWARD PLAN

	TITLE OF REPORT	RESPONSIBLE DIVISION/ REPORT AUTHOR	FOR DECISION/ INFORMATION	FIRST DEADLINE FOR REPORTS TO DIRECTOR & CHAIR OR EARLIEST DISTRIBUTION DATE	RMT/QCG/CMT DATE	EMAP	EBS	EXEC	COMMENTS/ GENERATED BY
1	Mid-Term Monitor Progress against the Internal Audit & Fraud Plan	Audit & Risk Management Quarterly Monitoring Report Richard Smith		05/01/08		Audit & Governance Committee 15/01/2008			Business Cycle
2	Consultation & Shaping Session on the IAS Strategic Audit Plan	Audit & Risk Management Quarterly Monitoring Report Max Thomas		05/01/08		Audit & Governance Committee 15/01/2008			Business Cycle
3	Shared Service Briefing and Update	Audit & Risk Management Quarterly Monitoring Report Max Thomas		05/01/08		Audit & Governance Committee 15/01/2008			Business Cycle
4	Car Parking Follow Up Report	Audit & Risk Management Quarterly Monitoring Report Max Thomas		05/01/08		Audit & Governance Committee 15/01/2008			Report at the request of the Author
5	Easy@York Phase 2	IT&T Tracey Carter	This report will set out a detailed scope for the second phase of the easy@york programme and will identify funding arrangements. Members will be asked to approve the recommendations made in the report		CMT 12/12/2007		EBS 08/01/2008	EXEC 15/01/2008	Requested by Report Author
6	Second Corporate Performance & Finance Monitor	Finance/Janet Lornie PIT/Peter Lowe	Provision of the latest forecast of the council's financial and performance position. Actions may be required to agree proposed amendments to plans, mitigation for identified issues and financial adjustements (such as allocations from contingency and virements) which are reserved to the Executive.	09/12/07	CMT 19/12/2008		EBS 08/01/2008	EXEC 15/01/2008	Business Cycle
7	Second Capital Monitor	Finance Tom Wilkinson	Provision of the latest forecast of the council's financial and performance position. Actions may be required to agree proposed amendments to the capital programme and financial adjustements which are reserved to the Executive.	09/12/07	CMT 19/12/2008		EBS 08/01/2008	EXEC 15/01/2008	Business Cycle

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	TITLE OF REPORT	RESPONSIBLE DIVISION/ REPORT AUTHOR	FOR DECISION/ INFORMATION	FIRST DEADLINE FOR REPORTS TO DIRECTOR & CHAIR OR EARLIEST DISTRIBUTION DATE	RMT/QCG/CMT DATE	EMAP	EBS	EXEC	COMMENTS/ GENERATED BY
8	Resources Service Plans, including Revenue & Capital Budget Proposals 2007/08 to 2009/10*	Sian Hansom/Patrick Looker	A report to set before Members detail of the Services provided by Resources Directorate in relation to key drivers, critical success factors, current performance, budget proposals and future direction. A further report will be brought to the meeting in March for Members' approval.	05/01/08		Corporate EMAP 22/01/2008			Business Cycle
9	Resources Departmental Strategy*	Simon Wiles	To consult and involve Members on a strategy documents which sets out the medium and long term objectives and priorities of the directorate	05/01/08		Corporate EMAP 22/01/2008			Business Cycle Deferred from 11/12/07 because of Acting Up Arrangements/Pressure of Work
10	FMS Replacement Appointment of Supplier	Finance Tom Wilkinson	A report to set before Members detail of the Procurement Process	05/01/08		Corporate EMAP 22/01/2008			At the Request of the Report Author
11	Purchasing Green IT Equipment & Software	IT&T Tracey Carter	To provide Members with further information and options on the purchasing of Green IT Equipment and Software.	05/01/08		Corporate EMAP 22/01/2008			At the Request of Members at the meeting of Corporate Services EMAP on 11/12/2007
12	Annual Governance Statement	Audit & Risk Management Quarterly Monitoring Report Liz Ackroyd	New legislation requires the Council (under the Accounts & Audit Regulations) to prepare and publish an Annual Governance Statement. The AGS replaces the Statement on Internal Control. Members are asked to note this new requirement and approve the contents of the report.	20/12/07	CMT 02/01/2008	Audit & Governance Committee 15/01/2008	EBS 22/01/2008	EXEC 29/01/2008	Report at the Request of the Author
13	Revenue Budget 2007/08 to 2009/10	Finance Peter Steed	To consolidate the budget proposals from Directorate EMAPs and consider added corporate issues with a view to setting the Council's budget.	13/01/08	CMT 23/01/2008		EBS 05/02/2008	EXEC 12/02/2008	Council 21/02/2008
14	Capital Budget 2007/08 to 2009/10	Finance Tom Wilkinson	To consider the capital budget proposals from Directorate EMAPS and consider corporate funding of the programme	13/01/08	CMT 23/01/2008		EBS 05/02/2008	EXEC 12/02/2008	Council 21/02/2008

2

18/01/08

	TITLE OF REPORT	RESPONSIBLE DIVISION/ REPORT AUTHOR	FOR DECISION/ INFORMATION	FIRST DEADLINE FOR REPORTS TO DIRECTOR & CHAIR OR EARLIEST DISTRIBUTION DATE	RMT/QCG/CMT DATE	EMAP	EBS	EXEC	COMMENTS/ GENERATED BY
15	Treasury Management Policy 2007/08 to 2009/10	Finance Tom Wilkinson	To conform to statutory requirements to set the Council's Treasury Management Policy & Strategy and Performance Indicators for the period to 2010	13/01/08	CMT 23/01/2008		EBS 05/02/2008	EXEC 12/02/2008	Council 21/02/2008
16	Bids for Funding from the Council's Venture Fund	Finance Tom Wilkinson	The purpose of this report is to provide Members with the views of the Venture Fund Panel on a number of bids which are requesting funding from the Venture Fund. The Venture Fund is a source of funding to provide short to medium term financing for capital and/or revenue projects which will reduce the Council's net budgeted expenditure and support and/or achieve the overall goals of the Authority. Members are requested to approve (where appropriate) the advance of funds from the Venture Fund.	13/01/08	CMT 23/01/2008		EBS 05/02/2008	EXEC 12/02/2008	Business Cycle
17	CPA Use of Resources 2007	Audit & Risk Management Quarterly Monitoring Report Liz Ackroyd	To advise Members of the outcome of the 2007 CPA UOR assessment prior to national publication by the Audit Commission	07/10/07	CMT 06/02/2008		EBS 19/02/2008	EXEC 26/02/2008	At the Request of the Report Author
18	Resources Departmental Strategy*	Simon Wiles	To represent to Members for approval the Departmental Strategy which was presented in draft form for discussion at the Corporate EMAP Meeting in January 2008	01/03/08		Corporate EMAP 18/03/2008			Business Cycle
19	Accounts Submitted for Write Off	Public Service Jenny Smithson	Mid-year submission of accounts for write-off by the Executive Member and details of write-offs made by delegated authority to the Head of Finance.	01/03/08		Corporate EMAP 18/03/2008			Business Cycle
20	Audit & Fraud Shared Service Busines Options	Audit & Risk Management Max Thomas	A report to advise Members of the preferred options for the long term organisational structure of the shared service between City of York Council and North Yorkshire County Council and to see approval of the preferred option	01/03/08		Corporate EMAP 18/03/2008			Business Cycle

	TITLE OF REPORT	RESPONSIBLE DIVISION/ REPORT AUTHOR	FOR DECISION/ INFORMATION	FIRST DEADLINE FOR REPORTS TO DIRECTOR & CHAIR OR EARLIEST DISTRIBUTION DATE	RMT/QCG/CMT DATE	EMAP	EBS	EXEC	COMMENTS/ GENERATED BY
21	Fraud & Corruption Response Plan	Audit & Risk Management Quarterly Monitoring Report Max Thomas	This report updates the Council's existing Counter Fraud Strategy and seeks Members' approval for the revised Fraud & Corruption Response Plan	01/03/08		Corporate EMAP 18/03/2008			Also to go to the Audit & Governance Meeting on 01/04/2008
22	Annual Audit Letter	Audit & Risk Management Quarterly Monitoring Report Liz Ackroyd/ Alastair Newell	It is a statutory requirement for External Audit to report to the Authority the findings of their Audit Work. Members are asked to note the findings and the Action Plan	23/02/08	CMT 05/03/2008		EBS 18/03/2008	EXEC 25/03/2008	Business Cycle
23	Fraud & Corruption Response Plan	Audit & Risk Management Quarterly Monitoring Report Max Thomas	Members are asked to approve the updated Fraud & Corruption Response Plan	22/03/08		Audit & Governance Committee 01/04/2008			Also taken to EMAP on 18/03/2008

	TITLE OF REPORT	RESPONSIBLE DIVISION/ REPORT AUTHOR	FOR DECISION/ INFORMATION	FIRST DEADLINE FOR REPORTS TO DIRECTOR & CHAIR OR EARLIEST DISTRIBUTION DATE	RMT/QCG/CMT DATE	EMAP	EBS	EXEC	COMMENTS/ GENERATED BY
24	The Annual Outturn Report of OGG (Progress against annual work Plan)	Simon Wiles/ Liz Ackroyd		22/03/08		Audit & Governance Committee 01/04/2008			Business Cycle
25	Risk Management Outturn Report	Audit & Risk Management Quarterly Monitoring Report David Walker		22/03/08		Audit & Governance Committee 01/04/2008			Business Cycle
26	Mid Point Follow Up Review of Implementation of IAS Audit Recommendations (July 2007-December 2007 Audits)	Audit & Risk Management Quarterly Monitoring Report Richard Smith		22/03/08		Audit & Governance Committee 01/04/2008			Business Cycle
27	Administrative Accommodation Review: End of Stage Update Report	Property Services Maria Wood	To advise Members of completion of Stage 3 of the Admin Accom Review (Finance, Timeframes, Risk & Performance of Work Streams) and identify objectives for Stage 4		CMT 2/04/2008		EBS 15/04/2008	EXEC 22/04/2008	Report at the Request of the Author. Deferred from 29/01/2007 Executive Meeting to allow for further development of the Hungate design
28	IT Strategy 2007-2012	IT&T Tracey Carter	Members are asked to agree the strategic objectives for use of technology in the Council over the next 5 years which will drive our investment in IT	30/03/08	CMT 09/04/2007		EBS 29/04/2008	EXEC 05/05/2008	Requested by Report Author Deferred from 23/10/07, 15/01/2008 & 26/02/2008 because of Acting Up Arrangements/Pressure of Work
29	Risk Management Quarterly Monitoring Report	Audit & Risk Management Quarterly Monitoring Report David Walker	To provide CMT with progress on managing the agreed key corporate risks	27/04/08	CMT 07/05/2008				Business Cycle
30	Insurance Outturn Report	Audit & Risk Management Quarterly Monitoring Report David Walker	To provide information on the progress in delivering an efficient and effective insurance service to the Council including details on the performance of the Insurance Funds			EMAP May/June 2008			Business Cycle
31	Procurement Outturn Report	Audit & Risk Management Quarterly Monitoring Report David Walker	To provide information on the progress made in delivering an effective and efficient procurement service to the Council including details on performance and corporate procurement savings			EMAP May/June 2008			Business Cycle

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32	Information Governance Outturn Report	Audit & Risk Management Quarterly Monitoring Report Robert Beane	To provide information in the form of statistcis and performance indicators to update Members on progress and performance on Information Governance			EMAP May/June 2008			Business Cycle
33	Information Management Outturn Report	Audit & Risk Management Quarterly Monitoring Report Robert Beane				EMAP May/June 2008			Business Cycle
34	Progress Report on Shared Audit Service	Audit & Risk Management Max Thomas	To provide Members with an update on the progress of the Shared Audit Services with North Yorkshire			EMAP May/June 2008			At the Request of Members at the meeting of Corporate Services EMAP on 11/12/2007
35	Resources Performance and Finance Outturn Report*	Business Management Sian Hansom			RMT	EMAP May/June 2008			Business Cycle
36	Thin Client Management Arrangements	Simon Wiles/	A review of the Client & Contractor roles within the Council - this report seeks to rationalise and streamline them.	14/04/08	CMT 21/04/2008		EBS 27/05/2008	EXEC 03/06/2008	Report at the Request of the Author Initial discussion held at EBS on 28 November Deferred from the Executive Meeting of 19/12/2006 to allow for late additions to the report and for further consultation with other Departments. Deferred again on 27/03/2007, 12/06/2007, 24/07/2007. 11/09/2007, 23/10/2007, 6/11/2007, 20/11/2007, 18/12/2007 & 26/02/2008
37	The Action Plan Arising from the Annual Letter of the District Auditor	Audit & Risk Management Quarterly Monitoring Report Liz Ackroyd				Audit & Governance Committee June 2008			Business Cycle
38	The Annual Audit & Inspection Plan (Audit Commission) for 07/08 & Outturn Monitoring Report for 06/07	Audit & Risk Management Quarterly Monitoring Report Liz Ackroyd/ Audit Commission				Audit & Governance Committee June 2008			Business Cycle

	TITLE OF REPORT	RESPONSIBLE DIVISION/ REPORT AUTHOR	FOR DECISION/ INFORMATION	FIRST DEADLINE FOR REPORTS TO DIRECTOR & CHAIR OR EARLIEST DISTRIBUTION DATE	RMT/QCG/CMT DATE	EMAP	EBS	EXEC	COMMENTS/ GENERATED BY
39	Revenue Outturn Report* (incorporating Treasury Management Outturn Report)	Finance Janet Lornie/Tom Wilkinson	To report the final financial position on the council's revenue budgets for the financial year ending the 2006/07 and for the Executive to note overall performance and authorise relevant financial adjustments such as budget carry forwards and virements.		CMT 11/06/2008		EBS June 2008	EXEC June 2008	Business Cycle
40	Capital Outturn Report*	Finance Tom Wilkinson	To report the final financial position on the council's xcapital programme for the financial year ending the 2006/07 and for the Executive to note overall performance and authorise relevant financial adjustments.		CMT 11/06/2008		EBS June 2008	EXEC June 2008	Business Cycle

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41	The Statement of Accounts	Finance Janet Lornie/Peter Steed	The statement of accounts records the overall financial position of the council at the 31st March in line with the nationally set Accounting Code of Practice. It is a requirement on the council that the draft statement of accounts are considered and agreed by council by the 30th June.			Audit & Governance Committee June 2008	EBS June 2008	EXEC 26/06/2007	Council 28/06/2007
42	Treasury Management Annual Report and Prudential Indicators 2006/07	Finance Tom Wilkinson	Provides detailed performance information on the Treasury Management function including reportage on the prudential indicators required by the national treasury management code of practice.	07/07/07		Corporate EMAP July 2008			Business Cycle
43	Risk Management Quarterly Monitoring Report	Audit & Risk Management Quarterly Monitoring Report David Walker	To provide CMT with progress on managing the agreed key corporate risks	24/08/08	CMT 03/09/2008				Business Cycle
44	Mid Term Monitor on Progress against the Internal Audit & Fraud Plan	Audit & Risk Management Quarterly Monitoring Report Max Thomas				Audit & Governance Committee September 2008			Business Cycle
45	Resources First Performance & Financial Monitor*	Business Management Sian Hansom	To provide Members with an update on current in-year progress relating to identified aims and key financial & performance indicators		RMT	Corporate EMAP September 2008			Business Cycle
46	Accounts Submitted for Write Off	Public Service Jenny Smithson	Members are asked to note uncollectable debts that have been written off under delegated powers and to consider writing off sums that exceed the delegated authority.			Corporate EMAP September 2008			Business Cycle

	TITLE OF REPORT	RESPONSIBLE DIVISION/ REPORT AUTHOR	FOR DECISION/ INFORMATION	FIRST DEADLINE FOR REPORTS TO DIRECTOR & CHAIR OR EARLIEST DISTRIBUTION DATE	RMT/QCG/CMT DATE	EMAP	EBS	EXEC	COMMENTS/ GENERATED BY
47	First Corporate Finance & Performance Monitor	Finance/Janet Lornie PIT/Peter Lowe	Provision of the latest forecast of the council's financial and performance position. Actions may be required to agree proposed amendments to plans, mitigation for identified issues and financial adjustements (such as allocations from contingency and virements) which are reserved to the Executive.		CMT September 2008		EBS October 2008	EXEC October 2008	Business Cycle
48	First Capital Monitor	Finance Tom Wilkinson	Provision of the latest forecast of the council's financial and performance position. Actions may be required to agree proposed amendments to the capital programme and financial adjustements which are reserved to the Executive.		CMT September 2008		EBS October 2008	EXEC October 2008	Business Cycle
49	Risk Management Quarterly Monitoring Report	Audit & Risk Management Quarterly Monitoring Report David Walker	To provide CMT with progress on managing the agreed key corporate risks	22/11/08	CMT 03/012/2008				Business Cycle
50	Second Resources Finance and Performance Monitor	Sian Hansom/ Penny Hepworth	To provide Members with a further update on current in-year progress relating to identified aims and key financial & performance indicators			Corporate EMAP December 2008			Business Cycle
51	Procurement Mid Term Monitoring Report	Audit & Risk Management Quarterly Monitoring Report David Walker	To update Members on progress against the Procurement Strategy Action Plan and the Corporate Procurement Team Development & Work Programme 2007/08			Corporate EMAP December 2008			Business Cycle

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	TITLE OF REPORT	RESPONSIBLE DIVISION/ REPORT AUTHOR	FOR DECISION/ INFORMATION	FIRST DEADLINE FOR REPORTS TO DIRECTOR & CHAIR OR EARLIEST DISTRIBUTION DATE	RMT/QCG/CMT DATE	EMAP	EBS	EXEC	COMMENTS/ GENERATED BY
52	Treasury Management Monitoring Report	Finance Tom Wilkinson	To update Members on the performance of the treasury management function for the 1st seven months of the year and provide a projected outturn to 31st March 2008.			Corporate EMAP December 2008			Business Cycle
53	Report on Progress on the Implementation of the New Financial Management System	Finance Tom Wilkinson	To provide Members with an update on progress in implementing the new system across all departments of City of York Council			EMAP Decenber 2008			

Agenda Item 6

CITY OF YORK COUNCIL

Executive Member for Corporate Services and Advisory Panel   **29 January 2008**

Report of the Director of Resources

Resources Directorate Revenue and Capital Budget Estimates 2008/09

Purpose of Report

1   This report presents the 2008/09 budget proposals for the Resources Directorate. It includes:

- the revenue budget for 2007/08 (Annex 1) to show the existing budgets

- the budget adjusted and rolled forward from 2007/08 into 2008/09

- the provisional allocation of pay and price increases for the portfolio

- officer proposals for budget service pressure costs and savings options for the portfolio area (Annexes 2 and 3)

- fees and charges proposals (Annex 4)

- the existing approved capital programme (Annex 5)

- options for new capital schemes (Annex 6)

- Directorate Service Plans (Annex 7).

2   Budget Council will be held on 21 February 2008 and will make decisions on the overall budget for the Council. Proposals for savings/growth currently being considered by the individual EMAP meetings will not result in a balanced budget and the Executive Members will also have to consider other options. Options relating to this portfolio are shown in Annexes 6. In order to facilitate the decision making process the Executive are meeting on 12 February 2008 to consider the preferences identified by the individual portfolio Executive Members and the results of the consultation exercise.

3   The Executive Member is therefore asked to consider the budget proposals included in this report and identify their preferences after considering the proposals in annexes 2 and 3) which will be considered by the Executive as part of the consultation exercise. In particular Member advice is sought on the items listed for consultation in Annex 6, which at present do not form part of the intended budget, but which may need to (see paragraph 2). EMAP is invited to provide comments on the budget proposals in this report

Background

4   The Council's Financial Strategy was adopted by the Executive on 11 September 2007. This paper is the result of ongoing work against this agreed framework.

5   The provisional Local Government Finance settlement for 2008/09 was issued on 6 December 2007 and it also included indicative figures for 2009/10 and 2010/11 which will enable the Council to consider future budget issues. The provisional settlement for 2008/09 indicated that the government has transferred £2.626m from service specific grants into the general (Revenue Support) grant. Formula damping, by which the government try to ensure that there is a limit to large gains/losses to Council's from formula changes, is still in force. The proposed funding positions are that in real terms general grant will increase by £1.39m (3.63%) in 2008/09, £1.17m (2.75%) in 2009/10 and £1.11m (2.56%) in 2010/11.

6   It should be noted that this is a *provisional* settlement, and, as such, it is likely to change following consultation. As it is a three-year settlement it is likely that the large grant losers who have significant resources at their disposal will be lobbying hard for changes to be made in their favour. It is also likely that there may be errors/changes to the data used by the Department of Communities & Local Government (DCLG) when the final settlement is announced.

Budget Proposals for Resources

7   A summary of the budget proposals is shown in Table 1 below. Further details on each individual element are presented in the subsequent paragraphs. The annexes also contain other potential growth and savings items which at this stage are not being recommended to Members.

Table 1 - Summary of Budget Proposals

	Para. Ref	£'000
Base Budget 2008/09	8	4,302
Provisional allocation for pay increases	9	255
Provisional allocation for price increases	10	243
Other Budget Pressures:	11-13	
Superannuation increase		32
Staff Increments		100
Full year effect of 2007/08 savings items	14-15	-54
Service Pressure proposals (Annex 2)	16-17	233
Savings proposals (Annex 3)	18-20	-1,005
Proposed Budget 2008/09		4,106

Base Budget (£4,302k)

8   This represents the latest budget reported to Members, updated for the full year effect of decisions taken during 2007/08, e.g. supplementary estimates.

Provisional Pay Inflation (+£255k)

9   These calculations are based on a pay increase for APT&C of 2.5%. The negotiations for the 2008/09 settlement have not yet started, although there is pressure from the Treasury that increases are kept under 2%.

Provisional Price Inflation (+£243k)

10   The budget proposes that, due to the underlying low rate of inflation, there is a general price freeze on most budgets. The amount allowed for price inflation is to fund known price increases, e.g. contract payments. Increases for fees and charges are included in the savings proposals.

Other Budget Pressures (+£132k)

11   These represent pressures over which the service has no influence, e.g. changes to funding and expenditure which are due to national policy initiatives.

12   Staff increments for the year are calculated at £100k. This excludes increments for staff funded by external income/grants.

13   The triennial valuation of the Council Pension Fund is recommending an increase to employer superannuation contributions. The increase of £32k is based on a superannuation rate of 18%.

Full Year Effect of 2007/08 Saving Items

14   Several saving items were approved in 2007/08 where there is either a full year cost or a non-recurrence in 2008/09.

