

**SERVICE PLAN MONITORING  
2008/9 Progress Updates for Monitor 1**

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**Public Services**

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**1. Achievements**

**Benefits**

Full service re-structure has been agreed and staff appointments have started in accordance with the Council's Assessment of Change process.

Extensive training programme started in the spring with 12 staff receiving an intensive 5 week's assessment course. Further training on overpayments, customer care and the new Employment and Support Allowance has already been arranged. This will ensure that all 36 assessors are equally capable of dealing with customers face-to-face, over the phone and processing the appropriate system updates.

A new technical team will handle the more complex assessment cases as well as dealing with claims for DHPs (Discretionary Housing Payments), overpayment queries, appeals and claims from hostels and other stakeholder groups.

Office accommodation changes have been completed with the re-design of the reception area at the City Finance Centre to accommodate more interview points and the creation of a separate telephone answering hub. Call centre telephony and CRM technology will then be implemented to enable the telephone team to operate more effectively. An online guidance system has been set up to provide staff with procedural information to support this initiative.

We have implemented a number of software modules and reports to enable us to extract data and report on performance. We are still unable to either fully or accurately report on some key measures due to DWP IT problems, however managers are, for the first time, able to see in some details the work that staff have undertaken and this will support our efforts in improving performance management.

The handling of benefit appeals has shown an improvement in the first four months of the year. We have 17 cases in progress, down from the 30 we reported in last year's outturn. Of the appeals submitted to the Appeals Service 46% were done within 4 weeks, up from 40% last year and 65% were done within 3 months, up from 60%.

## **York Customer Centre**

Data for the period April to July 2008 shows that we handle 98.49% of service within the agreed Service Level Agreement (SLA) periods. 7.26% of customers make multiple service requests, i.e. one call leading to two or more different requests.

The Service was successful in achieving the Customer First Standard, a nationally recognised service award that demonstrates our commitment to our residents.

An increased focus on absence management within the teams has proved successful, as sickness absence was only 0.87 days lost per FTE in the first quarter.

We continue to show the value and importance of training to ensure the quality and services meet the demands of our customers and the Council. 6.27% of time is spent on training.

48% of Customer Service Representatives (CSRs) are now multi-skilled to handle Council Tax service calls. Two CSRs are now skilled to support the Council Tax back office with their processing.

CSR Council Tax processing errors have reduced by 71% through a combination of timely feedback and coaching/training.

NVQ accreditation in Customer Services level 3 has started for the remaining 20% of CSRs. A call quality performance policy has been developed in conjunction with the teams to enable continued customer service improvement.

A Customer Satisfaction Survey was conducted shortly after the Council Tax annual billing period showing a 94% satisfaction rating. 76% of respondents agreed that the Council tax service had improved since last year.

## **Council Tax (Back Office Function)**

The year started with the full service using CRM technology. The management reporting line transferred to the YCC in June 2008 and staff are due to relocate to the YCC in late August.

A review was conducted on time of customers with 25% single resident discounts over the summer. This is the first time that the service has had the capacity to do

this work before December/January. As a further check on the entitlement to discounts, the Fraud team will be using National Fraud Initiative data to identify non-eligible discount entitlement cases.

Sickness absence levels are low, equating to 0.8 days lost per FTE.

A more detailed and comprehensive training manual has been developed to support training/coaching needs in line with the YCC processes. In addition a review of current processes and working practices will be undertaken to identify further improvements.

## 2. Risk Management Issues

Major Risks		Update on activities
a	Delays in Benefits Service restructure could disrupt service delivery	Move to implement restructure now that Job Evaluation embargo lifted.
b	<a href="#">Easy@york</a> process and system changes in Benefits service could disrupt or degrade service	Thorough system and process testing, detailed implementation plan being drawn up. Internal Audit will be invited to undertake system checks before go live
c	Uncertainty over accountability for service due to corporate restructure	Ian Floyd, the Director of Resources, will decide on allocation of responsibility between Assistant Directors
d	Integration of revenues back office into YCC could disrupt service	Detailed implementation plan and phased introduction of service changes being implemented
e	Failure to achieve Corporate restructure savings target due to delayed development of restructure proposals	Interim arrangements have been in place for half of the year, final proposals being worked up to achieve savings.