15   The costs shown in table 2 below represent the additional funds needed in 2008/09

Table 2 - Full Year Costs of 2007/08 Savings

	£'000
Additional Savings in 2008/09 from increasing 2007/08 Saving Items	
Savings from changing method to access CYC computer systems remotely – 2nd year of roll out.	-5
ITT - corporate storage system – full year savings arising following the replacement of the old storage system.	-9
Efficiencies from York Customer Contact Centre – full year impact of saving of 2 fte posts.	-25
Property Services business unit – full year saving of loss of one fte within Property Services	-15
Total Full Year Costs	**-54**

Service Pressures (+£233k)

16   In the Finance Strategy report to the Executive on 11 September 2007 a sum of £7.828m was included as the estimated amount that would be needed to meet increasing demand for services and to allow for reprioritisation of service provision.

17   A range of options for service pressure proposals has been considered and in view of the overall available resources it is proposed that only those proposals shown in Annex 2 are included as the preferred options for

Resources. The proposals put forward are the result of a rigorous assessment process, which included looking at the risk to customers and staff, legislative requirement, proven customer demand and the Council's corporate objectives.

Savings Proposals (£-1,005k)

18   Members will be aware that the 2007/08 budget savings were significant and that all Directorates are operating within a tight financial environment. In seeking to achieve savings for the 2008/09 budget Directorates have examined budgets with a view to identifying savings that have a minimum impact on the services provided to the public, customers and the wider Council. Instead they have concentrated on initiatives that;

- improve quality and efficiency

- take advantage of ongoing service and/or Best Value reviews

- generate income

- address budgetary underspends

- improve cash flow and interest earnings

- generate savings from the technical and financial administration functions of the Council

19   In addition to the initiatives listed above the list of savings also include proposals to increase fees and charges (see also section below). Generally these are increasing by 2.5% but this is varied by directorates as they are affected by national constraints/requirements.

20   Annex 3 shows the full list of savings proposals for the Resources Directorate.

Fees and Charges

21   The details of the proposed fees and charges for the services provided by this portfolio are set out in Annex 4. Where fees and charges increases are leading to additional revenue they have been included in Annex 3.

Capital Programme

22   The Council's existing capital programme is shown at Annex 5.

23   The resources to fund new capital schemes are limited. Overall the existing programme is anticipated to generate a small receipts surplus of £0.6m, however, it is unlikely that there will be any new major receipts as all surplus land holdings have either been sold or are earmarked to be sold for existing commitments. A maximum of £1.25m is expected to be available for new schemes as part of the 2008/09 – 2010/11 programme, which if fully committed, leaves no contingency if sales are not made at their expected values. Against this background Officers have prepared a list of possible schemes to be considered for this portfolio. These are shown at Annex 6.

Service Planning

24   The service plans detail key service challenges and objectives for 2008/09 to 2010/11, including the main resourcing information based on the services led by Assistant Directors, as follows:

- Audit & Risk Management
- Financial Services
- IT&T
- Property Services
- Public Services

25   The service plans cover a wide ranging and complex agenda, which will have an immense impact on how the Council looks and feels in the next few years. In addition, there are a number of cross-cutting issues which will impact on every manager.

26   The Service Plans are shown at Annex 7.

Consultation

27   This paper forms part of the Council's budget consultation. The other streams being undertaken include a recently held public meeting where participants sat at tables and tried to produce a balanced budget after considering growth and saving priorities, a leaflet circulated city wide with a fold-out return part, fora and a web-based process.

Options

28   As part of the consultation process Members of EMAP are asked for their comments or alternative suggestions on the proposals shown in Annexes 2, 3, 4 and 6.

Analysis

29   All the analysis is provided in the body of the report and the annexes.

Corporate Priorities

30   The budget represents the opportunity to reprioritise resources towards corporate priority areas. The Resources Directorate primarily supports the other directorates in achieving their corporate priorities. Investment in a new payroll and personnel system will seek to achieve improved management information to allow sickness monitoring to be improved. Savings have been targeted primarily where efficiencies can be made from better working practices thus protecting front line services.

Implications

31   The implications are:

- **Financial** - the financial implications are dealt with in the body of the report.
- **Human Resources** – the savings proposed in Annex 3 equate to the loss

of 2 full time equivalent posts within the Directorate.
   a) Loss of one fte post within Audit & Risk Management.
   b) Loss of one fte within IT&T

Where requested HR has been involved in the development of the budget proposals and has worked with local managers to identify the HR implications of the proposals. HR implications will be managed in accordance with established council change management procedures. As part of this process consultation with potentially affected staff and their representatives has been undertaken at corporate and departmental level.

Despite this there is still a statutory requirement for collective consultation with both the trade unions and employees where 20 or more redundancies are proposed within a 90-day period or less. It is anticipated that the number of potential redundancies when the budget saving proposals become clearer, it will be necessary for the council to issue an Advance Notification of Redundancies (HR1) to the Department of Trade and Industry and the trade unions. Failure to do so could result in delays to redundancies taking place and penalties associated with non-compliance. The length of time that we are required to consult with employee / trade unions before the first dismissal can take effect is 30 days where there are between 20 and 99 redundancies proposed and 90 days where there are 100 or more proposed.

The council's overall number of full time equivalent posts to be reduced is still yet to be established. Once this has taken place HR will confirm the required duration of the collective consultation. Line managers should not issue notices to dismiss employees before the collective consultation process has concluded.

Action is already being undertaken to mitigate the overall redundancy numbers through processes such as redeployment and controlled recruitment. Natural attrition, the retention of grant funding and attainment of growth bids will equally reduce the final number of posts to be removed from the establishment.

- **Equalities** - there are no equality implications to this report.
- **Legal** - there are no legal implications to this report.
- **Crime and Disorder** -there are no specific crime and disorder implications to this report
- **Information Technology** - there are no information technology implications to this report.
- **Property** - there are no property implications to this report
- **Other** -there are no other implications to this report

Risk Management

32   Key reporting mechanisms to Members on budget matters will continue to be through mid-year monitoring reports and the final Revenue Outturn report for the year. The format/timing of these reports has recently been considered by the Council's Management Team but as a minimum they will report on forecast out-turn compared to budgets and will also address the progress

made on investments and savings included within the budgets.

33   The budget setting process always entails a degree of risk as managers attempt to assess known and uncertain future events. This year has demonstrated the difficulty of achieving this. As with any budget the key to mitigating risk is prompt monitoring and appropriate management control. As such updated figures and revised corrective actions will be monitored via Directorate Management Teams, Corporate Management Team and the monitor reports during the year.

Recommendations

34   The Executive Member Advisory Panel is invited to consider whether the budget proposals are in line with the Council's priorities.

35   The Executive Member Advisory Panel is invited to provide comments on the budget proposals for savings and growth which have been prepared by Officers and contained in this report, which are intended to form part of the Council's budget to be considered by the Budget Executive on 12 February 2008.

36   The Executive Member Advisory Panel is invited to provide comments on the areas for consultation for the revenue budget contained in this report, which may form part of the Council's budget to be considered by the Budget Executive on 12 February 2008.

37   The Executive Member Advisory Panel is invited to provide comments on the capital proposals which have been prepared by Officers and contained in this report, which are intended to from part of the Council's budget to be considered by the Budget Executive on 12 February 2008.

38   The Executive Member is invited to consider whether the budget proposals are in line with the Council's priorities.

39   The Executive Member is asked to consider the budget proposals for consultation for Resources for 2008/09 contained in this report and listed below and provide comments to be submitted to the Budget Executive on 12 February 2008.

- 2008/09 Base budget as set out in paragraph 8;

- Service Pressure proposals as set out in Annex 2;

- Savings proposals as set out in Annex 3;

- Fees & Charges Proposals as set out in Annex 4;

- Options for New Capital Schemes in Annex 6

Reason: As part of the consultation for the 2008/09 budget setting process.

40   That the Advisory panel advises the Executive Member to provide any advice or comments on the proposals within the service plans in Annex 7 for monitoring of progress.

Reason: As part of the service planning process across the council.

Contact Details

Authors:
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City Strategy
Tel 551633

Chief Officers responsible for the report:
Simon Wiles
Director of Resources
Tel: 551100

Specialist Implications Officer(s) None

Wards Affected: *List wards or tick box to indicate all*   **All**   √

Background Working Papers

Reports to individual EMAP meetings

Budget Papers held within City Strategy Finance

Annexes

Annex 1 - 2007/08 Budget
Annex 2 - Service Pressure Proposals
Annex 3 - Savings Proposals
Annex 4 - Fees and Charges Proposals
Annex 5 - Existing Capital Programme
Annex 6 - Options for new Capital Schemes
Annex 7 - Directorate Service Plans

SERVICE PLAN

DIRECTORATE OF RESOURCES

DETAILED EXPENDITURE	2008/09 Base Budget £'000
Employees	10,835
Premises	2,676
Transport	50
Supplies & Services	7,091
Revenues & Benefits payments	36,667
Support Service Recharges	4,619
Capital Financing	3,639
Gross Expenditure	**65,577**
Revenues & Benefits income	(37,474)
Fees & Charges	(3,652)
Support Service Recharges	(20,149)
Total Income	**(61,275)**
Net Expenditure	**4,302**

COST CENTRE EXPENDITURE	2008/09 Base Budget £'000
Director Of Resources	506
Public Services	2,501
Strategic Finance	(152)
Audit & Risk Management	205
IT &T	842
Property Services	400
Net Expenditure	**4,302**

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<div align="center">RESOURCES DIRECTORATE
GROWTH PROPOSALS</div>

Annex 2

Ref	Brief Description	Net Cost 2008/09 £(000)	Full Year 2009/10 £(000)	Full Year 2010/11 £(000)	One-Off
	a) Service Pressures assumed within the report				
RESRG1	Reduction in Housing Benefit Admin Grant As part of the Comprehensive Spending Review 2007 the Department for Work and Pensions has announced a 5% reduction in funding available for Local Authorities to fund Housing Benefit administration. The announced reduction for York totals £86k.	86.00	86.00	86.00	
RESIG5	Delphi replacement project costs Following the replacement of FMS there is a need to develop and replaced the existing Payroll and HR System, Delphi. This proposal covers the need for a project team to take the project through from inception to completion. In order to control costs the proposal is based on an assumption that this process would be project managed by the team who are currently successfully running the FMS Replacement Project. This team comprises a Project manager and two Project Support Staff. Such an approach brings a number of advantages ranging from immediate credibility with many key partners, through familiarity with the business and its needs, to the ability to dovetail workloads to minimise downtime and speed up the overall implementation process. It also means there would be no costs or delays due recruitment. Based on this approach it is anticipated that the project could be completed in a maximum of eighteen months compared to a two year timescale of a new team were to be introduced.	85.00	150.00	0.00	✓
RESUG3	Audit Commission increase in fees Assumed increase in Audit Commission Fees relating to core audit (£7k) and grants audit (£5k) and anticipated increase in inspection costs £25k.	37.00	37.00	37.00	
RESYG1	Housing Benefit Venture Fund Benefits Venture fund loan repayment from additional RSG generated by benefits take up work. Years 3 to 5 of 5.	25.00	25.00	25.00	✓

Recurring Bids Total **123.00** **123.00** **123.00**

One-off Bids Total **110.00** **175.00** **25.00**

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Resources Directorate   **Annex 3**
Savings Proposals 2008/09

	Brief Description	Net saving 2008/09 £(000)	Full Year 2009/10 £(000)	Full Year 2010/11 £(000)
	a) Savings assumed within the report			
RESHS2	Reduce Resources within Internal Audit / Fraud To delete a post from the existing Audit and Fraud team establishment. This will have an impact on the team's ability to deliver the annual Audit and Fraud Plan which is currently under-resourced. It is likely that in actioning this saving that there will be adverse comment from the District Auditor and may impact on future CPA score.	24.00	24.00	24.00
RESMS1	Increased recovery of Housing Benefit Overpayments Since transferring to Exchequer in 2005 the HB Overpayments Team has consistently increased the levels of recovery. This saving reflects this on-going increase in performance.	20.00	20.00	20.00
RESMS2	Additional income from Court Fees Every time a non paying customer is summonsed to court there is a charge that the court imposes on that customer. Any increase would need to be approved by the court. We would then need to collect the costs in addition to any other debt outstanding. Current income levels show income is above the current budget.	40.00	40.00	40.00
RESMS3	Improved performance in benefits service Improved performance in the benefits service could result in an increase in subsidy income payments. By reducing the amount of local authority error overpayments to below the challenging government target we will receive additional subsidy income. This proposal assumes the council budgets to receive 40% subsidy with LA errors totalling £190k. This is a challenging target and failure to meet the target will have significant financial impact on the service.	46.00	46.00	46.00
RESMS4	Review of Benefits and overpayments budgets A large amount of work has been carried out (and is still ongoing) to establish the budget position relating to the benefits service and the complex relationship between the benefit paid out and the benefit subsidy income received from the Department for Work and Pension. The financial situation has also improved due to the higher levels of performance within the benefits service and the resulted subsidy rewards .	100.00	100.00	100.00
RESMS5	Improved Council Tax / NNDR collection rate When calculating the levels of income that will be received from the council tax an allowance is made for those debts which are not able to be collected. At present the assumption is that 98% of council tax income will be successfully collected. Where this figure is exceeded the additional income is shared between the council, the police and the fire authority. Over recent years the level of collection has consistently exceeded the 98% target and so it is possible to increase the potential levels of collection. This proposal suggests that the assumed collection rate is increased to 98.25% releasing an additional £150k into the base budget. Failure to hit this target will result on a deficit on the collection fund which would then need to be met by the three precepting authorities. The Director of Resources deems such a risk to be low. It should be noted that this increase, whilst built into the base budget, will result in lower collection fund surpluses from 2009/10 onwards.	150.00	150.00	150.00
RESMS6	Lease Drop Outs The proposal is to buy-out leases terminating both in year plus additional savings from buy-outs in previous year. The saving is dependent on negotiating with lease providers over the residual value of equipment.	168.00	168.00	168.00

Resources Directorate   **Annex 3**
Savings Proposals 2008/09

	Brief Description	Net saving 2008/09 £(000)	Full Year 2009/10 £(000)	Full Year 2010/11 £(000)
RESMS7	IT&T - Reduction is Staff Resources			
	Reduce the IT&T Support Team resources by one FTE following the migration of the Corporate Print Services to the Central Print Unit and the continued development of automated support processes.	28.00	28.00	28.00
RESMS8	Additional Income within IT&T for expanding use of network			
	Additional Support Service income generated from expanding the use of the Corporate Network Remote Access System.	15.00	15.00	15.00
RESLS1	Venture Fund Loan Repayment			
	Following an underspend in 2006/07 the Directorate was able to repay two venture fund loans that have budgeted repayments in 2007/08 and future years. Repaying the procurement loan freed up £50k of resources within the audit and risk management budget and repaying the SX3 loan freed up £201k in the IT&T budget.	251.00	251.00	251.00
RESLS2	Strategic Finance - Service Budget Savings			
	A review has been undertaken of budgets within the corporate accountancy service. This has identified three areas where savings can be taken on existing budgets without a significant impact on performance: a) the replacement in 2007/08 of a Senior Accounting Technician with a Trainee Accounting Technician (£10k); b) deleting the consultancy budget established to support the council's current financial ledger (£5k); and c) realising savings on the letting of a new contract for specialist treasury advice to the council (£2k)	17.00	17.00	17.00
RESLS3	Support Arclight to become a registered social landlord			
	If Arclight becomes a registered social landlord, then benefit claims will no longer be subjected to referral to the rent officer / local housing allowance and therefore benefit will be paid without a penalty /reduction in benefit subsidy payable by the Department for Work and Pensions.	20.00	24.00	24.00
RESLS4	Savings from ITT Projects being cancelled or completed under budget			
	Following a review of ITT Development projects, a total of 6 projects have been completed under budget (£-24k) whilst a further 4 projects have been cancelled following a change in Business requirements (£-24k). There is a further saving from no longer requiring the ITT Printing Service (£-9k).	57.00	57.00	57.00
RESLS5	Price increases for commercial property (annual rent review)			
	Increase in rental income from the commercial portfolio 2008/09 rent reviews.	60.00	60.00	60.00
RESLDS1	Review of Overhead budgets within IT&T			
	A reduction in the overhead budget in relation to subscriptions, conference and subsistence costs.	4.00	4.00	4.00
RESLDS2	Review Admin Budgets			
	Make savings on various departmental supplies and services budgets within Property Services.	5.00	5.00	5.00
	Total Savings	**1,005.00**	**1,009.00**	**1,009.00**

	b) Savings considered but not proposed			
RESHS1	War Pension - amend pension disregard			
	The law relating to Housing and Council Tax Benefits allows a Council to have the option of not taking into account any income from war pensions when calculating entitlement to benefit. City of York Council does not include this income in the calculation and this costs the council £69k per annum. A saving of £20k could be achieved by disregarding income below £114 per week (£5,928pa) when calculating benefit eligibility.	20.00	20.00	20.00

Directorate of Resources Fees and Charges 2008/09

Registrar of Births, Deaths and Marriages	CHARGES 2007/08	PROPOSED CHARGES 2008/09	% Increase over 2007/08
	£	£	%
Statutory Fees review effective from 1st April 2008			
Searches			
General Search - up to eight searches and not exceeding six hours	18.00	18.00	-
Certificates - Superintendent Registrar			
Standard certificate of birth, death or marriage sent within 10days	7.00	7.00	-
Short certificate of birth	5.50	5.50	-
Certificates - Registrar			
Standard certificate of birth, death or marriage	3.50	3.50	-
Photographic copy of an entry of birth, death or marriage	3.50	3.50	-
Certificate of birth, death or marriage for certain statutory purposes	3.50	3.50	-
Short certificate of birth	3.50	3.50	-
(other than the first issued at the time of birth registration)			
Marriages - Superintendent Registrar			
For attending at the residence of a house-bound or detained person to attest notice of marriage	40.00	40.00	-
For entering notice of marriage in a marriage notice book	30.00	30.00	-
For entering notice of marriage by Registrar General's licence in marriage notice book	3.00	3.00	-
For attending a marriage at the residence of a house-bound or detained person	40.00	40.00	-
For attending a marriage by Registrar General's licence	2.00	2.00	-
Marriages - Registrar			
For attending a marriage solemnised in the Register Office	40.00	40.00	-
For attending a marriage solemnised in a registered building	40.00	40.00	-
For attending a marriage at the residence of a house-bound or detained person	40.00	40.00	-
For attending a marriage by Registrar General's Licence	2.00	2.00	-
Certificate for Worship and Registration for Marriage - Superintendent Registrar			
Certification of a place of meeting for religious worship	28.00	28.00	-
Registration of a building for the solemnisation of marriages	120.00	120.00	-
Discretionary			
Standard certificate within 1 hour at the Registry Office	n/a	15.00	n/a
Standard certificate - same day, or posted 1st class on same day	n/a	12.00	n/a
Standard certificate provided from phone / electronic information	n/a	12.00	n/a
Standard certificate requiring same / next day postal delivery	n/a	22.00	n/a
Certification of a venue for marriage ceremonies (valid for three years)	1,750.00	2,000.00	14.3
Non-refundable booking fee for all weddings	20.00	20.00	n/a
Attendance of Registration Staff at Approved premises			
Large marriage room at Register Office Mon-Thurs	150.00	150.00	n/a
Large marriage room at Register Office Fri-Sat	n/a	200.00	n/a
Small room at Register Office Mon - Thurs	n/a	75.00	n/a
Small room st Register Office Fri - Sat	n/a	100.00	n/a
Approved Premises (venues) Mon-Thurs	375.00	375.00	n/a
Approved Premises (venues) Fri - Sat	n/a	425.00	n/a
Approved Premises (venues) Sun / Bank Holidays	n/a	475.00	n/a

Annex 4

Directorate of Resources Fees and Charges 2008/09

Court Costs	CHARGES 2007/08	PROPOSED CHARGES 2008/09	% Increase over 2007/08
	£	£	%
Council Tax			
Issuing of a Summons	50.00	50.00	-
Issuing of a Liability Order	20.00	20.00	-
Business Rates			
Issuing of a Summons	75.00	75.00	-
Issuing of a Liability Order	25.00	25.00	-
Sundry Debtors			
Issuing of a Summons (set by the court):			
Up to £300	30.00	30.00	-
£300.01 to £500	50.00	50.00	-
£500.01 to £1000	80.00	80.00	-
£1000.01 to £5000	120.00	120.00	-
£5000.01 to £15000	250.00	250.00	-
£15000.01 to £50000	400.00	400.00	-
£50000.01 - £100000	600.00	600.00	-
£100000.01 to £150000	700.00	700.00	-
Over £150000.01	800.00	800.00	-
Solicitors Costs applied at Summons Stage			
Up to £500	50.00	50.00	-
£500.01 to £1000	70.00	70.00	-
£1000.01 to £5000	80.00	80.00	-
Over £5000.01	100.00	100.00	-
Solicitors Costs applied at Judgement Stage			
Up to £5000.00	22.00	22.00	-
Over £5000.01	30.00	30.00	-
Oral Examination	45.00	45.00	-
Overpayment of Housing Benefits			
Issuing of N322A - Application to enforce an award (Set by Court)	35.00	35.00	-
Solicitors Costs applied at N322A Stage:			
Up to £250.00	30.75	30.75	-
£250.01 to £600.00	41.00	41.00	-
£600.01 to £2000.00	69.50	69.50	-
Over £2000.01	75.50	75.50	-
Oral Exam	45.00	45.00	-

Capital Budget - 2007/08 to 2010/11

	Total Gross Capital Programme £000	Expenditure pre 2007/08 £000	2007/08 Revised Budget £000	2008/09 Revised Budget £000	2009/10 Revised Budget £000	2010/11 Revised Budget £000	Gross Capital Programme To be Funded £000
Gross Expenditure by Department							
Children's Services	100,025	40,740	17,239	40,397	2,412	0	100,025
City Strategy (P&T)	47,778	19,588	9,535	6,990	6,113	5,552	47,778
City Strategy (Econ Devt)	263	4	259	0	0	0	263
Housing	55,979	19,807	9,453	8,449	8,927	9,343	55,979
Leisure & Heritage	15,911	3,754	2,951	6,943	2,063	200	15,911
Neighbourhood Services	2,941	1,795	694	452	0	0	2,941
Resources	49,254	6,559	6,062	16,004	17,516	3,113	49,254
Social Services	2,632	1,371	646	205	205	205	2,632
Total by Department	274,783	93,618	46,839	79,440	37,236	18,413	274,783
Total External Funds by Department							
Children's Services	90,522	38,239	15,277	34,594	2,412	0	90,522
City Strategy (P&T)	33,936	9,977	7,815	5,903	5,276	4,965	33,936
City Strategy (Econ Devt)	0	0	0	0	0	0	0
Housing	53,831	17,859	9,253	8,449	8,927	9,343	53,831
Leisure & Heritage	4,576	2,136	811	1,629	0	0	4,576
Neighbourhood Services	1,496	1,135	361	0	0	0	1,496
Resources	31,921	3,652	2,553	6,660	17,138	1,918	31,921
Social Services	728	323	405	0	0	0	728
Total External Funds by Department	217,010	73,321	36,475 0	57,235 0	33,753	16,226 0	217,010
Total CYC Funding required by Department							
Children's Services	9,503	2,501	1,962	5,803	0	0	9,503
City Strategy (P&T)	13,842	9,611	1,720	1,087	837	587	13,842
City Strategy (Econ Devt)	263	4	259	0	0	0	263
Housing	2,148	1,948	200	0	0	0	2,148
Leisure & Heritage	11,335	1,618	2,140	5,314	2,063	200	11,335
Neighbourhood Services	1,445	660	333	452	0	0	1,445
Resources	17,333	2,907	3,509	9,344	378	1,195	17,333
Social Services	1,904	1,048	241	205	205	205	1,904
Total Capital Receipt Funding required	57,773	20,297	10,364	22,205	3,483	2,187	57,773

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Ref	Scheme Name	Scheme Summary	Gross Costs			CYC Costs		
			2008/09 £000	2009/10 £000	2010/11 £000	2008/09 £000	2009/10 £000	2010/11 £000
P3	H&S repairs and DDA requirements	Continuation of programme of urgent works (started in 2003/4) to a) carry out Health & Safety repairs to Council Buildings and land to safeguard delivery of services and b) improve public and staff access to Council Buildings and land to comply with the requirements of the Disability Discrimination Act 1995. Funds have been provided since 2003/4 for this project and the recently approved revised Corporate AMP has highlighted the urgent need for this funding to continue.	900 [(+650)]	900 [(+700)]	900 [(+800)]	650	700	800
P1	James Street Business Estate	To provide the final wearing coat on Hazel Court and carry out remedial work to the sewer to ensure adoption. Adoption of the road and sewer is a contractual obligation for the council with the purchasers of the various plots on the estate.	30	0	0	30	0	0
P2	Carbon Management	To support capital schemes that increase revenue savings from energy efficiencies and reduce the carbon emissions of council owned buildings in line with the council's Carbon Management target to reduce CO2 emissions by 25% by 2013. An application to match this fund to £500,000 is being sought from Salix; the Government's carbon spend to save fund.	500	0	0	250	0	0
P4	Fire Regulation - Adaptations	A Regulatory Reform Order was issued in October 2006, which has effectively removed the existing fire health and safety rules and replaced them with new minimum standards. Assessments have been done on a number of Council buildings and a programme of works is now necessary to bring the buildings up to the minimum standards. A prioritised programme of works will be required to deal with the highest risk buildings.	100	100	100	100	100	10

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CITY OF
YORK
COUNCIL

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

Service Plan for: Audit & Risk Management

Directorate: Resources

Service Plan Holder: Liz Ackroyd

Workplans: Internal Audit
Fraud
Insurance & Risk Management
Procurement
Information Management

Director: Simon Wiles

Signed off   *Date:*

EMAP :   Corporate Services
Cllr Ceredig Jamieson-Ball

Signed off   *Date:*

The following service plan template must be no longer than **8 pages** long. (excluding workplans)

Section 1: Our service

Service description

The Division is responsible for certain compliance functions to support overall corporate governance arrangements. The **AD (ARM)** is designated as the Chief Internal Auditor and supports the Audit & Governance Committee and the Quality Control Group, Officer Governance Group, Corporate Operations Group and various corporate projects. Also leads on CPA (Use of Resources Block) for Resources; manages the staff Professional Training Programmes; and has delegated S151 officer responsibility for all matters relative to the maintenance and observation of financial regulations at the council.

The **Internal Audit and Fraud** service provides control and corporate governance assurance to Members, Managers and the Director of Resources, and investigates all suspected cases of fraud and corruption impacting on the Council, including internal fraud committed by employees and Members and external fraud committed by members of the public. The audit and fraud service are currently in the process of developing a shared service initiative with North Yorkshire County Council.

The **Insurance and Risk Management** section provides a comprehensive risk and insurance service to protect the Authority's assets and mitigate losses resulting from hazards and claims against the Council.

The **Corporate Procurement Team** provides a corporate lead and focus to the strategic development of procurement at the Council. The team's remit includes procurement strategy and policy, advice and guidance to major project work and strategic procurement initiatives.

Information Management promotes records management as one of CYC's underlying professional disciplines. Good records management promotes operational efficiency in any service, but it also enables the specific legal obligations of the Data Protection Act and the Freedom of Information Act - and other information access legislation - to be fulfilled.

Service objectives

SO1   To provide a positive and measurable contribution to improving the Council's Use of Resources CPA score.

SO2   To achieve all the Division's annual income and savings targets for the next three years.

SO3   To actively support and deliver the development of effective and robust corporate governance arrangements across the organisation.

SO4   To achieve a sharper focus around our training and development programmes, assessing skills gaps and tailoring a professional development plan for each employee.

SO5   To support, measure and monitor effective, efficient and legally compliant procurement practices and procedures across the organisation.

SO6   To deliver a relevant, robust and effective audit and fraud programme, aligned with the Council's key risks.

SO7   To develop and embed effective risk management across the Council.

SO8   To develop and embed the fundamental requirements of an effective business infrastructure for information and records management.

SO9   Support and encourage other services in their development of governance and business Infrastructure, for example health & safety, reporting standards, archives

S10   To lead in the development of a successful, effective and appropriate shared service initiative in partnership with North Yorkshire County Council.

Section 2: The Drivers

Driver	How might this affect our service
External drivers	
CPA full inspection January 2008.	Develop and deliver a coordinated Use of Resources action plan on behalf of the council and implement key developments in appropriate divisional service areas and across the organisation as required.
New Use of Resources and CAA regime 2009.	Plan, develop and coordinate the actions required in response to the more challenging Use of Resources requirement. The division will consider its response to CAA in regards to partnership working within its services.
CIPFA/SOLACE governance framework	Plan, develop and coordinate the actions required to support the delivery of governance arrangements throughout the organisation.
New SORP & international financial reporting standards (IFRS)	Need to consider any impact on the audit programme and support to key projects, such as FMS.
Comprehensive spending review	The division needs to increase efficiency savings targets across the piece in delivering its 3% target.
Data protection	Respond in anticipation of new regulations re effective and secure records management –in light of recent events (DWP child benefit data loss).
Corporate drivers	
Contribution to Corporate Strategy (OEP & DIPs)	Key links to VFM, Strategic Procurement Programme, Annual Efficiency Programme and Competition Agenda
Competition requirements	Need to contribute to current developments with regard to the organisations requirement for a competition policy/strategy.
Business Continuity Planning	Support and coordinate the development of directorate plans.
Delivery of SCMS and FMS	Embed effective management arrangements around corporate spend, utilising the new technology to be delivered through the implementation of SCMS and FMS. Using management information from these systems to better direct and control a more strategic way forward for the Council to procure goods, works and services.
Move to one site operations at Hungate	Develop and deliver a corporate action plan to implement information governance strategy in support of one site operations.
Review of delivery services in one site building	Conduct a review to establish how central support services can be more effectively delivered in future years (procurement function).
Undertake review of the organisation & its management of procurement	Organisational review to be commissioned in 07/08 further to EMAP decision in December 2006
Global Warming	Review working practices to ensure they are sustainable & carbon neutral, including the wider implications of the division's policies.
Health & Safety	Introduction of governance and compliance system. Pilot system to support the organisation in delivering and understand training requirements around the health & safety agenda.
Directorate	
Directorate training and development programme	Lead and develop a workable cross-Directorate training programme for Resources.
Respond to the organisation's change agenda	Through configuring the business needs requirements (directorate and service restructure).
Supporting key directorate project initiatives	Such as easy@york, Admin Accomm, income & collection review, and FMS replacement.
Performance Management	Ensure effective performance management arrangements are in place across all services and assist in the development of robust performance management across the directorate.
Increase attendance at work	Key actions to be implemented to ensure attendance at work is maximised.
Service	
Continuing to improve, support and drive the quality and professionalism of the division's services	Ensure the service remains relevant to the organisation's and customer's needs and therefore meeting business needs. Ensure their efficiency and values as a service in the organisation.
Shared Service initiative for audit & fraud services	Deliver efficiencies, and develop and enhance service delivery, resilience and capacity through collaboration with NYCC.

Section 3: Critical Success Factors (CSFs)

Taking account of the service objectives in section 1 and the drivers identified in section 2, decide what is critically important for your service to achieve over the next 1-3 years?   This might be
- something your service has to deliver or improve without fail, or;
- an enabling factor which will is a barrier to your staff delivering the broad service objectives.

CSFs for 2008/09	Why a CSF?
Preparing for, dealing with and responding to Use of Resources CPA and new CAA regime in 2008/09	Ensure the council responds to requirements of new regime to support the organisation in maintaining and maximising its score. Support and ensure the effectiveness of arrangements consistent with new regime and therefore sustain and promote good CPA ratings in the future.
Successful delivery and implementation of the shared service initiative	This is an unequalled opportunity to achieve sustained improvements in service delivery and efficiencies. The success of this initiative will enhance the reputation of the council and develop the organisations experience of the transformational agenda.
Successful delivery of SCMS & FMS procurement module (P2P)	Enabling the step change in organisational management arrangements as envisioned in the corporate procurement strategy.

The corporate service planning guidance issued with this template gives details of how your service CSFs can be determined.

Section 4: Links to corporate priorities (half page max)

Corporate Priority	Contribution
All of the corporate priorities are supported through having effective risk management, procurement, information governance and fraud services, and management assurance for their realisation is attained via the internal audit function.	
The division's services provide support to the council's strategy by aligning themselves with the organisation's values and direction statement in their strategies. In particular the division contributes to two priorities, this contribution is set out below.	
Reduce the environmental impact of council activities and encourage, empower and promote others to do the same	The Corporate Procurement Team considers environmental impacts within its procurement strategies.
Improve the economic prosperity of the people of York with a focus on minimising income differentials	The sustainable procurement policy supports and contributes to the achievement of this priority.

<u>Section 5: Scorecard of improvement measures & actions</u> (3 pages max)

<u>Customer</u> based improvements

Customer Measures				
How will you check whether you are improving from a **customer** perspective? Please list any 'SMART' indicators (this should also include the target you want to achieve – for the next 3 years if possible).				
Measure	Current	2008/09 Target	2009/10 Target	20010/11 Target
% telephone calls answered in 20 seconds	98.64	98.75	99.00	99.00
% customers satisfied with ARM services	78	80	82	85
Compliance with WOOLF timescales	100	100	100	100
Counter fraud awareness training days	Not available	5	5	5
% FOI requests replied to within 20 days	78	80	81	82
% FOI requests disclosed :refused (wholly or in part)	47:53	48:52	49:51	50:50
Number of FOI complaints to the Commissioner	1	0	0	0
Risk management specialist training days provided as % of programmed	50	80	90	95
Procurement specialist training days provided as % of programmed	Not available	75	80	95

Customer Actions	
What are the main **customer** based actions you need to deliver in order to improve your services? *Please list improvement actions for next 12 months*	
Improvement action	Deadline
Develop surveys and feedback mechanisms for internal and external customers	31/03/09

<u>Process</u> based improvements

Process Measures				
How will you check whether you are improving from a **process** perspective? Please list any 'SMART' indicators (this should also include the target you want to achieve – for the next 3 years if possible).				
Measure	Current	2008/09 Target	2009/10 Target	20010/11 Target
% Audit Plan complete	93.1	93.5	94	95
% high priority recommendations accepted	80	85	90	95
% of recommendations not implemented by due date	3	2.5	2	1
End of field work to draft report (ave days)	11	10	9	8
Number of breaches & waivers of Fin Regs (B:W)	20:38	N/A	N/A	N/A
Number of fraud referrals received	748	N/A	N/A	N/A
Average caseload per investigator	46.86	45	43	40
Referrals waiting to be allocated	65	60	55	50
Number of investigations completed	381	390	400	410
Number of cautions	8	15	20	25
Number of admin penalties	11	20	25	30
Number of prosecutions	18	16	14	12
Value of admin penalties (£)	3365	5000	5500	6000

Value of overpayments identified (£)	391353	400000	410000	420000
Average length of time between receipt of claim in insurance and dispatch to insurers (days)	4	4	3	3
Number of suppliers registered with the council via SCMS	4856	4900	5000	5000

Process Actions	
What are the main **process** based actions you need to deliver in order to improve your services? *Please list improvement actions for next 12 months*	
Improvement action	Deadline
Implementation of SCMS	30/06/09
Implementation of P2P module of new FMS	31/03/10
Review of FoI & DP processes and support across organisation	31/03/09

Resource management improvements
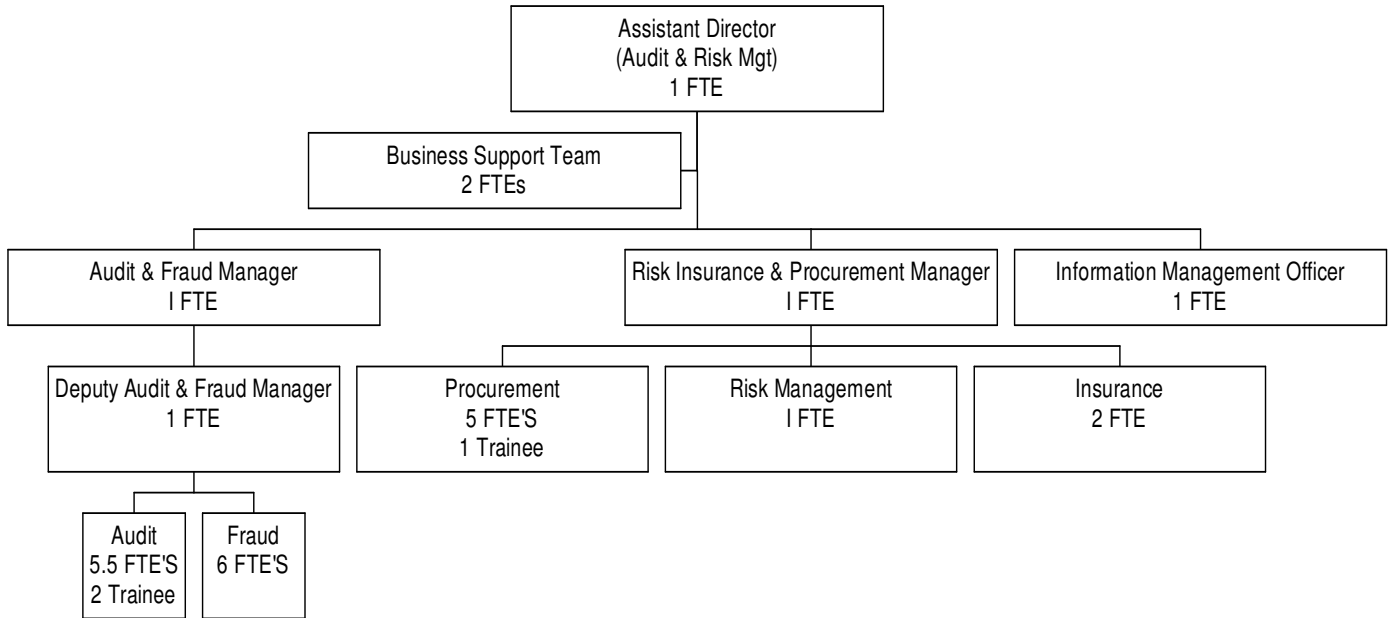
Resource Measures				
How will you check whether you are improving from a **resource management** perspective? This covers financial/budget/staff based improvements, such as cost, budget management, staff absence, etc.				
Measure	Current	2008/09 Target	2009/10 Target	20010/11 Target
% of audits over budget (by more than 10%)	2	2	1	1
Average days/FTE lost through sickness	4.42	5	5	5
Grants made from Risk Management Fund	0	£10,000	£15,000	£20,000
Repudiation rate for Public Liability claims	81.5	80	80	80
Premium variation to 2006/07 (£)	-20603	Nil	Nil	Nil
Annual savings achieved on contract renewal/re-negotiation (CPT Corporate Contracts: other corporate contracts cliented by named officers in directorates) (£)	326000	775000	TBA	TBA
Reduction in creditor numbers (% reduction pa)	5	2	2	1
% of addressable spend under live contract	81	85	87	90
Consultancy income (£)	10000	10000	15000	20000
% of appraisals complete	25/26			

Resource Actions	
What are the main **resource management** based actions you need to deliver in order to improve your services? You may also want to include staff broad workforce training and development issues for your service. This may have come out of the future challenges exercise you carried out in the planning process. *Please list improvement actions for next 12 months*	
Improvement action	Deadline
Divisional training programme.	31/03/09
Shared service approach	31/03/10
Procurement review – complete and implemented by	31/03/11

<u>Section 6: Resources</u> (1 page max)

```
                         ┌─────────────────────────┐
                         │   Assistant Director    │
                         │  (Audit & Risk Mgt)     │
                         │        1 FTE            │
                         └─────────────────────────┘
           ┌──────────────────────────┐
           │  Business Support Team   │
           │         2 FTEs           │
           └──────────────────────────┘
```

Audit & Fraud Manager I FTE	Risk Insurance & Procurement Manager I FTE	Information Management Officer 1 FTE

Deputy Audit & Fraud Manager 1 FTE	Procurement 5 FTE'S 1 Trainee	Risk Management I FTE	Insurance 2 FTE

Audit 5.5 FTE'S 2 Trainee	Fraud 6 FTE'S

Budget

	2007/08	**2008/09**	
Employees	£1,307	£XXXX	There has been a XX%
Premises	£ -	£XXXX	increase/decrease in our
Transport	£3	£XXXX	budget since last year. This
Supplies and Services	£2,041	£XXXX	is due to…………
Miscellaneous	£ -	£XXXX	
− Recharges	£356	£XXXX	
− Other	£ -	£XXXX	
Capital Financing	£ -	£XXXX	
Gross cost	£3,707	£XXXX	
Less Income	£(3,668)	£XXXX	
Net cost	**£39**	**£XXXXX**	

Please contact your directorate accountant for these figures.

CITY OF
YORK
COUNCIL

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

Service Plan for: Strategic Finance

Directorate: Resources

Service Plan Holder: Head of Finance

Workplans: Corporate Accountancy and Exchequer

Director: Resources

Signed off ⬜⬜⬜⬜⬜⬜   *Date:* ⬜⬜⬜

EMAP :   Corporate Services
Cllr Ceredig Jamieson-Ball

Signed off ⬜⬜⬜⬜⬜⬜   *Date:* ⬜⬜⬜

Section 1: Our service

Service description

Service Functions

- Corporate Accountancy (includes FMS replacement)
- Creditors
- Debtors (including recovery of Housing Benefit Overpayments)
- Payroll

Service Linkages

		Service Functions			
		Corporate Accountancy	**Creditors**	**Debtors**	**Payroll**
Internal Customers	**Elected Members**	Strategic financial advice & management			
	Management Team	Strategic financial advice & management			
	Directorates	Strategic financial advice & management	Provision of payment service	Debt collection / recovery service	Provision of payroll service
	Finance Teams	Strategic financial advice & management			
	Human Resources				Provision of payroll service
	CYC Staff				Provision of payroll service
External Customers	**Central Government**	Financial information, VAT.	Payments to governmental bodies.		Provision of payroll related data.
	Pensions	Strategic overview of CYC pensions			Provision of pension related data.
	Audit Commission	District Audit, CPA, Specific Studies	District Audit	District Audit	District Audit
	Parish and Other Government Bodies	Council Tax, Double Taxation	Payments to	Payments from	Taxation
	Payroll Clients				Full Service
	Financial Institutions	Banking and Treasury Management			
	Public	Financial Information	Payments to	Payments from	

Service objectives

SO1 - To ensure all financial operations of the council are conducted in a timely and accurate manner in line with statutory and regulatory requirements.

SO2 - To champion effective financial management.

SO3 - To utilise good services to optimise the council's financial position.

SO4 - To develop and maintain quality, constructive relationships with key clients and customers.

SO5 - To contribute towards the development of a modern, efficient and forward-looking council.

SO6 - To implement replacements for core financial systems centred around a replacement ledger and a potential HR / Payroll system.

Section 2: The Drivers

Driver Type	How this might affect our service
External drivers	
The corporate inspection and changes to the CPA inspection criteria	Corporate finance will have a role in ensuring the new inspection criteria is understood and complied with to pursue the Council's aim to become excellent.
Significant amendments to statutory reporting requirements	Development work will be required to embed changes to the accounts that occurred in April 2007 and to deal with the additional major changes to the council's accounts from April 2008.
Dealing with funding changes	The service will need to deal with the implications of the three year settlement announced on the 6th December 2007 and the ongoing transfers of resources between general grant, specific grant and other funding regimes.
Corporate drivers (Those with a Directorate driver dimension are indicated by a 'D' suffix)	
Replacement of the Finance Management System **(D)**	The FMS replacement project is led by the Accountancy team with key input also required from both the Creditor and Debtors teams in relation to the 'add on' modules for their services. Large amounts of work will be done to prepare for the new system going live the Summer of 2008.
Replacement of the HR/ Payroll System **(D)**	An appraisal of the future needs for the HR/ Payroll system will be undertaken in 2007/08. This may lead to the implementation of a system replacement project. Should this be the case then the service will be responsible for leading and project managing the project.
Budgetary Issues	As the lead service for coordinating and developing the budget, Accountancy will have a key involvement in defining future timetables of work and dealing with the further development of short, medium and long term financial planning.
Integrated Planning and Reporting	Accountancy has a pivotal role in developing and delivering an integrated approach to service and financial planning/ reporting.
Developing a medium term budget process within the scarce resources available	The service needs to lead upon the development of more strategic budget processes which will enable the council to fully utilise the opportunities available through multi-year settlements and enhance its ability to forward plan.
Review of the Council's transport arrangements	Externally funded study looking to reduce passenger journeys within York by one million miles per annum.
HR developments	Potential changes to employee details arising from the implementation of equal pay and job evaluation will distort the normal workflow for the Payroll Service and require significant accounting input.
Local Area Agreement	Work needs to be undertaken to develop new financial structures for the operation of the Council's Local Area Action plan.
Corporate projects	Strategic Finance has a key role in a number of corporate projects. These include Admin Accom, Gershon, the Finance Strategy, the annual budget process, job evaluation / equal pay, transport, ledger replacement and York Pools. In many instances finance staff act either as key officers and advisors for such work. In such an environment developing relevant skills will be key to their success.
Service drivers	
Development of comparative benchmarking information.	Work to be undertaken to establish and assess relative spend on services to that provided by other councils. Such work will help target work in the development of short, medium and long term budget planning.
Develop the management of external grants.	Work to be continued to maximize successful applications for government grants and to promote their proper management by the authority.

Section 3: Critical Success Factors (CSFs)

CSFs for 2008/09	Why a CSF?
1. To procure a replacement financial ledger and manage the process to ensure a successful implementation during 2008.	The replacement of the council's antiquated financial systems should enable step change improvements in terms of the quality of information and operational processes. A successful implementation is a critical success factor not only to the service but also to the council as a whole.
2. To deliver unqualified statement of accounts within the deadlines set by central government and in line with the revised code of practice.	York has a good track record in producing its accounts. However tighter deadlines combined with major accounting changes in 2007 created delivery problems and addressing these issues, the financial system replacement and further regulatory changes for 2008 will make maintaining this position a particular challenge.
3. Delivering strategic business and financial planning.	Over recent years the Council has made great improvements in its medium term financial planning however in order to continue to effectively deploy the scarce resources available to it further improvements and integration must occur in order to deliver effective business planning for the authority.