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## Property Services: Accommodation Project

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### 1. Achievements

- a) No2 lodge at Yearsley has been vacated in order to provide accommodation for a temporary base for the Yorkshire Ambulance Service prior to their permanent relocation to Yearsley Bridge.
- b) Yorkshire Ambulance Station has secured planning permission for a new facility at Yearsley.
- c) Initial site difficulties at Fishergate have been overcome and the build program for the new Peasholme Hostel is now underway with an estimated completion date of January 2009
- d) A contract has been awarded for the continuing archaeological investigations on the site of the Peasholme Hostel and Ambulance Station at Hungate.
- e) CYC and the York Conservation Trust have reached an agreement for the sale of Blake Street to include a lease back agreement to accommodate the Visitor Information Centre and associated services.
- f) The dilapidation report has been received from the property consultants and provides a baseline liability cost estimate for dilapidations on the council's leased accommodation property portfolio as of August 2008.
- g) Planning permission for the new building at Hungate was submitted in May but subsequently withdrawn following a letter of objection from English Heritage.
- h) Recruitment of a development officer to lead the Facilities Management work stream has been appointed and will be in post by November 2008.
- i) New edition of "onthemove" the accommodation projects newsletter published and distributed to staff via the CouncilNet.
- j) The project page on the CouncilNet and the council's external website have been updated with additional information to reflect the current status of the project.

## 2. Work in Progress

Work In progress		Update on activities
a	<p>Hungate Land assembly:</p> <ul style="list-style-type: none"> <li>Relocation of the Ambulance Service, and the Peasholme residents</li> <li>Demolition of the Ambulance Station and the Peasholme Hostel</li> <li>Closure of the car park and subsequent phase 2 archaeology on the site</li> <li>Completion of the new Homelessness Hostel at Fishergate</li> </ul>	<ul style="list-style-type: none"> <li>Agreement with the Ambulance service to be concluded so as to clear the way for their vacation of the Dundas street site.</li> <li>Temporary relocation of the Hostel residents is now unlikely to be required and the residents can move directly to the new hostel at Fishergate upon completion. (Early 2009)</li> <li>Archaeological investigations will continue in order to give a clean site for future development.</li> </ul> <p>Closure of car park to be programmed once timescales on ambulance station relocation to temporary accommodation are known.</p>
b	<ul style="list-style-type: none"> <li>Re-evaluation of options to meet the needs of the Council's future accommodation requirements</li> </ul>	<ul style="list-style-type: none"> <li>Investigation of available sites underway to produce a list of potential options</li> <li>Options list will be evaluated to produce a shortlist of sites for further detailed investigation and analysis</li> </ul>
c	<ul style="list-style-type: none"> <li>Ongoing space planning</li> </ul>	<ul style="list-style-type: none"> <li>Phase 2 space Planning underway to review and update the service area requirements looking forward</li> <li>Phase 3 to commence 2010</li> </ul>
e	<ul style="list-style-type: none"> <li>Outline planning applications to support the sales of Ashbank, Hollycroft, Yearsley Bridge</li> </ul>	<ul style="list-style-type: none"> <li>Framework planning consultants commissioned to undertake this work</li> </ul>
f	<ul style="list-style-type: none"> <li>Facilities management – scoping exercise</li> </ul>	<ul style="list-style-type: none"> <li>Recruitment – Development Officer for FM completed and individual will be in post November 2008</li> <li>Procurement of FM consultants to commence following appointment of development officer from November 2008</li> </ul>

## 3. Risk Management Issues

Risks		Update on activities
a	<p><b>Planning Permission</b> -Failure to achieve planning permission for a building that meets the operational needs of the council, the overall budget provision and timescales for delivery.</p>	<ul style="list-style-type: none"> <li>This risk materialized with the current site and building design</li> <li>The risk remains on the register as it is valid for whatever final option is selected to move the project forward</li> </ul>

b	<p><b>Hungate Land Assembly</b> – Failure to relocate the Ambulance Station and the Peasholme Hostel to meet project timescales resulting in delays to the start of the main build programme</p>	<ul style="list-style-type: none"> <li>• It is still the intention to relocate the ambulance service and the hostel, complete the demolition work and the archaeological investigations, to produce a clear, clean site at Hungate for future development.</li> <li>• The delays caused by the withdrawal of the planning application and the re-evaluation of the council's options results in a reduction of this risk.</li> <li>• In the event it is decided that Hungate will no longer form part of the future accommodation strategy this risk can be removed.</li> </ul>
c	<p><b>Archaeology</b> on the Hungate Site and unforeseen requirements resulting in delays to the start of the build programme</p>	<ul style="list-style-type: none"> <li>• Phase two investigations will commence following the demolition of the Ambulance Station and Peasholme Hostel</li> <li>• This risk is now reduced due to the withdrawal of the planning application for Hungate and the consequent lessening of the impact of any delays</li> </ul>
d	<p><b>Change Management</b> - Failure of the organisation to implement a wider corporate change agenda inextricably linked to the aims and objectives for the successful delivery of the accommodation project.</p>	<p>Pro-active management through a corporate change programme pursued in parallel with the delivery of the new accommodation to include the following main themes;</p> <ul style="list-style-type: none"> <li>• Business re engineering and the delivery of a fully integrated customer centre enabled through the <a href="#">easy@york</a> project</li> <li>• The introduction of new and more innovative ways of working and a performance management culture rather than that of 'presenteeism'</li> <li>• ITT development plan –flexibility to support new ways of working, the introduction flat screen and wireless technology and the implementation of a corporate document management system (DMS).</li> <li>• Information management – business and reference material storage, remote access and archive storage.</li> </ul>
e	<p><b>Project Affordability</b> Risk of project costs exceeding budget forecast</p>	<ul style="list-style-type: none"> <li>• Risk increased due to the delays and costs of re-evaluating the options and the uncertainty surrounding the spend profile costs and timescales of the selected solution.</li> <li>• Commenced Investigation of new options by the key criteria of availability, deliverability, accessibility, financial implications and risks.</li> </ul>