Section 4: Links to corporate priorities

Corporate Priority	Contribution
Decrease the tonnage of biodegradable waste and recyclable products going to landfill.	a. Move to electronic mechanisms for invoicing, payments and debt collection. b. Ledger replacement to provide enhanced electronic rather than paper driven systems.
Increase the use of public and other environmentally friendly modes of transport.	c. Support for internal transport review.
Increase people's skills and knowledge to improve future employment prospects.	d. Continued support for professional, work related and personal development training. e. New ledger system will provide opportunities for enhanced financial training for finance and non-finance staff.
Improve leadership at all levels to provide clear, consistent direction to the organization.	f. Provide modern financial systems to aid effective management decision making. g. Embedding delegation and training to enhance the succession needs of the service. h. Further enhancements to the financial planning process.
Improve the way the council and its partners work together to deliver better services for the people who live in York.	i. Deliver training and support for internal staff and partners. j. Address with colleagues in City Strategy the council's partnership action plan. k. Further integrate partners into the development of the Council's financial strategy and annual budgets.
Improve efficiency and reduce waste to free up more resources.	l. Manage the council's efficiency review programme, financial strategy and budgeting processes. m. Develop integrated service and financial planning / reporting. n. Review the effectiveness of the council's budgeting processes. o. Use the replacement ledger as a catalyst for change in how services are delivered. p. Provide skilled financial support for key projects in the council.

Section 5: Scorecard of improvement measures & actions

Customer based improvements

	Customer measures				
	Measure	Current	2008/09 Target	2009/10 Target	20010/11 Target
C1	Maintain and improve on relevant areas of the CPA (currently included in Use of Resources)	2	3	3	3
C2	Number of staff accessing a salary sacrifice benefit		450	500	400
C3	Number of external Payroll Clients		14	14	15
C4	External Funding Information Requests Dealt With	To be provided	To be provided	To be provided	To be provided

Customer actions	
Improvement action	Deadline
To make positive progress on the FMS replacement project	Implementation Autumn 2008
To continue progress on improving the quality of services as judged by the Audit Commission as part of the CPA scoring system	Judgement January 2009
To ensure we produce Final accounts in line with revised deadline and without qualification.	Submission to Council by 30th June 2008 Unqualified opinion from Audit Commission by 30th September 2008

Process based improvements

	Process measures				
	Measure	Current	2008/09 Target	2009/10 Target	20010/11 Target
P1	BVPI 8 – Invoices paid with 30 days (council wide measure)		96%	96.50%	97%
P2	Paying all staff correctly in year		100%	100%	100%
P3	Key Report Deadlines Met (total 16)		100%	100%	100%
P4	Key Internal Milestones Met (total 25)		100%	100%	100%
P5	Invoices Raised		50k	45k	40k
P6	Invoices Processed (manual input)		110k	100k	80k
P7	Invoices Cancelled or Disputed		1,000	750	500
P8	Number of Voluntary Early Retirements		60	60	60

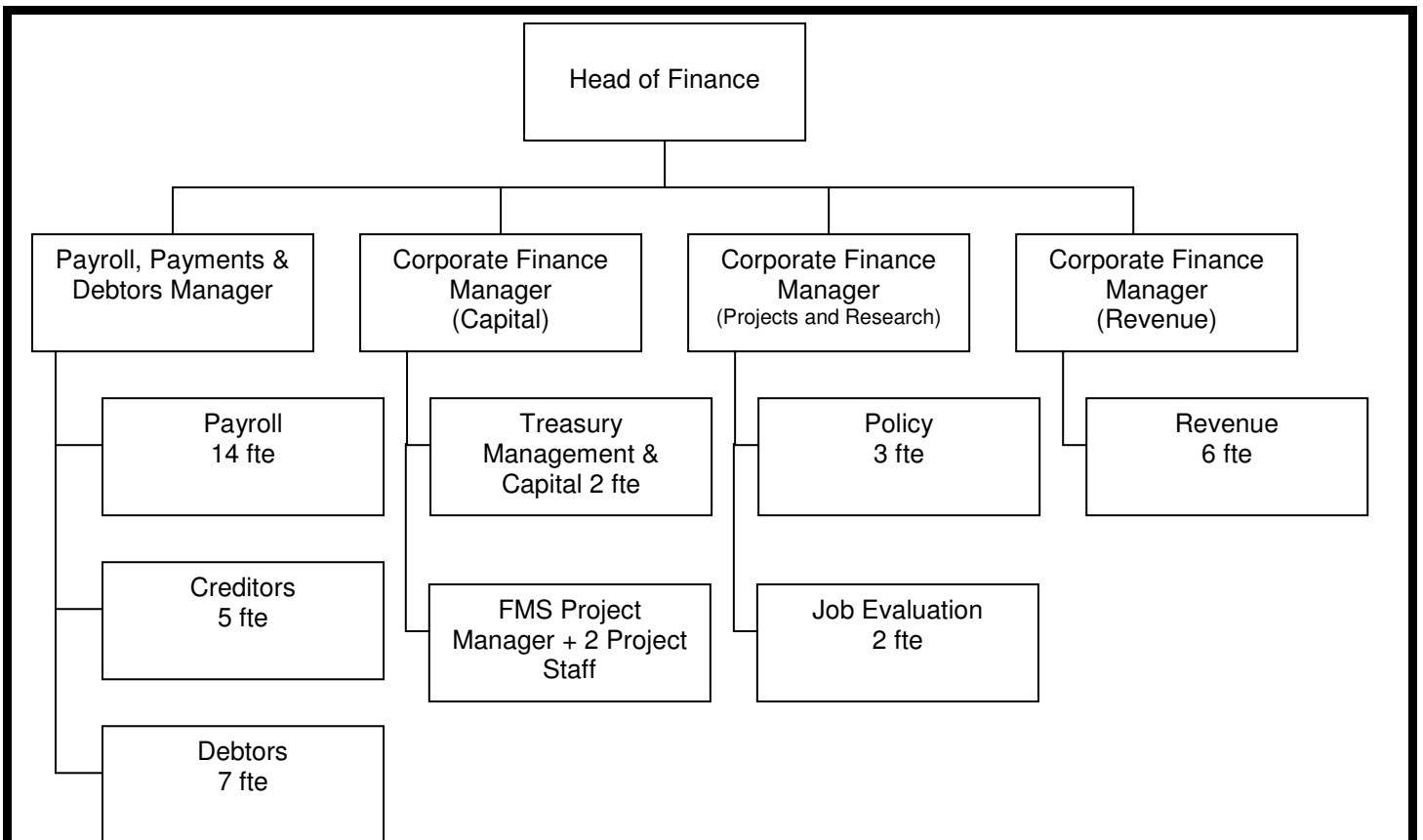| Process actions	
Improvement action	Deadline
Restructure coding structures on the new financial ledger.	July 2008
Implement automated invoice processing system as part of ledger replacement	Implementation of ledger summer 2008 Completion of workflow amendments 31/3/09
Work planning to identify and manage key milestones to be delivered in year.	28th February 2008

Resource management improvements

Resource measures				
How will you check whether you are improving from a **resource management** perspective? This covers financial/budget/staff based improvements, such as cost, budget management, staff absence, etc.				
Measure	Current	2008/09 Target	2009/10 Target	20010/11 Target
R1 Improve level of housing benefit overpayment recovery.		£290k	£300k	
R2 Average Interest Payable on Council Borrowing		4.60%	4.60%	
R3 Benefit achieved from Treasury Management Activity		+1.00%	+1.00%	+1.00%
R4 Cost of Voluntary Early Retirements		£900k	£900k	£900k
R5 Proportion of staff holding a professional qualification relevant to their post.		94%	94%	
Resource actions				
Improvement action		Deadline		
Assess current staffing requirements to ensure appropriate opportunities exist for trainee posts to be established and supported.		On-going		

Section 6: Resources

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                        │   Head of Finance   │
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Payroll, Payments & Debtors Manager	Corporate Finance Manager (Capital)	Corporate Finance Manager (Projects and Research)	Corporate Finance Manager (Revenue)

Payroll 14 fte	Treasury Management & Capital 2 fte	Policy 3 fte	Revenue 6 fte

Creditors 5 fte	FMS Project Manager + 2 Project Staff	Job Evaluation 2 fte	

Debtors 7 fte

Budget

	2007/08	2008/09	
Employees	£1,267	£XXXX	There has been a XX% increase/decrease in our budget since last year. This is due to…………
Premises	£ -	£XXXX	
Transport	£4	£XXXX	
Supplies and Services	£254	£XXXX	
Miscellaneous	£ -	£XXXX	
− Recharges	£844	£XXXX	
− Other	£ -	£XXXX	
Capital Financing	£ -	£XXXX	
Gross cost	£2,369	£XXXX	
Less Income	£(2,319)	£XXXX	
Net cost	**£50**	**£XXXXX**	

Please list any additional funding your service has received for 2008/09. This could be as a result of:

- Government funding increases or a grant
- A reprioritisation bid (previously called growth bids)
- A capital programme bid (AKA CRAM bid)

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Annex 7

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

Service Plan for: ITT Services

Directorate: Resources

Service Plan Holder: Roy Grant

Workplans: Business & Customer Services
                   Infrastructure
                   Development

Director: Simon Wiles

Signed off _____   *Date:*_____

EMAP :   Corporate Services
               Cllr Ceredig Jamieson–Ball

Signed off _____   *Date:*_____

Section 1: The service

Service description

The department 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. The department currently provides services and support for in excess of 130 applications between the hours of 08:00 and 18:00, Monday to Friday excluding Bank Holidays, to more than 2,600 customers across the City, including home based staff and mobile workers.

ITT Services cover three key functions:

Business and Customer Services

These teams provide:
- Access to, and the support and maintenance of, the standard corporate desktop system that includes: operating system, appropriate corporate office suite, desktop virus protection, e-mail, internet and CouncilNet access and desktop print facilities. A single point of contact for ITT service requests.
- Mobile device and access administration.
- Procurement services for ITT services and essential business, financial and administration support.

Business Development Services

This team assists Directorates:
- With the identification and delivery of service improvement opportunities and customer business objectives to develop or improve new or existing business processes that underpin service efficiency gains.
- To develop and maintain processes to make effective use of existing ITT solutions and to promote the strategic use of technology within the council.
- To formulate ITT Development Plan bids in line with corporate priorities and make recommendations for investment including requirements definition, evaluation and sourcing of potential ITT solutions.

Infrastructure Provision and Support

The team comprises of the two following core elements:

Telephony and Data network

Provide access to corporate ITT systems for the Department's customer base through the Council's converged and remote network facilities. Provision and support are delivered through a third party managed service contract that includes 24/7 network monitoring services.

Domain and Central Systems

- Server Based Computing (Citrix)
- Common Services (Printing, File Serving, Email, Security, Web filtering and Anti Spam etc)
- Corporate & Departmental Systems (Payroll & Personnel, Revenues and Benefits Systems etc)
- Operations Services (Volume and secure printing, backup and recovery)

Service objectives

S01: Use technology to make the Council a sustainable organisation.
S02: Develop our IT infrastructure to deliver unified communications that will enable staff to work effectively wherever they are.
S03: Use technology to deliver effective and efficient services that meet customer needs.
S04: Use technology to forge stronger working relationships with our partners, to enable the sharing of information and improve joint service planning commissioning and delivery.
S05: Use technology to empower communities, reach socially excluded groups, encourage economic development in the city and develop the IT skills of the residents of York.

<u>Section 2: The Drivers</u>

Driver	How might this affect our service
External drivers Compliance with the ODPM's Gershon service improvement and efficiency agenda.	Identification of continual efficiencies to support delivery of corporate targets.
Compliance with changes in government legislation i.e. Revenues & Benefits, Social Services & Housing.	Provide and manage a secure and robust shared/joined infrastructures.
Cross partnership or agency working i.e. effective partnerships with Primary Care Trusts (PCT).	Develop and maintain effective access and support protocols.
Implications of the DfES targeted capital fund.	Support LCCS in the delivery of associated development programme.
LAA indicators to identify CO2 emissions.	Establish departmental carbon footprint.
Corporate drivers Corporate Strategy Attendance at Work initiative. Job Evaluation.	Develop future ITT Strategy to support and facilitate the delivery of the agreed Council priorities and major initiatives.
Easy@york Phase II.	Provide the implementation and on going technical support activities for the Easy@york programme.
Council's Carbon Management Programme	Contribute to the 25% reduction target by 2013.
Accommodation Review.	Provide significant resource input to influence the infrastructure design.
Implementation of the approved IT Corporate Development projects.	Assist Directorates with ITT solution procurement and implementation activities including FMS replacement.
Corporate Financial position.	Identify methods of procuring ITT goods/services more cost effectively.
Corporate Managed Voice and Data Network Provision	Resource implications of procurement exercise.
Directorate drivers Resources Staff Survey Response Plan.	Delivery of agreed actions.
Budget and Performance Reporting Plan.	Provide clear, concise and timely performance and financial information.
Directorate Business Plan.	Delivery of Departmental actions linked to Directorate Service Plan.
Service drivers Deliver agreed levels of service availability and customer service. Increasing demands for less disruption during none core hours.	Ensure appropriate resource management including 3rd party providers.
Ensure effective, robust ITT policies are in place to support and sustain service delivery.	Review, consult and distribute revised ITT policies in line with policy review cycle

Section 3: Critical Success Factors (CSFs)

CSFs for 2008/09	Why a CSF?
To provide the implementation and on going technical support activities for the Easy@york programme.	The ODPM (via Gershon) requires Council's to deliver continual service improvements, realising efficiency gains and making qualitative improvements, visible to customers.
The procurement of a consolidated network managed service contract incorporating the services to delver Broadband for Schools and Libraries, current and future Corporate Accommodation and City Strategies infrastructure requirements.	Failure to secure a consolidated managed service provider will impact on the following: a) Gershon efficiency targets b) DfES targets c) Corporate network services that underpin Council service delivery d) Corporate Council priorities and major initiatives.
Replacement of the Corporate Financial Management System (FMS) and the continued phased replacement of the new Integrated Social Services System (ISIS).	Failure to replace FMS would be extremely high risk due its inability to provide or meet the following: a) E-gov standards b) Facilitation of e-procurement and e-payments c) Efficient/automatic interfacing with other CYC systems e.g. Northgate (Housing, Revenues and Benefits etc) Failure to complete the ISIS replacement programme would have a major impact on the council's ability to meet the requirements of electronic care files, joined up working, the support of vulnerable groups and the ability to perform joint assessments with partner organizations.

Section 4: Links to corporate priorities

Improvement Statement (IS)	Contribution
Decrease the tonnage of biodegradable waste and recyclable products going to landfill	The Department recycles related components and procures recycled consumables where possible.
Reduce the environmental impact of Council activities and encourage, empower and promote others to do the same	Intelligent use of technology to reduce carbon emissions through the introduction of corporately controlled standards (for example, autosleep for printers). Review of the market place to identify and promote energy efficient ITT equipment. Active review of flexible and mobile working initiatives to reduce office based dependencies with potential impacts on travel into the City.
Improve the life chances of the most disadvantaged and disaffected children and young people and families	Support implementation of the replacement Integrated Social Services System and provide on going effective support services.
Increase the use of public and environmentallly friendly modes of transport	Incorporating City Strategy network requirements into the consolidated managed service contract will help to deliver reliable and timely transport information to the public.
Improve the actual and perceived condition and appearance of the city's streets, housing estates and publicly accessible spaces	The Department provides the configuration and support of the new technology platform, infrastructure and systems to deliver the Easy@york programme.

Section 5: Balanced Scorecard of outcomes and measures

Customer based improvements

Measure	Current	2008/09 Target	2009/10 Target	2010/11 Target
Customer based Measures				
C1 - % of Customer Satisfaction with ITT - annual survey	TBC	80%	82%	85%
C2 - % of external telephone calls answered within 20 seconds	98%	95%	95%	95%
C3 - % of complaints responded to within 10 days	100%	100%	100%	100%
C4 - % of FOI requests responded to within defined timescales	100%	100%	100%	100%

Customer based Actions

What are the main **customer** based actions you need to deliver in order to improve your services?
Please list improvement actions for next 12 months

Improvement action	Deadline
Annual customer satisfaction survey.	December 2007
Facilitate mid term performance reporting meetings with key customer contacts to review and inform future Service Level Agreements (SLA's)	October 2008
Complete and publish revised ITT User handbook providing good practice and self help guides	November 2008 and on going
Evaluate & improve processes based upon feedback and agreed actions at both the corporate operational and strategic groups	On going
Establish ITT Service Desk self help guides relating to frequently logged service requests and questions	February 2008
Independent review of ITT Service provision to ensure existing and future customer needs are captured and the appropriate structures are in place	March 2008
Undertake a Business appraisal to identify the appropriate Service Delivery methods to meet the demands and expectations for Attendance at Work initiative, flexible & mobile working and the move into Hungate	April 2008 - 2010

Process based improvements

Measure	Current	2008/09 Target	2009/10 Target	2010/11 Target
Process based Measures				
P1 - % Number of high priority calls resolved within 0-6 hours during core the existing core business period Mon/Fri 8am-6pm	62%	90%	90%	90%
P2 - % Number of medium priority calls resolved within 3 days during core the existing core business period Mon/Fri 8am-6pm	87%	90%	90%	90%
P3 - % Number of standard priority calls resolved within 5 days during core the existing core business period Mon/Fri 8am-6pm	97%	90%	90%	92%
P4 - % Number of calls resolved first time	98%	90%	90%	92%
P5 - % of time that the Council's ITT systems, Citrix server farm, corporate storage and data network are available during the core business hour period Mon/Fri 8am-6pm	99.8%	99.4%	99.5%	99.5%

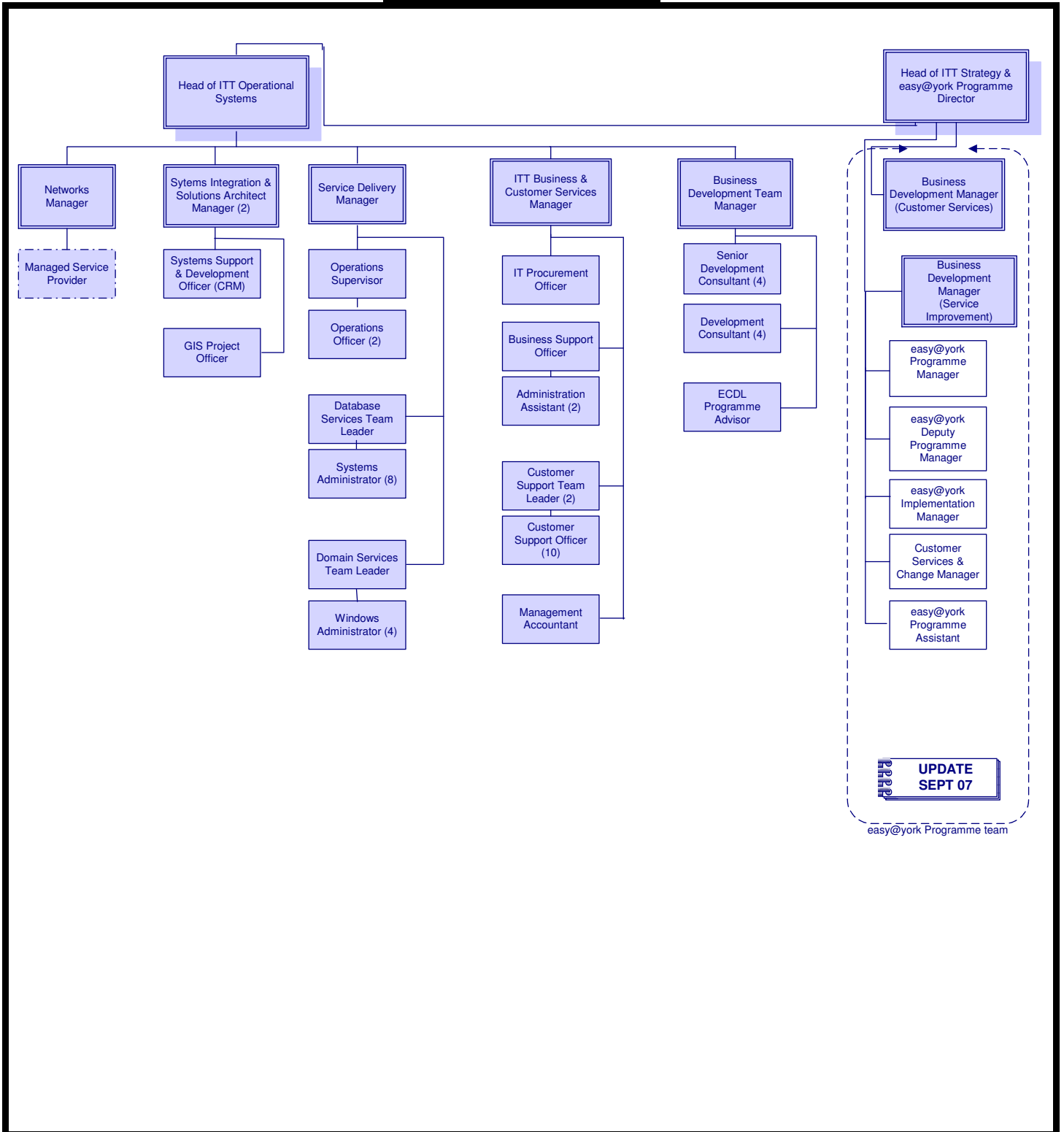| Process based Actions	
Improvement action	Deadline
Consolidate and streamline the multiple information stores to improve the management of customer based information	March 2008
Evaluate high priority fault resolution performance influenced by third party or managed service contracts to provide accurate and timely management information	April 2008
Deliver the phased Implementation of an improved Service Desk Management System	April 2008 – March 2009
Undertake annual evaluation of support analysis details to facilitate potential revised SLA targets to improve business and departmental efficiencies	September 2008

Resource management improvements

Resource Management Measures				
Measure	Current	2008/09 Target	2009/10 Target	2010/11 Target
R1 - Undertake monthly budget reviews	94%	100%	100%	100%
R2 - Achieve annual savings target	133%	100%	100%	100%
R3 - Manage the number of days per FTE lost to sickness at a rate below the corporate target	5 days	Dir target is 9 days	Dir target is 9 days	Dir target is 9 days
R4 - Manage the number of days per FTE lost to short term sickness	1 day	Dir target is 5 days	Dir target is 5 days	Dir target is 5 days
R5 - % of staff that have received an appraisal	98%	Dir target is 95.5%	Dir target to be set	Dir target to be set
R6 - Manage % of staff turnover based upon a Directorate target that is within +/- 2% of the corporate target	2.08%	Dir target is 10%	Dir target is 10%	Dir target is 10%
R7 - Proportion of Departmental respondents expressing job satisfaction within the Corporate Staff Survey performed every 18 months	90%	Dir target is 50%	N/A	Dir target is 72%
Resource Management Actions				
Improvement action	Deadline			
Continue to investigate the relative merits and costs of leasing against prudential borrowing scheme.	Quarterly on going			
Ensure effective monthly departmental budget monitoring regime to meet 100% target	Monthly on going			
Ensure that all staff receive an effective annual appraisal, personal development review including ensuring all necessary staff are appropriately trained in line with the Leadership and Management Standards framework	March each year			
Evaluate, prioritise and action feedback from staff satisfaction surveys	Ongoing every 18 months			
Ensure that the sickness absence management and monitoring is rigorously and consistently applied across the Department adhering to the Absence Management procedure	Ongoing - weekly, monthly and quarterly			
Commission external review of the current Corporate ITT service delivery methods that will inform future resource models.	March 2008			
Ensure that the Department is appropriately resourced and skilled to meet the changing demands resulting from the impact of the Accommodation Review and the Attendance at Work initiative	Ongoing, but with a key milestone of 2010			

Section 6: Resources


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Head of ITT Operational Systems                                    Head of ITT Strategy & easy@york Programme Director

Networks Manager    Sytems Integration &      Service Delivery      ITT Business &        Business                Business Development Manager
                    Solutions Architect       Manager               Customer Services     Development Team        (Customer Services)
                    Manager (2)                                     Manager               Manager
                                                                                                                  Business Development Manager
Managed Service     Systems Support           Operations           IT Procurement        Senior Development       (Service Improvement)
Provider            & Development             Supervisor            Officer               Consultant (4)
                    Officer (CRM)                                                                                  easy@york Programme Manager
                                              Operations           Business Support      Development
                    GIS Project               Officer (2)          Officer               Consultant (4)           easy@york Deputy Programme Manager
                    Officer
                                                                   Administration        ECDL Programme           easy@york Implementation Manager
                                              Database             Assistant (2)         Advisor
                                              Services Team                                                       Customer Services & Change Manager
                                              Leader               Customer
                                                                   Support Team                                  easy@york Programme Assistant
                                              Systems              Leader (2)
                                              Administrator (8)
                                                                   Customer
                                              Domain Services      Support Officer
                                              Team Leader          (10)
                                                                                                                 UPDATE SEPT 07
                                              Windows              Management
                                              Administrator (4)    Accountant
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easy@york Programme team

Budget

	2007/08	2008/09	
Employees	£2,591	£XXXX	There has been a XX% increase/decrease in our budget since last year. This is due to…………
Premises	£16	£XXXX	
Transport	£9	£XXXX	
Supplies and Services	£4,557	£XXXX	
Miscellaneous	£ -	£XXXX	
− Recharges	£262	£XXXX	
− Other	£ -	£XXXX	
Capital Financing	£611	£XXXX	
Gross cost	£8,046	£XXXX	
Less Income	£(7,134)	£XXXX	
Net cost	**£912**	**£XXXXX**	

Please contact your directorate accountant for these figures.

Please list any additional funding your service has received for 2008/09. This could be as a result of:

- Government funding increases or a grant
- A reprioritisation bid (previously called growth bids)
- A capital programme bid (AKA CRAM bid)

Workplan template   Name of section _____

Action/project	Deadline	Lead Officer	Service objective Link	To BSC support Imp target	Corporate Priority link

Please note: This part of the service plan should not be sent to your DMT or EMAP.

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Annex 7

Service Plan for 2008/09
(Covering April 2008 – March 2011)

Service Plan for:　　　**Property Services**

Directorate:　　　**Resources**

Service Plan Holder:　**Neil Hindhaugh**
　　　　　　　　Assistant Director: Property Services

Workplans:　　　**Asset and Property Management,**
　　　　　　　Facilities Management
　　　　　　　Strategic Business and Design

Director:　　　**Simon Wiles**
　　　　　　Director of Resources

Signed off _____　　*Date:* _____

EMAP :　　　**Corporate Services :**
　　　　　　Cllr Ceredig Jamieson - Ball

Signed off _____　　*Date:* _____

Section 1: The Service and its Objectives

Service description

Property Services play a significant and leading role in the management of all property assets, the management of administration accommodation to support all services and the planning, implementation and delivery of a substantial part of the Council's capital investment programme.

The department has been structured to respond to the role of a dedicated Corporate Landlord for the council.

Property Services cover 3 key functions in support of the Corporate Landlord role:

Asset and Property Management

This function is provided by specialist professional services covering three distinct areas of work:
  a) Property Management
  b) Commercial Portfolio Management
  c) Asset Management

Facilities Management

This function is provided by specialist professional services covering two distinct areas of work:
  a) Facilities Management (Operational)
  b) Facilities Management (Development)

Strategic Business and Design

This function is provided by specialist professional services covering two distinct areas of work:
  a) Strategic Business Services
  b) Design Services

Our main customers are front line services within the council and their partner providers, local developers, tenants of our commercial portfolio and responding to enquiries from general public and community

Objectives

SO1: To have a fully developed, established, approved and operating role for the Corporate Landlord

SO2: To deliver and project manage a strategic and cost effective project for the provision of the council's new administrative accommodation

SO3: To have a balanced programme of capital expenditure and funding through the generation of capital receipts

SO4: To be proactive and innovative in the development and implementation of proposals to acquire assets in support of service delivery

SO5: To be supportive of the York Pride initiative through effective repair and maintenance of the council's property assets, including the management of asbestos, access needs and health and safety issues

SO6: To be a high performing service in terms of the management of the council's commercial portfolio

SO7: To be a high performing service in terms of management of all property assets ensuring that decisions relating to retention, acquisition, disposal and utilisation are focused upon the achievement of the council's corporate objectives and priorities and to ensure all property assets are fit for purpose

SO8: To have a capital investment programme that responds to service and customer needs, provides value for money and is focused upon the achievement of the council's corporate objectives and priorities

SO9: To be a flexible and innovative service in procuring and delivering capital and maintenance programmes

SO10: To be a high performing service in terms of design and construction, ensuring that delivery, value for money, quality, safety, sustainability, environmental and accessibility considerations are to the fore

SO11: To be businesslike and cost effective in the provision of both in-house and partner provided property services to the council

SO12: To be supportive of staff in their personal development, welfare and contribution to all objectives

SO13: To contribute to the overarching objectives and operation of the Resources Directorate through effective crosscutting and integrated working

Section 2: The Drivers

Driver	How might this affect our service
External Drivers	
a. Guidelines on Asset Management Plans issued by RICS and include 11 good practices that Local Authorities should be able to demonstrate.	a. Influences the council's new Corporate Asset Management Plan.
b. Legislative changes in the construction industry (management of asbestos, legionella, environmental and sustainability agenda, building regulations and health & safety issues)	b. Continual response to the changing legislation to ensure that the council is in compliance and that any risks are effectively managed and limited.
c. CPA KLOEs - Asset Management Planning, Repair and Maintenance and Value For Money	c. CPA performance rating
Corporate Drivers	d and e. Ensure effective contribution to the corporate initiatives emanating from the strategy and change agenda.
d. Our Corporate Strategy	
e. Organisational Change Agenda	
f. Administrative Accommodation Project – delivering a c. £40m project that will provide the council with new facilities that respond to organizational change and from which excellent services can be delivered.	f. To champion, manage and deliver this resource intensive project.
g. Make or buy considerations	g. Part of Property Services business re-alignment
h. Attendance at Work Initiative	h. Develop and implement initiatives to improve attendance
i. Job Evaluation	i. Manage the implementation and impact of job evaluation
j. EASY@York introduction of new technology opportunities and business process re-engineering to improve services to the customer	j. Support and respond to needs.
k. The government has given clarification of their intent through CPA to monitor investment in the maintenance of existing property assets.	k. Development and implementation of the repair and maintenance strategy
l. The need to generate capital receipts to support capital investment in council assets in line with the recently approved Capital Strategy document.	l. Becoming more complex and challenging to raise capital receipts. Need for rationalization of assets.
m. A significant capital programme, particularly in the educational environment	m. Delivery of major programme through internal and managed external providers
Directorate Drivers	n. Support a corporate approach to achieving the Directorate's priorities and objectives.
n. Directorate Strategy	
o. Budget and Performance Monitoring and Reporting Plan	o. Provide clear, concise and timely performance and financial information.
p. Resources Staff Survey Response Plan	p. Delivery of agreed actions
Service Drivers	q and r. Respond to the changing demands upon the service to the benefit of clients and customers.
q. Business Re-alignment	
r. Development of an Improved Business, Performance and Financial Management Culture	
s. Review of Facilities Management Service	s. The review will have corporate-wide implications.
t. Workforce Planning and Development, and Partnership Working	t. Establish and implement plan
u. Changing Customer Needs	u. Regular liaison with customers

Section 3: Critical Success Factors (CSFs)

CSFs for 2008/09	Why a CSF?
BVPI 156 – To continue to meet our targets accessibility (Disability Discrimination Act) for access to our public buildings.	To provide access to all council services for all customers and to reduce the risk of being prosecuted under the Disability Discrimination Act.
To ensure that all building programmes of work are completed in year for each of our clients	To enable our clients to satisfy service managers and their operational needs and help them manage their capital finances effectively.
Setting ourselves the target of achieving a high level of performance for all new buildings in terms of carbon emissions, energy use and sustainability	To meet developing national benchmark standards, the council's Carbon Management Targets, Energy and Water Management Policy and Sustainability Policy and to set an example to all other sectors by responding to environmental needs
Improve the flow and accuracy of property information to our clients, customers and Members	To be more proactive as a business and be more customer focused

Section 4: Links to corporate priorities

Improvement Statement (IS)	Contribution
To decrease the tonnage of biodegradable waste and recyclable products going to landfill (1)	To ensure that new and restored buildings are eco friendly and built with suitable facilities to contribute to the outcomes of this priority.
Reduce the greenhouse gas emissions from council activities and encourage, empower and promote others to do the same (2)	To participate in, and in some cases lead, the agendas for Carbon Management, Energy and Water Management and Sustainability in Design across the range of Property Services and Corporate activities to achieve the council's objectives within this priority.
Increase the use of public and other environmentally friendly modes of transport (3)	Ensure that support for transport policies is an integral part of all Development Team agendas prior to the development of new council assets (e.g. schools, leisure facilities, administrative headquarters etc) and the development of surplus assets and land within the city.
Improve the actual and perceived condition and appearance of the city's streets, housing estates and publicly accessible spaces (4)	To implement the approved strategy for the council to improve the condition of its buildings and to make them accessible to the public and compliant with all Health & Safety legislation.
Reduce the actual and perceived impact of violent, aggressive and nuisance behaviour on people in York (5)	Ensure that the design, development and construction of new council buildings and open spaces provides secure and safe environments for the local community. To consult with that local community and the police liaison officer to develop a clear understanding of the local risks and issues.
Improve the health and lifestyles of the people who live in York, in particular among groups whose levels of health are the poorest (8)	Support the programme for development of land and buildings to meet the objectives of this priority Ensure that those developments are designed to be inclusive and to meet the Equalities agenda.
Improve the quality and availability of decent affordable homes in the city (10)	Participate in a forum to explore new approaches to releasing publicly and privately owned land for affordable housing. To ensure that the requirements of this priority are incorporated into the council's Corporate Asset Management Plan.

Links to other plans
a) Capital Strategy b) Corporate Asset Management Plan c) Service Asset Management Plans d) Area Asset Management Plans e) CRAM (Capital Resource Allocation Model) f) Capital Investment Plan g) Easy@York h) York Pride i) Procurement Strategy j) Resources Directorate Business Objectives k) Local Development Framework

Section 5: Balanced Scorecard of outcomes and measures

Customer based improvements

Customer based measures				
Measure	Current	2008/09 Target	2009/10 Target	2010/11 Target
C1 - BVPI 156 – accessible public buildings	85%	87%	89%	92%
C2 - Projects +£100k - % of customers satisfied with the service	N/a	80%	85%	90%
C3 - Projects +£100k - % of customers satisfied with constructed product	N/a	85%	90%	95%
C4 - Projects +£100k - Cost Predictability[1]	N/a	67%	70%	75%
C5 - Projects +£100k - Time predictability[1]	N/a	95%	95%	95%
Customer based actions				

Improvement action	Deadline
Development of Service Asset Management Plans for all client services	September 2008
Development of Area Asset Management Plans, incorporating service, community and partner needs – completion of Tang Hall and commencement of New Earswick and Acomb	March 2009
Implementation of the approved strategy for investment in council buildings to reduce the repair and maintenance backlog and to address accessibility issues.	On going
Development of new Service Level Agreements in consultation with Clients	March 2009
Development and Implementation of improved communication and information management systems for all clients, managers and members.	July 2008
Re-alignment of the Property Service to respond to client, customer and business needs.	July 2008

Process based improvements

Process based Measures				
Measure	Current	2008/09 Target	2009/10 Target	2010/11 Target
P1 - Capital Strategy - complete	Approved	Annual review	Annual review	Annual review
P2 - Corporate AMP – complete	Approved	Annual Review	Annual Review	Annual Review
P3 – Preparation and presentation of annual asset and property management performance reports on a corporate and service basis	0%	50%	100%	100%
P4 – Provision of Sustainability and Carbon Emission Statement for all significant building projects	75%	95%	100%	100%

Process based Actions	
Improvement action	Deadline
A review of all property assets to determine those surplus to requirements in the short, medium and long-term and to identify opportunities for rationalisation of property through integration of service provision.	Ongoing
Understanding and agreeing the process of Service Asset Management Planning, identifying property needs, developing proposals through project option appraisal, commissioning work and project management and delivery	Ongoing
Produce Annual Report for Executive and Service EMAPs on the corporate and service based performance in the management of property assets.	Annually in July
Implementation of the approved strategy for investment in council buildings to reduce the repair and maintenance backlog and to address accessibility issues.	Ongoing
Development of a policy for Sustainable Energy and Water Use in council buildings	July 2008
Development of a framework for Sustainability by Design, including the provision of a sustainability statement, BREEAM assessment and carbon emission footprint for each building project.	July 2008
To undertake Business Process Engineering in those areas identified as requiring consideration within the Property Service Re-alignment.	July 2008

Resource Management improvements

Resource Management Measures				
Measure	Current	2008/09 Target	2009/10 Target	2010/11 Target
R1 - Undertake monthly budget reviews	50%	100%	100%	100%
R2 - Achieve a balanced outturn	99.9%	100%	100%	100%
R3 - Manage the number of days per FTE lost to sickness at a rate below the corporate target	15.8 days	Dir target is 9 days	Dir target is 9 days	Dir target is 9 days
R4 - Manage the number of days per FTE lost to short term sickness	5.1 days	Dir target is 5 days	Dir target is 5 days	Dir target is 5 days
R5 - % of staff that have received an appraisal	90%	Dir target is 95.5%	Dir target to be set	Dir target to be set
R6 - Manage % of staff turnover based upon a Directorate target that is within +/- 2% of the Corporate target	12%	Dir target is 10%	Dir target is 10%	Dir target is 10%
R7 - Proportion of Departmental respondents expressing job satisfaction within the Corporate Staff Survey performed every 18 months	72%	Dir target is 50%	N/A	Dir target is 72%
R8 - Capital Receipts Target	106%	100%	100%	100%
R9 - Commercial Portfolio Income Target	101.5%	100%	100%	100%

Resource Management Actions	
Improvement action	Deadline
Ensure effective monthly departmental budget monitoring regime to meet 100% target	Monthly ongoing
Ensure that all staff receive an effective annual appraisal, personal development review including ensuring all necessary staff are appropriately trained in line with the Leadership and Management Standards framework	March each year
Evaluate, prioritise and action feedback from staff satisfaction surveys	Ongoing every 18 months
Ensure that the sickness absence management and monitoring is rigorously and consistently applied across the Department adhering to the Absence Management procedure	Ongoing - weekly, monthly and quarterly
Ensure that the department is appropriately resourced and skilled to meet the changing demands resulting from the impacts of the Accommodation Review and the Attendance at Work initiative	Ongoing but with a key milestone of 2010
To develop a Workforce Plan, inclusive of a competency framework and personal development plan for all staff in Property services. The appraisal will focus on personal and group development to enable each member of staff to make a positive contribution to the Service.	March 2009
Provision of workshop sessions to establish the direction of the Service, support the implementation of change and improve communication.	July 2008

Section 6: Resources

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                    │ Head of Property Services│
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│ Head of Asset and│ │ Head of Facilities│ │ Head of Strategic│
│Property Management│ │   Management     │ │Business and Design│
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│   13.5 staff     │ │    18 staff      │ │    23 staff      │
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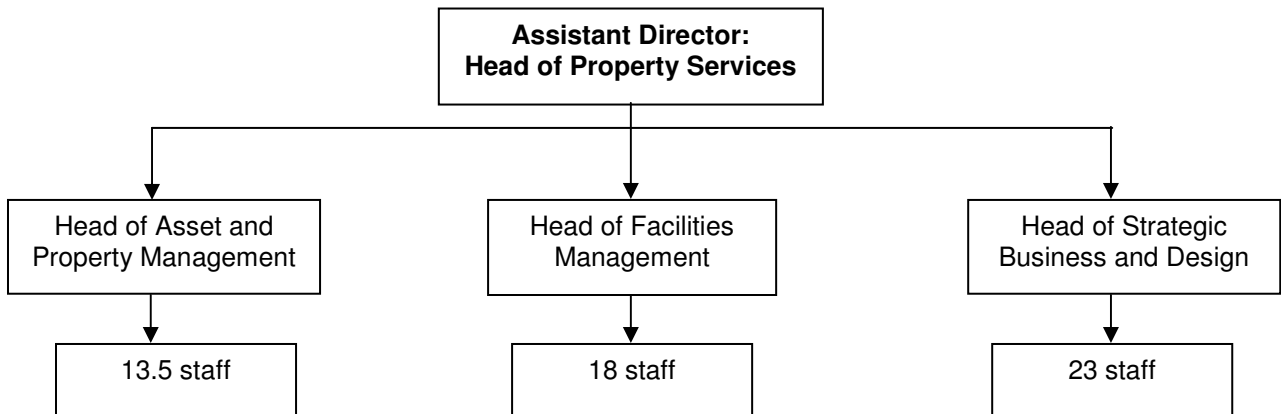
Recruitment issues exist for some professional disciplines, where market rates of pay exceed those paid within the local government pay structure. If recruitment process does not deliver candidates of an acceptable quality, market supplements may have to be considered. Alternatively, agency staff and consultants will be used at a higher cost.

Property Services is supported by an acceptable level of external consultants. Consultants are employed through framework agreements.

The Head of Facilities Management has been seconded to the role of Project Manager for the Administrative Accommodation project. Four other posts from FM (Development) are being used to support that role. The FM (Ops) is temporarily reporting to the Head of Strategic Business and Design. The realignment of the Property Service will be completed early in the new year 2008/9 and will result in a modified structure encompassing the above and a greater focus upon communication, finance and performance management.

Budget

	£'000 2007/08	£'000 200
		£'000
Employees	£2,036	
Premises	£2,362	
Transport	£21	
Supplies and Services	£365	
Miscellaneous	£ -	
− Recharges	£1,174	
− Other	£ -	
Capital Financing	£1,542	
Gross cost	£7,500	
Less Income	(£7,462)	
Net cost	£38	

Annex 7

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

Service Plan for: Public Services

Directorate: Resources

Service Plan Holder: James Drury

Workplans: **Benefits, Revenues, Registration Services, York Customer Centre, Business Support**

Director: Simon Wiles

Signed off _____   *Date:*_____

EMAP :   Corporate Services, Cllr Ceredig Jamieson-Ball

Signed off _____   *Date:*_____

Section 1: The service

Service description

The Public Services division covers six major functions:

Benefits Service

Calculate and pay Housing Benefit and Council Tax Benefit for 12,000 claimants totalling £37.3m. Maximise benefit take-up and provide a welfare benefits advice service. Prevent and detect fraud through regular interventions and visits. Provide an enquiry service to customers. Based at City Finance Centre with reception points in Library Square and Acomb.

Revenues Service

Bill and collect the Council Tax and Business Rates for 83,700 domestic and 5,700 business properties for debt totalling £74m and £79m respectively. Maintain accurate property valuation records. Pursue customers for non-payment. Provide a cash collection and banking service for the whole Council. Based at City Finance Centre.

Registration Service

Provide registration services for births (3,200 per annum), deaths (2,800), marriages (850) and Civil Partnerships (40). Undertake baby naming, renewal of vows, commitment ceremonies and civil funerals. Provide certificates for historic entries from 1837 onwards. Licence approved premises for marriages and civil partnerships. Service falls under the remit of the Council and the Registrar General. Delivered from 56 Bootham, Mothercare at Clifton Moor and York Hospital.

York Customer Centre (YCC)

Centre provides a single point of contact for telephone and email enquiries offering access to information, raising Service Requests and signposting callers to the appropriate destination. Currently providing a service for four functions: York Pride Action Line, Switchboard, Council Tax and Planning and Building Control handling 8,000 calls per week. Based at Little Stonegate

Business Management

Provide a departmental HR and administrative support service. Manage incoming and outgoing post and electronically scan items (700k p.a.). Handle controlled stationery. Co-ordinate Health & Safety and Admin Accommodation issues. Based at City Finance Centre.

Web Team

Manage and maintain the Council's website, Content Management System and intranet, providing advice on web development work for all directorates.