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# Property Services

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## 1. Achievements

- a) Oakland's Leisure Centre new swimming pool (£6m); design complete and works commenced on site July 2008.
- b) St Clement's Hall refurbishment (£1m); design development progressing. Planning application submitted. Capital Delivery Plan on target to be submitted to the Government within required timescales to obtain approval for release of full funding and start on site.
- c) Completed Children Centres at Carr Infants (£600k), Tang Hall Primary (£1.m), St Lawrence's Primary (£900k)
- d) Demolition of Huntington Road Day Centre
- e) Completion of and Executive approval of Tang Hall Area Asset Management Plan
- f) Executive approval of Commercial Portfolio Service Asset Management Plan and start of implementation of first phase
- g) Completion of sales of Clifton Family Centre and Site 7, Phoenix Business Estate
- h) Reuse of former Heworth Family Centre by Young People's Service – building now known as Heworth Lighthouse

## 2. Work in Progress

- a) The following projects are currently on site:
  - i. York High School (£12m) due for completion in November.
  - ii. New Swimming pool for Oakland's Sports Centre (£6m) due for completion in October 2009.
  - iii. Access improvements to Fishergate School (£250k) and Poppleton Road School (£450k)
  - iv. Classroom extension to Fulford School (£1m)
  - v. Extension and Refurbishments to Stockton on Forest School (£140k) and Wiggington School (£200k)
- b) The design solutions are being developed for tender action at Silver Street Toilets and Changing Room, St Clements Hall and Scarcroft School Learning Resource building.
- c) Feasibility appraisals are being undertaken for Clifton-Rawcliffe Primary School and three new park and ride sites.
- d) The OJEU process to appoint a principal contractor for Clifton-Rawcliffe Primary School has commenced.
- e) Sales are progressing on North Carlton Farm, Yearsley Bridge site, Galmanhoe Lane and the Edmund Wilson Pool site – completions on all scheduled before 31<sup>st</sup> March 2009
- f) Area Asset Management Plans being progressed at Acomb and Leeman Road – consultation stage now planned.
- g) Service Asset Management Plans. Young Peoples for member approval in the Autumn and Housing progressing.

- h) Population of data progressing well on Technology Forge property database. Asset Management Reports on individual properties can now be produced
- i) Revised terms for the new lease at York Racecourse agreed – completion due Spring 2009.

### 3.Risk Management Issues

Risks		Update on activities
a	Failure to deliver the Capital Programme	<ul style="list-style-type: none"> <li>• Closer working with Client planning teams to ensure realistic programmes and spend profiles for capital projects</li> </ul>
b	Failure to keep an up to date corporate asset management plan	<ul style="list-style-type: none"> <li>• A new Corporate Asset Management Plan for 2007-2012 was approved by the Executive. An annual report will be submitted to the Executive that will highlight the council's performance against objectives and targets within that report and provide any updates to the Corporate document. This will meet the CPA requirement for a corporate document, framework and process for the management of assets. Risk is therefore minimised.</li> </ul>
c	Failure to keep an up to date asset register and property management database.	<ul style="list-style-type: none"> <li>• All reports to members requiring decisions must now have all property implications identified. Corporate Landlord should be informed of all proposals to acquire or dispose of property assets and also all works to buildings such as extensions so records can be updated</li> </ul>
d	Failure to achieve capital receipt	<ul style="list-style-type: none"> <li>• Capital Receipts programme and performance now reported to Members at each monitor.</li> </ul>
e	Failure to have fully accessible buildings in an acceptable state of repair.	<ul style="list-style-type: none"> <li>• One of the priorities in the Corporate Asset Management Plan is to have an effective repair and maintenance strategy to reduce the maintenance backlog and the number of buildings in an unacceptable standard of repair. The Strategy was approved by Members in 2007.</li> <li>• BVPI 156 - public access to council buildings is now at 87% and the outstanding repair and maintenance backlog has been updated to £51m</li> </ul>
f	Asbestos Contamination	<ul style="list-style-type: none"> <li>• All council work premises surveyed for asbestos.</li> <li>• All council-owned leasehold premises surveyed for asbestos.</li> <li>• 10% representative sample of all council housing stock surveyed for asbestos.</li> <li>• Site Representatives (Site Asbestos Liaison Officers) nominated for each work premise.</li> <li>• All work premises have a bespoke Premises Asbestos Folder containing information representing an Asbestos Management Plan for that site.</li> <li>• Site Representatives, Building Managers and relevant Technical Staff trained in asbestos awareness</li> </ul>