Note: The **Systems Support and Development** team are currently under the caretaker management of ITT and therefore any actions or measures relevant to them appear in the ITT Service Plan

Service objectives

SO1 To deliver continuous service improvement whilst working within the legislative framework and performing to the national benefit standards set by the DWP

SO2 To maximize the income due to the Council in the form of Government grants, taxation and subsidy

SO3 To pay benefit to the right people, for the right amount at the right time

SO4 To promptly and accurately bill and collect money in respect of the Council Tax and Business Rates ensuring that customers claim the discounts, exemptions and reliefs to which they are entitled

SO5 To reduce benefit overpayments and improve the rate of recovery

SO6 To monitor and maintain a high level of customer satisfaction with the service

SO7 To maximize benefit take-up, in consultation with relevant stakeholders, with particular consideration to hard to reach groups and BME (black and minority ethnic) groups

SO8 To be proactive in preventing and detecting fraudulent abuse of the benefits scheme

SO9 To communicate with staff effectively and encourage staff development

SO10 To use performance management to monitor workloads and productivity in order to maximise the use of resources and aid planning

SO11 To be the premier civil ceremony venue in the country

SO12 To develop and deliver improved customer service to customers covering a range of services within the York Customer Centre

SO13 To lead on all corporate customer service initiatives

SO14 Improve stakeholders accessibility to Council services

SO15 To provide support and guidance to staff on Health and Safety, within legislative guidelines

SO16 To monitor and report sickness absence and provide HR support for the Resources Directorate

Section 2: The Drivers

Driver	How might this affect our service
National Performance Framework to replace CPA from 2009. Benefits Service measured against Audit Commission's Key Line of Enquiry (KLOE), replacing DWP's Performance Standards and Measures. New National Performance Indicators to replace BVPIs.	Increased emphasis on customer consultation and benchmarking which has resource implications. Right Time and Right Benefit indicators need managing through data scans to the DWP. Software changes needed and local targets to be set. New indicator for "avoidable contact" (NPI 14) requires investment in management reporting and sampling across the Council with lead from YCC
Legislation. New Legislation to be implemented: Local Housing Allowance (LHA), Tribunal Courts & Enforcement Act (TCEA) White Paper on Supplementary Business Rates (SBR). Following on from Lyons Report possible reform of Council Tax Benefit and introduction of "pay as you throw" tax.	LHA – implement April 2008. Impact of BRMA review and DHP budget. Provision of money advice TCEA – possible negative impact on collection rates, review SLAs with enforcement agents SBR – resources, additional software CTB Reform "Pay as you throw"
Service Transformation. Varney Review and Cabinet Office Standards for Contact Centres. Introduction of Accreditation Scheme.	Need to work towards Blueprint for Publicly Funded Contact Centres. Full response to transformation proposals still to be defined and implemented. Working with neighbouring authorities on a joint response.
Population. Changing demographics of the city and increase in house building.	Increase in taxbase. Targeting hard to reach groups. Monitoring of take-up amongst BME groups as part of Equalities Action Plan
Customer Satisfaction. Reduced satisfaction levels (former BVPI80) for the benefits service.	Improvements in service should be delivered through staff restructure and implementation of new technology for new claims and changes. Need to devise ways of monitoring and tracking changes in customer satisfaction and expectations
easy@york programme	Continue to work with the programme to finalise the improvements for the benefits service. On Phase 2 YCC working with additional services to integrate system and staff
Restructures. Directorate-wide following departure of two Assistant Directors. Service-wide with benefits.	Changes in management reporting lines. Need to ensure corporate responsibilities are transferred, for example, the Customer Champion. Benefits changes to ensure customer-centric service is maintained.
Customer Relations Improvements	Rollout new corporate standards, collection and reporting mechanism. Implement new system for customer feedback, compliments and suggestions.
Financial Constraints. Council budget position, continued need to realise Gershon efficiencies and 5% reduction benefits admin subsidy	Need to identify any efficiencies. Continue to monitor subsidy loss areas to minimise impact on budgets. Improvements in training, checking and accuracy ongoing.
Registration Online. Impact on Register Office service	National rollout to re-commence and should extend to marriages

Section 3: Critical Success Factors (CSFs)

CSFs for 2008/09	Why a CSF?
Maintain a 'Good' CPA rating for the Benefits Service Inspection and respond to the new national Performance Framework	Benefits CPA score is a major contributor to the Council's overall rating.
	Change of inspection regime means that inspection will be made against new Key Lines of Enquiry judgment rather than DWP's Performance Standards.
	Action plan needed to identify key improvements once KLOE has been agreed. This will have resource/budget implications.
	KLOE for Access to Services, Use of Resources and Revenues also need to be considered
Successfully implement the benefits restructure whilst meeting revised national indicator targets	Restructure involves both changes to team structures and job responsibilities and the introduction of new technology for new claims and changes. Significant training implications to ensure staff are properly skilled in new roles. Need to ensure that we meet new targets for speed of processing (NPI 181) and correctness of claims (NPI 180)
Implementation of sampling, monitoring and reporting mechanisms for "reduction in the amount of avoidable contact" measure (NPI 14)	A key measure to help us monitor levels of customer satisfaction and the overall customer experience. Customer journey mapping techniques will help us better meet customer expectations.
	Progress measure 1 of the Service Transformation Agreement (HM Treasury October 2007) seeks to achieve a 50% reduction in avoidable contact over the period 2008-2011.

Section 4: Links to corporate priorities

Improvement Statement (IS)	Contribution
Improve the health and lifestyles of the people who live in York, in particular among groups whose level of health are the poorest	Delivery & Innovation plan action to "increase the benefit take-up of groups whose level of health is the poorest"
Improve the life chances of the most disadvantaged and disaffected children, young people and families in the city	Delivery & Innovation plan action to "undertake targeted benefit take up and awareness campaigns to support children, young people and families"
Improve the actual and perceived condition & appearance of the city's streets, housing & publicly accessible places	York Pride Action Line within YCC will help to improve response times to customer requests

Section 5: Balanced Scorecard of outcomes and measures

Customer based improvements

Customer Measures				
Measure	Current	2008/09 Target	2008/09 Target	2009/10 Target
C1- Percentage of YCC calls answered in 20 secs*	79.4%	95%	95%	95%
C2 – Customer satisfaction (Benefits)	64%	tbc	tbc	tbc
C3 – Percentage of letters answered in 10 working days*		95%	95%	95%
C4 – Percentage of calls answered in 20 secs (excl. YCC)*	98.93%	95%	95%	95%
C5 – Average number of customer contacts per received customer request (National Indicator NPI 14)	New	TBC	TBC	TBC
C6 – Percentage of revenues changes in 10 working days		95%	95%	95%
C7 – Percentage of Direct debit take-up (Council Tax)	65.69%	67%	67.5%	tbc
C8 – Percentage of e-payments for Council Tax	4.67%	5%	5.5%	6%
C9 – Meet AAA conformance for web accessibility	AA	AA/AAA	AAA	AAA
* These are the current measures and they may change following review of Customer First standards				

Customer Actions	
Improvement action	Deadline
Complete and implement review of Customer First standards and YCC service levels and call resolution	September 2008
Develop CRM system reports and sampling techniques to monitor NI14 measure	June 2008
Test and implement web self-serve for council tax changes	September 2008
Review current e-forms and automation for council tax. Consider options for further automation	September 2008
Advertise availability of DD and online payments	December 2008
Review and re-design benefit claim forms	June 2008
Implement system for monitoring and responding to benefits customer satisfaction	December 2008

Process based improvements

Process Measures				
Measure	Current	2008/09 Target	2008/09 Target	2009/10 Target
P1 – Average number of days to process benefit claims and changes (National Indicator NI 181)	22 days*	TBC	TBC	TBC
P2 – Percentage of changes to benefit within the year (National Indicator NPI 180)	New	TBC	TBC	TBC
P3 – Percentage of council tax collected (in-year)	97.2%	97.5%	97.8%	TBC
P4 – Percentage of business rates collected (in year)	98.9%	99.0%	99.2%	TBC
P5 – Percentage of housing benefit overpayments recovered	72%	78%	84%	TBC
* New measure but current performance based on combined processing times for new claims and changes				

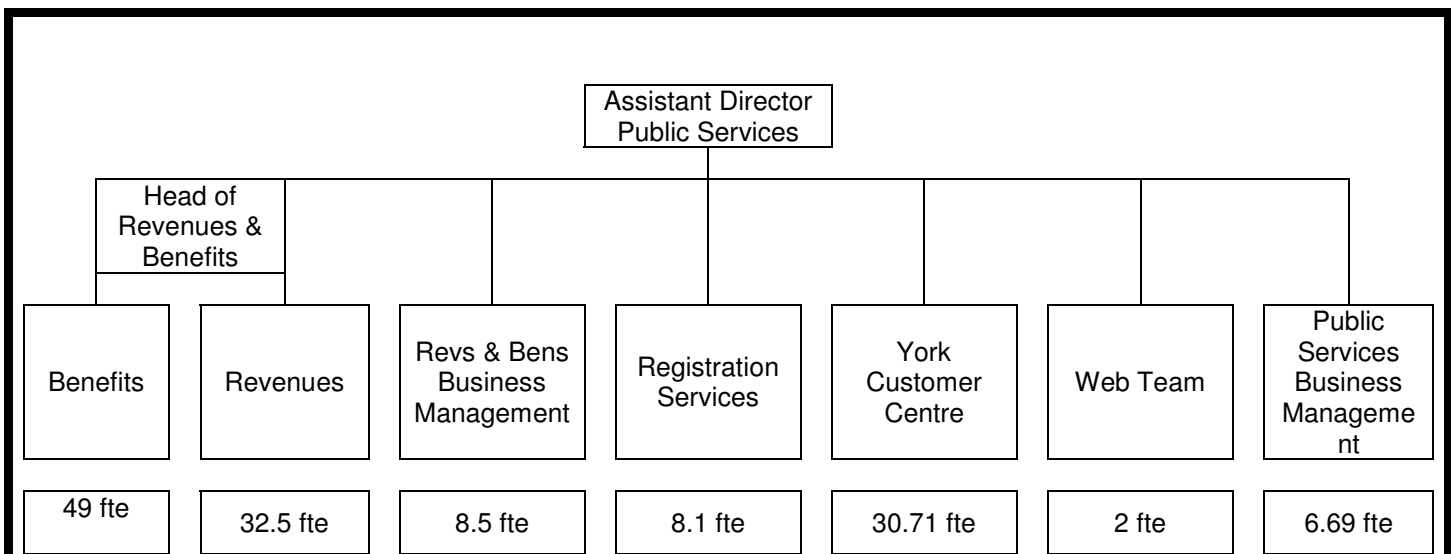| Process Actions	
Improvement action	Deadline
Test and implement new e-benefits and e-changes software modules	June 2008
Introduce in-year benefit statements to review claim details	September 2008
Devise benefits take-up plan and campaigns	May 2008
Test and implement workflows on core revenues and benefits system	March 2009
Full review of discounts and exemptions to ensure accuracy of billing data	February 2009

Resource management improvements

Resource Measures				
Measure	Current	2008/09 Target	2008/09 Target	2009/10 Target
F1 – Percentage of subsidy received against benefit paid	97.66%	98.00%	98.00%	98.00%
F2 – Service budget variance		+/-0.5%	+/-0.5%	+/-0.5%
F3 – Percentage of court costs income collected	41.05%	80%	80%	80%
F4 – Minimum number of training and development days per staff member				

Customer Actions	
Improvement action	Deadline
Regular monitoring and reports on subsidy loss areas	March 2009
Review budget and cost centre structure following service re-structures	December 2008
Implement revised fee structure for Register Office and monitor income	April 2008

Section 6: Resources

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                        │ Assistant Director  │
                        │  Public Services    │
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Head of Revenues & Benefits						

Benefits	Revenues	Revs & Bens Business Management	Registration Services	York Customer Centre	Web Team	Public Services Business Management
49 fte	32.5 fte	8.5 fte	8.1 fte	30.71 fte	2 fte	6.69 fte

Budget

	2007/08	**2008/09**	
Employees	£3,261	£XXXX	There has been a XX% increase/decrease in our budget since last year. This is due to…………
Premises	£2	£XXXX	
Transport	£14	£XXXX	
Supplies and Services	£597	£XXXX	
Miscellaneous	£35,449	£XXXX	
– Recharges	£1,874	£XXXX	
– Other	£ -	£XXXX	
Capital Financing	£ -	£XXXX	
Gross cost	£41,197	£XXXX	
Less Income	£(38,343)	£XXXX	
Net cost	**£2,854**	**£XXXXX**	

Cross-cutting improvements

Actions/Evidence	Deadline
Equalities action/s	
Deliver improvements in accordance with the Benefits Equalities Improvement Plan (developed in response to the Commission for Racial Equalities, now Equality and Human Rights Commission)	July 2008
Increase benefit take-up of groups whose level of health is the poorest	March 2009
Increase benefit take-up to support children, young people and families	March 2009
Operational Risk – red risk action/s	
Failure of the York Customer Centre ensure continuity of service Need to maintain, review and test Business Continuity Plan	February 2009
Failure of system to provide accurate and reliable information for benefits and revenues service. Ensure that full test programs are used. Develop Business Objects and sql reports to enhance existing reports.	September 2008
Failure to assess benefit entitlement accurately and within timescales. Evaluate new QA module. Undertake full Training Needs Analysis and devise full training plan. Appoint Training Officer	July 2008
Failure to achieve council tax collection rate targets Direct impact on budgets and Collection Fund. Review current e-forms used within YCC to ensure accurate billing information is obtained. Ensure monthly recovery timetable is maintained. Advertise online and Direct Debit payment methods. Evaluate use of recovery workflows to automate post summons liability order progression.	March 2009
Gershon – Efficiency improvement	
Reduction in Housing Benefit payment transaction costs with migration from cheques to direct payments	June 2008

Competitiveness statement

Major parts of the Public Services division (council tax, business rates, benefits and the register office) are statutory functions. However, we are currently undertaking some joint working with the Pension Service to review claims for our shared customers aged 60+. We are also exploring the possibility for shared or managed service provision of the business rates function.

Key performance data is monitored nationally using information from the DCLG and DWP. The revenues and benefits service undertakes some benchmarking with neighbouring unitary authorities. The benefits service currently uses the DWP's online Housing Benefit Operational Database.

Agenda Item 7

CITY OF YORK COUNCIL

29 January 2008

Meeting of Executive Member for Corporate Services and Advisory Panel

Report of the Director of Resources

RESOURCES DIRECTORATE PLAN

Summary

1. This report provides an initial draft for members to comment on of the first Directorate Plan for Resources. The final plan will be brought for member approval in March 2008 following a period of consultation. The Plan is designed to cover a 3 year timescale which is appropriate given the key dates around the Hungate Offices and the Easy@York programme which the Directorate is responsible for.

Background

2. The Council's strategic planning framework is structured to produce a 'Golden Thread' running from individual appraisals, through Team Workplans, through Service Plans (elsewhere on this agenda) , through Directorate Plans to the Corporate Strategy (recently refreshed) and ultimately linked into the Sustainable Community Strategy, which covers the City as a whole.

3. When this framework was agreed about 7 years ago, the only optional element was the Directorate Plan. This was optional because of capacity issues in directorates, different directorates facing differing government demands for other strategic plans that were not structured around directorates (Children's and Young People's plans for example) and because there was not universal commitment to the idea amongst directors at the time.

4. The Comprehensive Performance Assessment process clearly emphasises the value of the 'Golden Thread' and the new Chief Executive has requested that every directorate complete a Directorate Plan by March 2008.

5. Resources Management Team have worked together to produce this draft plan. It is not intended to be a comprehensive guide to the department and its work, the aim being that most issues of detail will be contained within Service Plans. Its focus is to give an overview of the department and the challenges that it faces and to demonstrate the contribution that the department is making to the corporate strategy. The Plan still needs further development particularly in terms of completing milestones and targets and identifying key risks.

6. Members views are welcomed on this draft and following further work on the above mentioned areas there will be a period of staff and union consultation before a final draft is brought to the March 2008 Corporate Services EMAP meeting.

Options & Analysis

7. The draft Plan is attached for comments and there are no formal options to consider at this stage.

Corporate Priorities

8. This report relates to the Council's Corporate Priorities and Values and contains specific links between what the Resources Directorate will be doing and the Council's Corporate Strategy.

Implications

9. There are no specific Financial, HR, Legal, Equalities, Crime & Disorder or Property implications associated with this report.

Risk Management:

10. Risk issues for the Directorate are contained within the attached Plan.

Recommendations

11. That the Advisory Panel advise the Executive Member of any enhancements or changes that they would like to see made to the Directorate Plan

Reason: To inform further work by officers in order to finalise the Plan for the next meeting

Contact Details *Authors:*	*Chief Officer Responsible for the report:*
Simon Wiles and Tracey Carter	*Chief Officer's name* *Simon Wiles*
Tel No 01904 551100	*Title* *Director of Resources*

Report Approved ✓ *Date* *18/1/08*

Specialist Implications Officers: None

All

Wards Affected: *List wards or tick box to indicate all*
For further information please contact the author of the report

Background Papers: Resources Directorate Service Plans

Annex: Directorate Plan

Resources Directorate Plan 2008/09 – 20010/11

CITY OF
YORK
COUNCIL

Foreword from the Director of Resources

It has been a year of significant change and upheaval in Resources and I am proud that staff have responded so positively to the significant level of change that has taken place. Our Performance Indicators have improved significantly in all services areas.

The staff survey results from earlier this year show that we are on the right track, with job satisfaction at the 2nd highest level in the Council. However I know that there is still a lot to do to improve and modernise our services. There are still some services within Resources where a number of performance measures indicate hat performance is below average compared to our peers and we need to make changes and improvements in these areas.

I am grateful to staff for their positive attitude and I want to work with everyone in the directorate to make Resources a Directorate that we and our customers can be really proud of.

This document sets out priorities for the Resources Directorate and aims to give a sense of direction to staff for the coming years and to identify clearly the key areas in which the directorate needs to lead in terms of changes and improvements on both a Directorate and Councilwide basis.

This document also shows commitment to developing the role of Resources at the heart of the whole organisation. Our services are part of the life blood of the Council and we are responsible for leading a range of transformational corporate Projects and Programmes which will enable the organisation as a whole to work more effectively.

Resources has lead responsibility for The Easy@York programme, the new Hungate Offices, replacing the Financial Management system, introducing Job Evaluation and resolving Equal Pay Issues, improving the Benefits Service partly through incorporating it into the Easy programme, taking the lead on cuistomer services across the Council and a significant range of other projects. All of this in addition to our normal important jobs in Finance, Property, IT etc.

The way in which Resources works is instrumental in achieving this programme of change and we are committed to improving communications, developing and enabling staff, and modernising the way we work.

I look forward to working with you and to the next few successful years

Simon Wiles
Director of Resources

Introduction & Directorate overview

Directorate Plan

The purpose of this *Directorate Plan* is to:

- Communicate a common direction for Resources
- Set out the directorate priorities for the medium term (1-3) years.
- Demonstrate how we will contribute to the delivery of the Corporate Strategy and Values.

Shared ownership and responsibility for these priorities will help to make things happen. The *Directorate Plan* will help us to:

- build a common identity across the directorate;
- share understanding of the common issues and goals of the directorate;
- create a climate where we can take shared ownership and responsibility for collective challenges;
- share skills, experiences and perspectives to build a more effective directorate;
- create a platform to involve everyone across the directorate;
- deliver our goals of achieving excellent services.

Resources Directorate

Resources is one of two directorates that sit at the corporate centre of the Council. The Directorate provides corporate advice and guidance, delivers support services and delivers services direct to customers. Our staff are generally highly visible across the organisation but are less visible to external customers. They undertake a range of tasks and functions that are critical to the overall health and effectiveness of the whole organisation.

Resources employs about 360 staff, with an overall gross operating budget of £63m. The majority of services are based at St Leonard's Place, Museum Street, Swinegate and the Bootham Register office in central York.

The directorate has a wide range of internal and external customers with differing needs, including elected members, partner organisations, all other council directorate staff, and residents of, and visitors to York.

Strategic Finance

The Head of Financial Services managers teams responsible for Corporate Accountancy, Payments, Payroll and Debtors. This post is also the Deputy Sec 151 Officer for the Council, which means it covers for the Director in ensuring proper arrangements are in place for the administration of the Council's financial affairs. The post holder also has responsibility for the purchase and implementation of a replacement for the Council's FMS accounting, payments and debtors system.

Corporate Accountancy – Has overall responsibility for the Council's capital and revenue budgets, for monitoring and expenditure, closing the accounts, dealing with Tax and VAT, managing the Council's investments, loans and bank accounts and giving strategic financial advice.

Payments – This team has responsibility for making payments to suppliers of goods and services to the Council.

Payroll – This team rums the Council's payroll services and provides payroll services to other external bodies. It also deals with Tax, National Insurance, some Pensions and deductions from salaries.

Information Technology and Telecommunications (ITT)

Provides ITT services to all Council Directorates and its elected Members, supporting them in the delivery of high quality customer focused services to the public. The department currently provides services and support for in excess of 130 applications for 2,600 customers across the City, including home based staff and mobile workers. The ITT Services cover three key functions:

Business and Customer Services - These teams provide: access to, and the support and maintenance of, the standard corporate desktop system They constitute a single point of contact for ITT service requests and deliver mobile device, access administration and procurement services for ITT services and essential business, financial and administration support.

Business Development Team assists Directorates with the identification and development of opportunities for the use of technology to improve business efficiency and customer service, helps Directorates to make effective use of existing ITT solutions and to promotes the strategic use of technology within the council The team help to formulate ITT Development Plan bids and make recommendations for investment and undertake requirements definition, evaluation and sourcing of potential ITT solutions The team support Project Managers across the organisation.

Infrastructure team consisting of two discreet areas. The first manages the corp Telephony and Data network providing access to systems and telephony services. The se manages corporate and departmental systems such as payroll, Council Tax and Benef well as central storage of information, printing, data security etc.

Property Services

Property Services play a leading role in the management of all property assets, the management of office accommodation to support all services and the planning, implementation and delivery of a substantial part of the Council's capital investment programme. The department is the Corporate Landlord for the council. Our main customers are front line services within the council and their partner providers, local developers, tenants of our commercial portfolio and responding to enquiries from general public and community. Property Services cover 3 key functions

Asset and Property Management

This function is provided by specialist professional services covering three distinct areas of work:
 a) Property Management
 b) Commercial Portfolio Management
 c) Asset Management

Facilities Management

This function is provided by specialist professional services covering two distinct areas of work:
 a) Facilities Management (Operational)
 b) Facilities Management (Development)

Strategic Business and Design

This function is provided by specialist professional services covering two distinct areas of work:
 a) Strategic Business Services
 b) Design Services

Audit and Risk Management

The **AD (ARM)** is designated as the Chief Internal Auditor and supports the Audit & Governance Committee and the Quality Control Group, Officer Governance Group, Corporate Operations Group and various corporate projects. Also leads on CPA (Use of Resources Block) for Resources; and has delegated S151 officer responsibility for all matters relative to the maintenance and observation of financial regulations at the council. Services include

Internal Audit and Fraud - control and corporate governance assurance to Members, Managers and the Director of Resources, and investigates all suspected cases of fraud and corruption impacting on the Council, The audit and fraud service are currently in the process of developing a shared service initiative with North Yorkshire County Council.

Insurance and Risk Management -provides a comprehensive risk and insurance service to protect the Authority's assets and mitigate losses resulting from hazards and claims against the Council.

Corporate Procurement - provides a corporate lead and focus to the strategic development of procurement at the Council. The team's remit includes procurement strategy and policy, advice and guidance to major project work and strategic procurement initiatives.

Information Management Strategy and advice on Information Management, re management, Data Protection Act and the Freedom of Information Act - and other inform access legislation.

Public Services

The Public Services division covers six major functions:

Benefits Service

Calculate and pay Housing Benefit and Council Tax Benefit for 12,000 claimants totalling £37.3m. Maximise benefit take-up and provide a welfare benefits advice service. Prevent and detect fraud through regular interventions and visits. Provide an enquiry service to customers. Based at City Finance Centre (CFC) with reception points in Library Square and Acomb.

Revenues Service

Bill and collect the Council Tax and Business Rates for 83,700 domestic and 5,700 business properties for debt totalling £74m and £79m respectively. Maintain accurate property valuation records. Pursue customers for non-payment. Provide a cash collection and banking service for the Council. Based at City Finance Centre.

Registration Service

Provide registration services for births (3,200 per annum), deaths (2,800), marriages (850) and Civil Partnerships (40). Undertake baby naming, renewal of vows, commitment ceremonies and civil funerals. Provide certificates for historic entries from 1837 onwards. Licence approved premises for marriages and civil partnerships. Delivered from 56 Bootham, Mothercare at Clifton Moor and York Hospital.
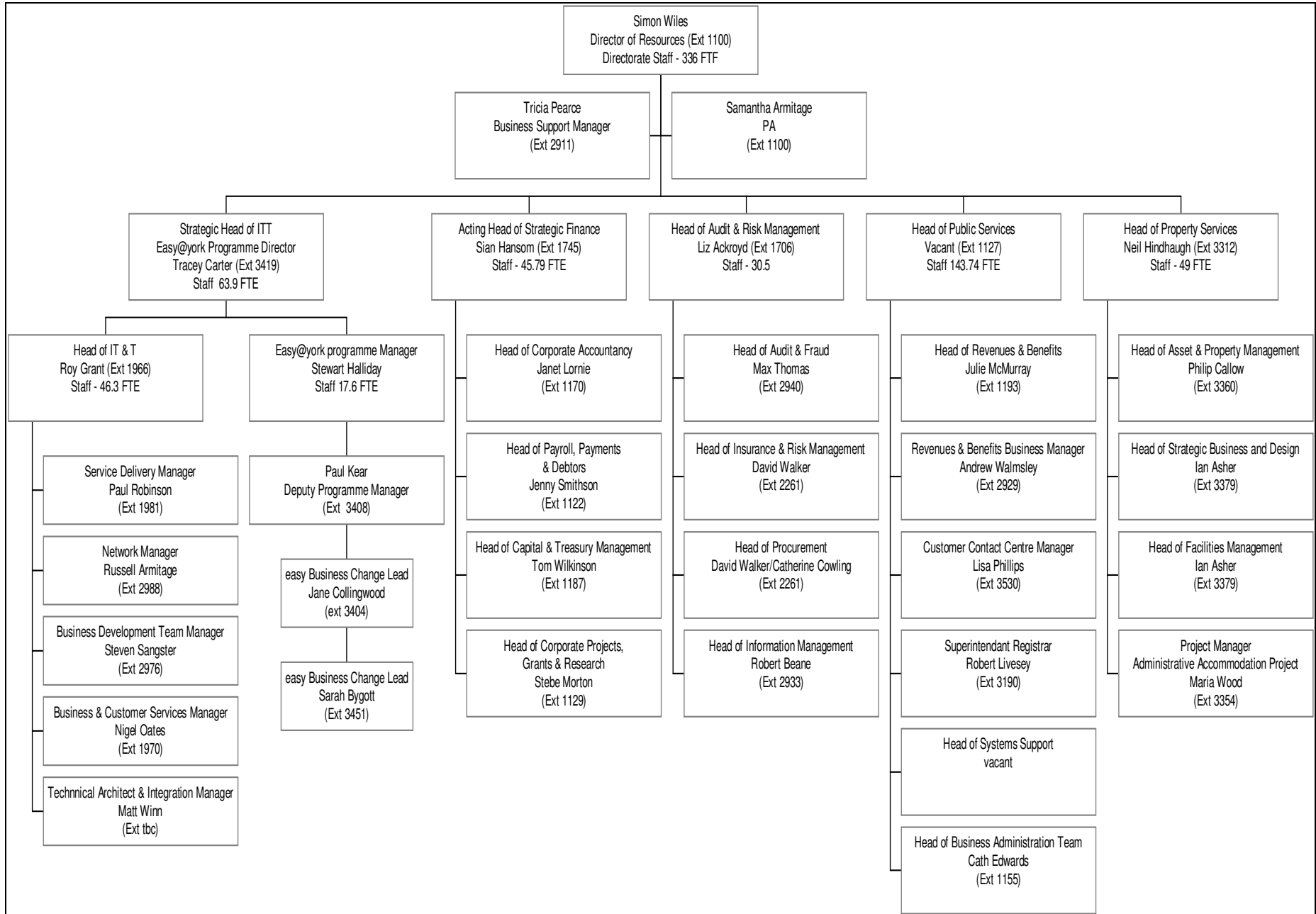
York Customer Centre (YCC)

Centre provides a single point of contact for telephone and email enquiries offering access to information, raising Service Requests and signposting callers to the appropriate destination. Currently providing a service for four functions: York Pride Action Line, Switchboard, Council Tax and Planning and Building Control handling 8,000 calls per week. Based at Little Stonegate

Business Management

Provide a departmental HR and administrative support service. Manage incoming and outgoing post and electronically scan items (700k p.a.). Handle controlled stationery. Co-ordinate Health & Safety and office accommodation issues. Based at CFC.

DIRECTORATE STRUCTURE CHART

Simon Wiles
Director of Resources (Ext 1100)
Directorate Staff - 336 FTF

Tricia Pearce
Business Support Manager
(Ext 2911)

Samantha Armitage
PA
(Ext 1100)

Strategic Head of ITT
Easy@york Programme Director
Tracey Carter (Ext 3419)
Staff 63.9 FTE

Acting Head of Strategic Finance
Sian Hansom (Ext 1745)
Staff - 45.79 FTE

Head of Audit & Risk Management
Liz Ackroyd (Ext 1706)
Staff - 30.5

Head of Public Services
Vacant (Ext 1127)
Staff 143.74 FTE

Head of Property Services
Neil Hindhaugh (Ext 3312)
Staff - 49 FTE

Head of IT & T
Roy Grant (Ext 1966)
Staff - 46.3 FTE

Easy@york programme Manager
Stewart Halliday
Staff 17.6 FTE

Head of Corporate Accountancy
Janet Lornie
(Ext 1170)

Head of Audit & Fraud
Max Thomas
(Ext 2940)

Head of Revenues & Benefits
Julie McMurray
(Ext 1193)

Head of Asset & Property Management
Philip Callow
(Ext 3360)

Service Delivery Manager
Paul Robinson
(Ext 1981)

Paul Kear
Deputy Programme Manager
(Ext 3408)

Head of Payroll, Payments & Debtors
Jenny Smithson
(Ext 1122)

Head of Insurance & Risk Management
David Walker
(Ext 2261)

Revenues & Benefits Business Manager
Andrew Walmsley
(Ext 2929)

Head of Strategic Business and Design
Ian Asher
(Ext 3379)

Network Manager
Russell Armitage
(Ext 2988)

easy Business Change Lead
Jane Collingwood
(ext 3404)

Head of Capital & Treasury Management
Tom Wilkinson
(Ext 1187)

Head of Procurement
David Walker/Catherine Cowling
(Ext 2261)

Customer Contact Centre Manager
Lisa Phillips
(Ext 3530)

Head of Facilities Management
Ian Asher
(Ext 3379)

Business Development Team Manager
Steven Sangster
(Ext 2976)

easy Business Change Lead
Sarah Bygott
(Ext 3451)

Head of Corporate Projects, Grants & Research
Stebe Morton
(Ext 1129)

Head of Information Management
Robert Beane
(Ext 2933)

Superintendant Registrar
Robert Livesey
(Ext 3190)

Project Manager
Administrative Accommodation Project
Maria Wood
(Ext 3354)

Business & Customer Services Manager
Nigel Oates
(Ext 1970)

Head of Systems Support
vacant

Technnical Architect & Integration Manager
Matt Winn
(Ext tbc)

Head of Business Administration Team
Cath Edwards
(Ext 1155)

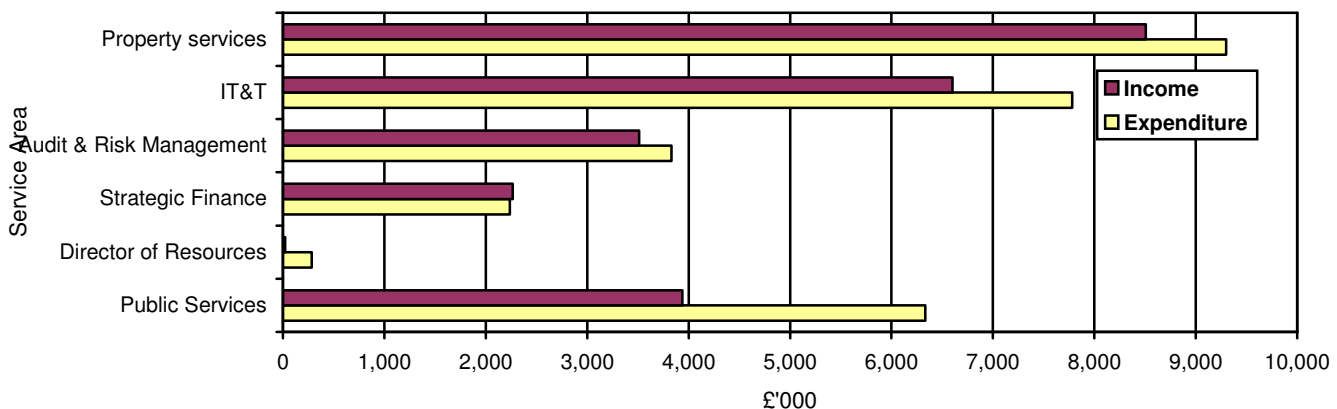## Resources Services Budget Overview

The budget for the Directorate in 2008/09 based on draft budget proposals will total a net £4,918k. This includes growth totalling £1,507k the key items being investment in the IT development plan £462k, investment in the project team to implement a new payroll and personnel system £85k a reduction in government Housing Benefit Grant subsidy £85k and loss of dividend from the Yorkshire Purchasing Organisation £40k. There has also been an increase in budget to reflect new accounting methodology which no longer allows costs incurred in selling and maintaining assets prior to sale to be charged to capital receipts and thus £310k is now in the revenue budget. Pay awards have been allowed for at an estimated 2.5%
Savings proposals total £1,005k which have been identified across all service areas. Directorate wide savings total £251k from repaying Venture Fund Loans in previous years, IT have identified £272k from lease drop out, savings on project delivery and reduction in support costs, Public Services have identified £356k from improved benefits performance, a review of benefit related budgets and improved Council Tax collection levels, Property Services anticipate an additional £60k from Commercial Property rents, Audit & Risk Management have identified £24k from reducing the service within Audit and Fraud team and Strategic Finance have identified £37k from improved benefits overpayment recovery and staffing restructure.

The graph below shows income and expenditure by service area, excluding Housing Benefit Subsidy payments reimbursed by Department of Work & pensions totalling £38,127k, which distort the axis of the graph too much to make it meaningful.

Resources Budget 2008/09 by Service Area

Resources Budget by Category

	£'000's
Employees*	£11,224
Premises	£2,710
Transport	£51
Supplies and Services	£7,136
Miscellaneous:	
– Recharges	£4,619
– Revenues & Benefits	£38,513
Capital Financing	£3,639
Gross cost	**£67,892**
Less Revenues & Benefits income	**£38,127**
Less Other Income	£24,847
Net cost	**£4,918**

*Service descriptions, structure charts and budgets are contained in individual service plans and can be viewed on the CouncilNet under:
Council / Service Planning / 2008/09 Service Plans / Resources.

Corporate Planning System

This page summarises how York's sustainable community strategy which sets out a long term vision for the city, links right through to the Corporate Strategy to Directorate Plans, to Service Plans, Work plans and to influence personal development plans for staff within Resources. These links ensure that individuals and teams work consistently towards clear objectives that build towards delivering the priorities set out in city and corporate level strategies. This establishes the 'Golden Thread' for the Directorate and for the Council as a whole.

	Sustainable Community Strategy	Without Walls (York's Local Strategic Partnership) has produced a City Vision and Community Strategy, which was agreed in April 2004 and is currently being reviewed. www.yorkwow.org.uk
Corporate Strategy	Corporate Vision (Values and Direction Statements)	The Council's corporate vision includes four values and seven direction statements. Resources is leading or is instrumental in delivering: - • Deliver what our customers want • Encourage improvement in everything we do. • We want services to be provided by whomever can best meet the needs of our customers. • We will seek to place environmental sustainability at the heart of everything we do • We will be an outward looking council, working across boundaries to benefit the people of York

	Corporate Priorities
	
	&
	
	Corporate Imperatives
		The Council has ten corporate improvement priorities – areas of council business where we have chosen to make significant improvements.
		The Council has seven corporate imperatives. These are highly significant 'must-do' projects and programmes. Resources is leading or is instrumental in delivering: -
		   o Pay and Grading Review
		   o FMS Implementation
		   o York Stadium
		   o Administrative Accommodation Review (Hungate)
		   o School Modernisation Strategy

	Strategic Plans Business Plans Financial Plans	**Resources Directorate Plan** which:
		   o Sets out clear direction for the directorate – service development and staff development.
		   o Shows how we contribute to the corporate agenda.
		In addition, Resources has a range of strategic plans: including
		ITT Strategy
		Capital Strategy
		Corporate Asset Management Strategy
		Medium Term Financial Strategy
		Corporate Procurement Strategy
		Customer Access Strategy

	Service Plans / Team Workplans	Resources has 5 service plans, supported by detailed Workplans. Taken together these set out how the directorate plan's priorities will be delivered. The service plans can be found on the intranet under: *Council / Service Planning / 2007/08 Service Plans / Resources*
	Personal Objectives for all Staff *(Appriasals)*	It is the Council's target to ensure that all staff have an annual appraisal to help set personal objectives for each member of staff, which link to work and service plans, that in turn help deliver higher level objectives.

Future Challenges

The 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 the Resources Directorate
External Challenges	
1) New Use of Resources and CAA regime 2009.	Plan, develop and coordinate the actions required in response to the more challenging Use of Resources requirement.
2) Audit Commission - new National Performance Indicator Set	A new set of 198 national performance indicators will be introduced from April 2008 and will support the delivery of Local Area Agreements and the new Comprehensive Area Assessments.
3) Significant amendments to statutory reporting requirements	Development work will be required to embed changes to the accounts that occurred in April 2007 and to deal with the additional major changes to the council's accounts from April 2008.
4) National efficiency programme	Indicative targets for efficiency (around 3% per year) are now set within the Government funding regime. Resources lead on the Corporate Efficiency programme and are therefore key to identifying and delivering the associated savings.
5) Legislative Change	Changes in the construction industry (management of asbestos, legionella, environmental and sustainability agenda, building regulations and health & safety issues). Local Housing Allowance (LHA), Tribunal Courts & Enforcement Act (TCEA) White Paper on Supplementary Business Rates (SBR). Following on from Lyons Report possible reform of Council Tax Benefit and introduction of "pay as you throw" tax.
6) Service Transformation.	Varney Review and Cabinet Office have introduced Standards for Contact Centres. Introduction of Accreditation Scheme.
7) Changing demographics of the city and increase in house building.	Increase in taxbase. Need to target hard to reach groups. Monitoring of benefits take-up amongst BME groups as part of Equalities Action Plan
Corporate Challenges	
1) Delivering the Corporate Strategy	Resources are leading on many aspects of delivery of the Corporate Strategy
2) Job Evaluation & Single Status	Resources are leading the implementation activity corporately and will need to implement the agreement within the Directorate.
3) Hungate Project	Resources are leading on the delivery of this c £40m project that will provide the council with new, improved offices that respond to the developing needs of the organisation, are better for the environment, and from which excellent services can be delivered.
4) Easy@york	Deliver the final part of phase 1 improvements 1 in the Benefits Service. Deliver Phase 2 - additional services to be improved and e-enabled with services integrated into the York Customer Centre and eventually through a one stop shop in Hungate
5) Implementation of FMS	Need to implement a new Financial Management System, and develop new business processes to increase effectiveness and efficiency, better use of management information will also improve the ways we procure goods, works and services
6) Organisational Effectiveness Programme (OEP)	Resources is the lead Directorate for Efficiency and Customer Values as part of the OEP

7)	Replacement of the HR/ Payroll System	An appraisal of the future needs for the HR/ Payroll system will be undertaken in 2008/9. This may lead to the implementation of a system replacement project. Should this be the case then the Directorate will be responsible for leading and project managing the project.
8)	Delivery of the Environmental Management System (EMS).	The Directorate has a significant role to play in implementing aspects if the EMS, through reducing carbon emissions from occupation of our buildings but also in our involvement in the Transport review and the implementation of Flexible working
9)	Budget Pressures	Council budget position imposes significant financial constraints and the need to identify further savings and efficiencies
10)	Competition requirements	Need to develop a competition policy/strategy as a development of the existing Procurement Strategy
11)	Business Continuity Planning (BCPs)	Need to develop better more robust BCPs within the Directorate
12)	Health & Safety	Introduction of governance and compliance system. Pilot system to support the organisation in delivering and understand training requirements around the health & safety agenda.
13)	Implementation of the approved IT Corporate Development projects	Following 2 years of concentration on easy@york, there is now a significant backlog of IT projects to be implemented and considerable work needed to prepare for the Hungate move
14)	Equalities	Changes in Equalities legislation mean that we need to develop improved information on customer needs and analyse key strategies and services and take action on the findings.
15)	Corporate Managed Voice and Data Network Provision	In preparation for the move to Hungate we need to re-tender the Network management to migrate our infrastructure and refresh the technology in the new building and maximise the benefits from our network
16)	Organisational Change Agenda	Need to develop the links between all the Council's major projects, especially Hungate, Easy@york, OEP, Information Management, flexible working, DMS, the HR strategy and other IT projects.
17)	Capital Programme	Next year the Council will have to deliver its largest ever capital programme estimated at £73m
Directorate Challenges		
1)	Performance Management	Ensure an integrated finance and performance management framework is in place across all services and develop robust performance management across the directorate.
2)	Financial savings required to meet directorate and corporate targets.	Need to implement over £1m of savings for 2008/9 and deliver further efficiencies for the 2009/10 budget round.
3)	Interim Management arrangements	Following departure of two Assistant Directors the Directorate will be implementing interim management arrangements and reviewing the long term structure of the Directorate.
4)	Resources Staff Survey	Continue to deliver the Directorate Response Plan to ensure that we respond to results of staff survey
5)	Directorate training and development programme	Lead and develop a workable cross directorate training programme for Resources.
6)	Shared Service initiative for audit & fraud services	Deliver efficiencies, and develop and enhance service delivery, resilience and capacity through collaboration with NYCC.
7)	Increase attendance at work	All necessary actions to be implemented to ensure attendance at work is maximised as sickness levels are still too high.

Directorate Major Risks

Directorate level risks have been identified and are held on the council's 'Magique' risk management system.

The key risks facing the Directorate are:- (section still to be completed)

Directorate Priorities

The proposed directorate priorities have come out of a planning process that considered the key drivers for change, a range of information around performance, risk, customer satisfaction, staff research, and the political prospectus. They are presented as a balanced scorecard. The link is shown wherever appropriate to the Corporate Strategy either to a Priority, a Direction Statement, a Value with in the Organisational Effectiveness Programme (People, Leadership, Improvement/Efficiency or Customers) or a Corporate Imperative. Some priorities are CPA requirements. Further work is required on the descriptions and the final column. Consideration to be given to how much detail/specificity is required

Resources Prioirity	Description	Link To Corporate Strategy	Lead Responsibility	Details/Target/Milestones/PI
People 1	Improving absence management	OEP - People	RMT	9 days per FTE
People 2	Implement job evaluation / pay & grading for Council For Resources	Imperative	DoR RMT	July 2008 July 2008
People 3	Improve performance management	OEP - Leadership	RMT	Scorecard based reporting April 08
People 4	Develop improved Communication Mechanisms within Resources	OEP - People	DoR	Aug 2008
People 5	Restructure top of the Directorate in light of recent departures and closer working with CE's dept. Including changes within Benefits and Property		DoR	June 2008 – overall and Benefits Property Sept 2008
Systems and Processes 1	Deliver the Hungate project and ensure that it reduces our long term carbon footprint	OEP Priority - environmental sustainability	Head of Property	Sep 2010
S and P 2	FMS Implementation	Imperative	Head of Finance	Nov 2008
S and P 3	HR/ Payroll System identification of way fwd and begin implementation	OEP	Head of Finance	March 2009
S and P 4	Identify and implement Resources wide business review and change programme prior to Hungate move	Imperative	RMT	Dec 2009
Finance and	Identifying budget savings and growth requirements beyond 2008/9 and	OEP - Efficiency	RMT	Sept 2008

Assets 1	incorporating into Directorate Plan			
F and A 2	Deliver the corporate Efficiency Programme	OEP - Efficiancy	DoR	March 2010
F and A 3	Deliver the Asset Management Plan	CPA	Head of Property Services	March 2011
F and A 4	Identify agreed and funded York Stadium project	Imperative	DoR	April 2008
Governance 1	Embed Risk Management across the organisation	CPA	Head of ARM	April 2008
Governance 2	Programme of improvements to comply with CAA and CPA Use of Resources	CPA	Head of ARM	June 2008
Customer 1	Implement easy@york phase 1 & 2 within Resources & across the whole organisation	OEP Customers + Efficiency	Easy Prog Dir	Sept 2010
Customer 2	Develop and implement new Customer Standards and services through better understanding of customers and more efficient service provision	OEP - Customers	Head of Public Services	March 2009
Environmental 1	Improve the Environmental Sustainability relating to our occupation of buildings	Priority	Head of Prop Serv	Green IT 4/2008 Water and Energy Mgt 9/2008 New office 9/2010
Strategic Planning1	Update, modernise and develop our IT strategy	OEP - Efficiency Priority	Strat Head of ITT	June 2008
Strategic planning 2	Develop plans for an Organisational Change Programme	OEP - Leadership	Easy Prog Dir	
Strategic Planning 3	Develop a Competition Strategy	Direction of Travel.	Head of ARM	July 2008

Organisational Development Priorities

A number of organisational development priorities have been identified. These issues impact on every service area in the directorate. These issues require commitment from everyone to ensure that they are achieved and become embedded in day to day work. The key actions and measures identified here will be cascaded appropriately into all of the directorate's service plans.

Staffing / Leadership:		
Improve approach to absence management		Milestones
• Key actions: Continue to improve how we measure sickness absence information to help manage absence. Implement the new Sickness Absence Management Policy		April 08 onwards Ongoing
	2007/8	2008/9 Target
• Key Measure(s) Number of working days/shifts lost to sickness (per fte). Number of days lost to short term illness (per fte).	10 5	9 5

Further required on Appraisals – target 95%, staff turnover target 10% (+ or - 2%), staff satisfaction Target 66% reducing to 50% due to Job Evaluation and then up to 72%. Also Equalities and Health and Safety

Customer First Service		
		Milestones
To be completed re phone answering, right first time, queue time and business continuity etc		
	2004/5 - 2006/7	2008/9 Target
• Potential further actions (2009-11):		

Directorate Issues – to be completed with section on key normal service issues and improvements

Cross-cutting Issues - to be completed enhancing info on programmes and projects with council wide implications.

Monitoring and Reporting Arrangements

Progress against the directorate's priority actions and measures contained in this plan, will be monitored at the Resources Management Team (RMT) and brought forward to EMAP meetings through the monitoring process.

Directorate priorities (and their related actions and measures) identified in this plan, will be cascaded appropriately into the directorate's five service plans. *The aim is to ensure that organisational development actions and measures agreed at DMT (e.g. around H&S, or staff development) will be input consistently but appropriately into service plans.*

This should lead to a consistent suite of 'non-service' performance indicators covering staffing, H&S, customer and finance issues in the directorate.

Actions and measures in service plans will be measured and managed monthly through Heads of Service meetings. Heads of Service will be supported to make their own arrangements for these meetings. In addition to the actions and measures in this plan, the service plans will contain a range of other actions and measures that are not related to the directorate's priorities. These systems will ensure that we manage performance at the most appropriate level.

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CITY OF YORK COUNCIL

Meeting of Executive Member for Corporate Services and Advisory Panel   **29th January 2008**

Report of the Operational Head of ITT

Purchase of Green IT Desktop Hardware

Summary

1. At the December meeting of the Executive Member for Corporate Services and Advisory Panel, Members requested a further report to establish the business case for utilising some of the in year underspend from the ITT service to purchase "green", environmentally friendly desktop hardware to replace the Council's oldest computer equipment. This report sets out the business case and rationale for this proposal and seeks approval to use £95k of the ITT under spend for this purpose.

Background

2. In the December report to EMAP, ITT were projecting an underspend in 2007/8 of £115k within a total of £1,551k for whole of Resources. Following Carry Forward approval requests in relation to the Financial Management System (FMS) replacement project and Easy@york programme, the projected level of underspend for Resources would be £472k if the requested £95k referred to in para 1 is approved.

3. The ITT desktop hardware currently in use within CYC is generally quite old. Following the strategic roll out of server based computing (Citrix), the vast majority of applications (138) are all delivered from a central server farm and the desktop device simply processes the keystrokes and mouse movements. This effectively means that the PC is acting as a "dumb terminal" and does not need processing power or storage on the desktop device. This has saved the authority in excess of a million pounds over the last 7 years as we no longer need to replace desktop hardware every time a new operating system or application is launched that needs ever faster and more powerful processing capability. This is all delivered via the central server farm.

4. It has meant that we work our PC's until they physically break or become uneconomic to repair, at which point each Directorates is then responsible for replacing them. 206 of our PC's are over 10 years old and 762 are 5 years or older. As the average life expectancy for a standard PC is about 3-4 years this is a significant achievement and reflects one of the benefits of the Councils decision to invest in Citrix back in 2000.

Current Desktop Inventory

5. The current breakdown of the desktop device type used within the Council is:

Thin Client devices (terminals) = 708

Type A PC's (those that are being used as a "dumb terminal" as described in paragraph 3) = 291

Type B PC's (a traditional PC with their own processor and storage facilities) = 1080

6. The tables below details the age profile of the Type A and Type B PC's:

Date	Type A PC's	Type B PC's
1994	7	0
1995	49	9
1996	64	0
1997	77	0
1998	9	3
1999	72	24
2000	0	1
2001	13	66
2002	0	171
2003	0	197
2004	0	253
2005	0	153
2006	0	149
2007	0	54
Grand Totals	**291**	**1080**

Recent and Future Developments

7. Over the last few years there have been significant improvements to the energy efficiency of desktop equipment. In particular, Citrix allows us to use Thin Client devices which have no moving parts and hence use only 5% of the energy of a standard PC, 9 watts as opposed to 180 watts per hour.

8. The forthcoming move to Hungate will also create a requirement to replace bulky PC's and monitors with Thin Client devices where possible and with flat screen monitors which take up 20% of the space of a standard PC. By 2010 we will need to have replaced the older PC's in order to fit into the new office accommodation which has significantly reduced desk space. The Strategy will be to:

    a. Reduce the number of Type B PC's and dispose of unnecessary PC's.

    b. Deploy thin client devices on the majority of desks/workstations especially where these are not full size desks.

    c. Enable the use of laptops/tablets in touch down spaces

9. In order to do this, over the next 2 years we will need to replace 800 old PC's with thin client devices and 200 monitors with flat screen replacements. This is based on replacing the 291 Type A PCs and 509 of the Type B PC's with Thin Client devices.

10. In 2008/9 we will be undertaking a full inventory and assessment of both the hardware and software roadmap for the desktop (what operating systems we will use, what Office software we will use, what e-mail system we will use and what software will be deployed in the central server farm). This will give rise to a significant IT Development Plan bid for 2009/10 which we estimate will be in the region of £970k just for software licences. The hardware cost could be up to a further £166k.

11. It is therefore prudent to consider utilising some of the current years underspend to reduce the future investment requirements. Using £95k of the underspend, we could replace 405 Type A and Type B PC's with Thin Client devices (£73k). We could also upgrade the Thin Client management software (£22k) to an Enterprise Licence agreement that will enable us to provide remote support for all current and future Thin Client devices.

Reducing our Carbon Footprint

12. The Council's Carbon Management Programme has set a carbon reduction target of 25% by 2013 from the existing emissions of 58,000 tonnes per annum. It is expected that the majority of this reduction will be realised by actions around Landfill and reduced numbers of Council buildings as part of the move into Hungate. However, there are a number of small initiatives in progress including Switch Off campaigns and the replacement and reduction of Type A and Type B PC's with the more energy efficient thin client devices will make a small but positive contribution.

13. The energy saved by converting 800 PC's to energy efficient Thin Client devices would be 240,768 Kwh that equates to around £22k per annum. This calculation is based upon an 8 hour working day over a standard working year of 220 days after taking account of holidays, training and absence. This equates to a reduction in CO_2 emissions of 103 tonnes per annum.

Options

14. Option 1 - Purchase replacement desktop devices through the IT Development Plan bid process for 2009/10.

15. Option 2 - Carry forward the 2007/08 under spend into 2008/09 and replace desk top devices as they break or become uneconomic to repair.

16. Option 3 - Use 2007/08 under spend to purchase replacement desktop devices in year and start to reduce the Council's energy consumption and CO_2 emissions.

Analysis

17. Option 1 would enable the re-allocation of the in year underspend but it will delay any contribution to the Carbon Management programme and it will result in a larger IT Development bid in 2009/10.

18. Option 2 would help reduce the budget impacts of the IT Development Plan bid for 2009/10 but, would delay any contribution to the Carbon Management programme. It would mean that we continue to extend the life of working equipment until we move into Hungate but unit costs per device would be higher as we would not be able to buy in bulk

19. Option 3 reduces the demand on the IT Development Plan funding for 2009/10 releasing budget for other to be approved projects and begins the process of reducing energy consumption. Intelligent procurement now will enable a phased and sustainable desktop migration plan that will support the move into Hungate.

Corporate Priorities

20. This would contribute to the Corporate Priority of reduce the environmental impact of council activities and would help deliver Hungate, one of the Council's imperatives.

Implications

21.

- **Financial** - Based on current forecasts reported to the previous EMAP the one-off expenditure is affordable and will lead to future years savings.

- **Human Resources (HR)** - None

- **Equalities** - None

- **Legal** - None

- **Crime and Disorder** - None

- **Information Technology (IT)** - included in the report

- **Property** - As part of the Hungate project no funds have been set aside to replace existing PC equipment

- **Sustainability** - included in the report

Risk Management

22. There are no known risks associated with this report.

Recommendations

23. It is recommended that Option 3 is agreed.

   Reason: This represents an opportunity to make use of 2007/08 underspends to purchase replacement desktop devices in year and start to reduce the Council's energy consumption and CO_2 emissions.

Contact Details

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Specialist Implications Officer(s)
Finance – Patrick Looker – City Strategy Finance Manager
Property – Neil Hindhaugh – Head of Property Services

Wards Affected: Not Applicable   **All** ☐

For further information please contact the author of the report

Background Papers: None
Annexes: None

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Agenda Item 9

Meeting of Executive Member for Corporate Services and Advisory Panel **29th January 2008**

Report of the Director of Resources

Financial Management System Replacement Project

Summary

1. The purpose of this report is to seek approval from the Executive Member to award preferred supplier status and, subject to contract clarification, the contract to provide the Council with a new financial management system to Civica UK Limited.

2. In line with the Council's financial regulations, the Executive Member has to approve the decision to award preferred supplier status prior to contract clarification, if it is not the lowest cost proposal. The preferred supplier for the FMS contract is not the least cost, although the difference between the bids is marginal and Officers consider that the long term benefits of appointing Civica as preferred supplier outweigh that of Agresso Limited, the least cost supplier.

3. The report sets out the reasons for the proposal in light of the procurement process and Most Economically Advantageous Tender (MEAT) evaluation that has been followed. It sets out the relative risks, advantages and disadvantages of each system in arriving at the proposal.

Background

4. The current FMS is provided by Civica plc and is called Powersolve, which was implemented in 1994. The system has provided reliable service over the years, however, it is now considered to be out of date and not fit for purpose for modern accounting and reporting needs. This has been recognised by the Council, and as part of the 2004/05 IT Development Plan, a straightforward replacement of the system was approved. The scope of the project is attached at Annex B.

Consultation

5. An FMS project board was established with representatives from Corporate Accountancy, ITT, Audit and Risk Management and the Service Directorates. The board was chaired by the Head of Finance with the remaining member being at either Assistant Director or Service Manager level.

6.   The Project team consulted with staff across the Council to agree the requirements specification for the replacement FMS. Representatives from business users in all areas were involved in the evaluation at the demonstration stage, with a general presentation from each supplier open to all FMS users. The site visit stage of the evaluation were restricted to the project team, with 8 staff being involved. Overall 100 staff were involved in some part with the evaluation of the suppliers.

7.   We continue to keep in touch with representative from each Directorate, via meetings and email. We also keep the wider user base and interested parties informed of progress, through our regular Newsletter which is posted on the intranet and has had more than 250 hits on some issues.

Options

8.   There are two options:

      a. Award the contract to Civica UK Limited;

      b. Award the contract to Agresso Limited.

Analysis

9.   Following the recruitment of the project manager the system requirements were drawn up in conjunction with the business users. The size of the contract meant that the European Union (EU) procurement rules were followed, with the "restricted route" chosen. This resulted in a four stage evaluation process. The Council adopts the PRINCE2 project management methodology and this has been followed at all stages of the project.

10.   The Most Economically Advantageous Tender (MEAT) approach was agreed as the most appropriate method of evaluation. Sixty per cent of the score was allocated based on the functionality, supplier capability and technical qualities of the system (the quality element of the score). Forty per cent was allocated for price. The evaluation model was developed in conjunction with the Corporate Procurement Team and agreed with the Project Board.

11.   At all stages of the evaluation process, in depth analysis and quality control through the project team and Project Board has been undertaken to ensure that the Council arrives at the right decision.

Stage 1 – Prequalification Questionnaire (PQQ)

12.   The PQQ was issued, this served to reduce the amount of suitable suppliers that would be asked to tender. There were 52 expressions of interest with 15 completed responses. Following evaluation of the responses a further 3 suppliers were excluded for a variety of reasons, including size and financial status, leaving 12 companies to choose from.

Stage 2 – Invitation to Tender (ITT)

13. The 12 remaining companies responses were then scored and ranked, with the top 5 being chosen to be Invited to Tender (ITT) for the contract. The tender documentation was issued which included the Council's full requirements specification. Two of the 5 potential suppliers elected to withdraw at the ITT stage citing the small size of the budget and the limited opportunities for mutual benefits they believed possible.

14. Three ITT Responses were received from Agresso, Civica and Cedar. These were evaluated according to how well the system met our requirements.

15. In arriving at the scores we have selected what we consider is the fairest scoring method by taking average scores from those who evaluated all three supplier ITT Responses. The results indicated that the three suppliers were all capable of providing us with a suitable replacement for our current FMS and none were excluded from the next stage. Detailed scores from this stage of the evaluation are set out in Table 1 of Confidential Annex A, with the ranking as followed:

- Civica – 1st
- Agresso – 2nd
- Cedar – 3rd

Stage 3 - Presentations and Demonstrations

16. Following the ITT evaluations, the suppliers were invited to carry out a series of presentations and demonstrations, to inform the selection process further.

17. The scores from the Presentations were very close but these were not used for final analysis and scoring because of the technical problems encountered by Cedar during their Presentation.

18. In arriving at the scores we selected what we consider is the fairest scoring method, taking average scores from evaluators who attended all three supplier demonstrations.

19. After evaluation of the ITT Responses and the Demonstrations, weighted scoring that included costs, placed the suppliers in the following order:

- 1st Agresso
- 2nd Civica
- 3rd Cedar

20. Table 2 in Confidential Annex A illustrates the scores at this stage.

21. At this point it was recommended to the Project Board that Cedar were dropped and that the Agresso and Civica products would be evaluated through site visits as they were the clear leaders. Reflected in the scores was the fact that both Agresso and Civica offered a system operating on hardware and software that would be more compatible with CYC desired future direction.

22. This recommendation was accepted and site visits to Agresso and Civica sites were planned accordingly.

Stage 4 - Site Visits

23. Site visits for Agresso and Civica were conducted, with the project team visiting the Agresso sites at Ealing and Windsor and Maidenhead, and the Civica sites being South Gloucester and Plymouth. Following site visits the final scoring ranked Civica first and Agresso second, with Civica becoming the clear leader. Table 3 in Confidential Annex A provides full details of the final scores.

24. As illustrated in Table 3 in Annex A, Civica scored highest on quality, however, Agresso scored highest on price, because they submitted a marginally lower annualised cost.

25. As part of the quality checking process a detailed exercise has been undertaken to ensure that the evaluation model reflected the underlying feelings of the members of the evaluation team. A review of the evaluation scores at all stages have revealed that the Civica solution has scored highest on quality at all stages of the process. In addition the scores of the main functionality components reveal that Civica scored highest in 8 of the 10 components of quality measured, including the General Ledger and General System, the most important components of the product.

26. The closeness of the scores reflects the more conservative approach taken by the Council. The financial management system is one of the most important IT systems in the Council, without which the Council would not be able to manage and monitor its finances, pay its customers and bill its service users. It has always been of paramount importance that whatever system was chosen, that it could meet the Council's strict requirements and be a proven system. This "off the shelf" approach to the procurement meant that only systems that had a broad local authority user base, with a proven track record of delivery, were initially shortlisted. The closeness of the scores recognises that both systems would be suitable for the Council. However, the preference for Civica has been backed up by evidence acquired from the site visits and subsequent telephone conversations with colleagues from authorities with Agresso and Civica systems. The key differences that back up the evaluation scores are highlighted below in a SWOT[1] analysis.

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[1] Strengths Weaknesses, Opportunities and Threats posed by the two products

Strengths, Weaknesses, Opportunities and Threats of the Systems

Strengths

27. Civica

- Civica proposal provides a flexible solution to address the majority of CYC requirements.
- GL coding structure is more intuitive than the Agresso model as demonstrated across the 4 reference sites.
- Financial Year End process is effective and quick.
- Many of the features of Civica Financials are similar in principle to those in Powersolve, though more sophisticated in their execution and aligned with CYC's current financial processes and controls.
- Civica are the suppliers of Powersolve and are therefore in the strongest position to support data migration.
- Feedback on consultancy and support through the implementation process are very good and the resulting installation has proved reliable.

28. Agresso

- Agresso proposal provides a flexible solution to address the majority of CYC requirements.
- Particular strengths are the visual nature of workflow, e-procurement and the contracts module.

Weaknesses

29. Agresso

- Year End process is overly complex and/or deficient forcing some authorities to abandon using the Agresso product.
- No direct consultancy support available for data migration other than providing load scripts.
- CYC technical knowledge of Powersolve tables insufficient to support data migration.
- Implementation approach is largely "hands-off" requiring more input from CYC.
- Feedback of the consultancy on project support give a view of variable quality of consultants and a high expectation of Council staff and less complete and reliable implementations.

30. Civica

- E procurement contracts module functionality not available in this release.
- Intelligent scanning been delayed in implementation at other sites.

Opportunities

31. Civica

- Civica already provide a large number of CYC back-office systems (Cash Receipting, Trading Standards, Commercial Services software). Civica are best placed to understand and support any future systems integration between these systems required to enable future phases of Easy@York.
- On balance, Civica considered to present the least risk option for replacing FMS within CYC's timescales.

32. Agresso

- System has the potential to challenge some of CYC's inherent processes.

Threats

33. Agresso

- Problems arising during data migration could seriously impact project timescales.

34. Civica

- Implementation approach is marginally more resource intensive requiring greater resource commitment from CYC.
- Civica identified some areas where planned developments may need to be delivered early to meet CYC specification. Needs to be reviewed and timescales confirmed before contract is signed.

Staffing Requirements post implementation

35. Both systems require similar levels of internal resource, with the administration of the system being controlled by Accountancy. The typical team had 4 FTE's covering:

- Help desk, training and systems admin.
- User set up and workflow and chart of accounts.
- Interfacing – Project costing etc.
- Interfaces and development and system checks/reconciliations.

36. The current CYC set up is dispersed between corporate accountancy, systems support, IT and debtors/creditors. A review of the structure of the support for the financial system will have to be undertaken to maximise the benefits that can be realised. However, the on going resource to operate either system, on paper, is not significantly different to current levels.

Review of Costs

37. The cost appraisal has been done based on the costs submitted by both Civica and Agresso. Details of the costs submitted are analysed in Section 2 of Confidential Annex A.

Conclusion

38. The evaluation model scores reveal that Civica is the highest scoring supplier. This has been confirmed by further SWOT analysis of the two systems. It is believed that the business benefits of the Civica system will out weigh those of the Agresso system, with many of the features of Civica Financials being similar in principle to those in Powersolve. This should improve the ease with which the change is made for the user community. It is also believed that training and support will be simplified by selecting Civica. This may allow us to focus more on the business changes identified rather than make changes to fit around the Agresso system.

39. The scores from the evaluation, confirmed by supplementary evidence mean that Officers recommend that Civica are appointed as preferred suppliers for the new Financial Management System.

Corporate Priorities

40. The Council's Corporate Strategy sets out the priorities, values, vision and direction of the Council over the next 10 years, as well as its short term imperatives. The replacement financial management systems is one of those imperatives, although the key long term outcome of appointing Civica is that it will contribute to the value of "encouraging improvement in everything we do". Specifically it will result in improvements and efficiency in financial management, billing and procurement of goods and services, allowing resources to be better targeted to meet its priorities.

41. The project objectives have been defined to support this value. The Objectives of the Project are:

    a) To provide a system using current technology that is intuitive and user friendly, requiring a minimum amount of training to enable users to be effective in their roles.

    b) To meet the demands of the Council and customers for functionality, reliability, scalability, availability, ongoing development and growth.

    c) To provide accurate and up-to-date financial information to managers to enable the Council to be more proactive in its decision-making process.

d) To enable managers to identify efficiency savings in expenditure to free up more resources for improvements in front line services, as highlighted by the Gershon Agenda.

e) To identify and meet the E-Procurement requirements of the Council and improve the cost effectiveness and management of the purchase to pay cycle.

f) To provide an efficient process for the capture of collective data, interfacing where appropriate with the Council's devolved site systems containing financial data.

g) To maximise the cost effectiveness of services provided and received, interfacing where appropriate with the Council's suppliers and partners.

h) To identify and meet financial reporting requirements across the Council for strategic, corporate, legislative, performance and management purposes.

Implications

42. Implications of this project are detailed below:

a) **Financial**

The full financial implications of the report are discussed in Confidential Annex A. However, the differences in cost between the two systems is marginal and within the IT development plan budget of £214,470 awarded to the project. The staffing costs of implementation is also fully funded by a £300k budget held by finance and is reported on as part of the monitoring cycle.

b) **Human Resources (HR)**

There are no HR Implications as a result of the replacement of FMS, however any Business Process Re-organisation we are able to carry out, may result in some changes to ways of working.

c) **Equalities**

There are no Equalities implications as a result of the successful conclusion of the project.

d) **Legal**

This procurement is being carried out under the EU Procurement Rules. We are taking expert advice from the Corporate Procurement Team throughout the process, to ensure there are no implications as a result of this process.

Legal implications with the contract will be considered by the Procurement Team and by the Council's Legal Team prior to any agreement being signed.

e) **Crime and Disorder**

There are no crime and disorder implications as a result of this project.

f) **Information Technology (IT)**

IT are fully involved in the project, with representatives on the Project Board and the Project Team. IT requirements and standards have been considered and will continue to be reviewed to ensure the new system will run on the Council's IT Infrastructure. This should minimise the potential implications of the replacement of the current system.

Implications of an error are additional spending on hardware, software and training, should the Council's Infrastructure and Support be unable to run the new system without upgrades (beyond those to be included as part of the project).

g) **Property**

There are no property issues with the acquisition of the new FMS as its operation will be site independent.

h) **Other**

There are no other known implications.

Risk Management

43. Risks and Issues are being recorded in the corporate Risk management System, called Magique. The Project Board monitors the project issues and project risks and seeks options to mitigate any of these.

Recommendations

44. That the Advisory Panel advise the Executive Member:

45. To agree with the Project Board to select Civica UK Limited as the Council's preferred supplier for the replacement financial management system.

46. Reason: This needs to be done to ensure full business continuity and to facilitate improvements in the way we work as a Council as set out in the Corporate Priorities.

Contact Details

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Author's Name:	**Chief Officer's name: Simon Wiles**
Tom Wilkinson	**Title: Director of Resources**
Title: Corporate Finance Manager	**Report Approved** ✓ **Date** 21/1/08
Dept: Corporate Accountancy	
Tel No.ext 1187	

Specialist Implications Officer(s) List information for all

Implication ie Financial	Implication ie Legal
Name	Name
Title	Title
Tel No.	Tel No.

Wards Affected: List wards or tick box to indicate all   **All**   tick

For further information please contact the author of the report

Background Papers:

2004/2005 Bid entitled Financial Management System Replacement in the IT&T DEVELOPMENT PLAN 2004/5 - ITT Reference 04RE10.

Annexes
Confidential Annex A – Financial Analysis
Annex B – Project Scope

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

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Scope of the Project

The scope of the project is to cover the evaluation and procurement of a replacement Financial Management System that can be fully integrated with existing systems and user base, with the capacity for expansion.

The project will review all FMS interfaces (manual and system based) and evaluate cost effective solutions for the streamlining of processes.

The project will consider the benefits of new technologies and automation where appropriate.

The project may consider the benefits of a managed or alternative service to provide a cost effective solution.

The Project will identify Business Process Re-engineering opportunities presented by the implementation of the new system, in order to maximise the benefits this brings.

In addition to General System Requirements the functionality of the core system will include:

- General Ledger
- e-Procurement
- Creditors
- Debtors
- Bank Reconciliation
- Integrated Workflow
- Integration with Document Management Systems

Deliverables include:
- Implementation and Post Implementation Services
- Interfacing/Integration

Options also to be considered for the future are:
- Cash Receipting system
- HR and Payroll System

Please note that the functionality and deliverables listed above have been amended since the PQQ to reflect our current requirements more clearly.

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