		<ul style="list-style-type: none"> <li>• Annual Audit program of remaining asbestos in council premises</li> <li>• Further intrusive (Type 3) asbestos surveys carried out prior to any planned building works</li> <li>• Contractors screened for Asbestos Awareness training</li> <li>• Risk still exists in those areas where building work is executed without Corporate Landlord knowledge.</li> </ul>
g	Water Systems Management	<ul style="list-style-type: none"> <li>• Ongoing program of Water Risk Assessments being undertaken in all relevant Corporate premises by accredited contractors to determine the risk of contamination by Legionella bacteria and of scalding by hot water etc.</li> </ul> <p>(NB. Program of Water Risk Assessments in Council-owned domestic premises being administered separately by the Council's Housing Services)</p> <ul style="list-style-type: none"> <li>• Contracts for maintenance of water systems and for required monitoring e.g. water temperatures etc., still to be let.</li> <li>• Site Legionella Representatives to be trained in required monitoring and reporting mechanisms.</li> </ul> <p>Until such time as all relevant Water Risk Assessments are completed, contracts for maintenance and monitoring are let and relevant site staff are trained there is a slight risk of water systems in Council premises being polluted by Legionella bacteria</p>
g	Building failure (unplanned closure) of Operational Properties	No additional activities

## ITT Services

### 1. Achievements

- a) The department continues to provide a secure, robust, scalable and highly available ITT infrastructure including corporate and departmental systems and is achieving most its challenging, revised and agreed service level targets for 2008/09.
- b) Work continues on the major corporate projects outside the Easy programme including:
  - The first phase of the programme to replace the Social Care system has been completed and the first milestone in the second phase has been implemented to the revised plan following the impacts of resource implications within HASS.
  - The contract for the new Financial Management system has been awarded and the infrastructure installed.
  - A secure email system has been implemented. Every email user in the Council now has a simple way to safely exchange data with outside organisations. The

- system is currently being used within the HASS Directorate and will be rolled-out to the whole Council during September and October 2008.
- The contract for the new Corporate Electronic Document and Records Management System ( EDRMS ) was awarded in August 08 as planned. Activities to establish a new Scanning service based upon the Corporate EDRMS solution are scheduled for September/October 2008.
- c) The department has successfully delivered a number of behind the scenes infrastructure projects that underpin current and future Council wide Service Delivery. The projects are supported by the continued development of effective governance controls and include:
- Commencement of a project to implement ITIL (IT Infrastructure Library) Service management across IT. This will better structure and formalise the way ITT manage incident, problems and change in the ever increasing integrated ITT environment since the development of the easy@york project.
  - A project to design and implement a new IT Information Security and Acceptable use policy to tighten the security of the authorities IT systems has commenced. The new draft policy is currently out for comment to the Corporate IT Strategy Group (CITSG).
  - A new Laptop Usage policy has been created. The new draft policy is currently out for comment to the CITSG.
  - The consolidation of all systems onto the Symantec Backup solution is now complete. This gives greater reliability and increased ability to restore quickly and improved Disaster Recovery (DR) capability across systems.
  - An update to the way we handle spam emails has been completed which allows for extra flexibility for users to manage their own spam.
  - The continued virtualisation of systems as the current hardware goes out of warranty has helped to reduce the operations room foot print, reduced the power consumption, reduced maintenance costs, improved DR capabilities and contributed to the Corporate target of reducing CO2 emissions by 25% by 2013.
  - The corporate storage system has been upgraded to provide increased performance and capacity. This will underpin our future server consolidation plans and will provide the platform required to implement the corporate EDRMS (electronic document records management system).

## 2. Work in Progress

Work In progress		Update on activities
a	Frameworki – replacement of the Social Care System	Owing, in part, to the loss of key directorate resources within the project team, elements of Phase 2 of the programme had to be rescheduled. Phase 1 was completed in July 08 and the first element of Phase 2, Charges and Payments, was implemented in July 08 as per the revised plan. Phase 2 will run through to April 2009.
b	FMS – replacement of the Corporate Financial Management System	The infrastructure for the new financial management system has been successfully installed. The project board has proposed a revised go-live date for General Ledger and Creditors systems to April 09

c	Corporate ITT Governance.	<p>Change control procedures through process mapping and subsequent workflow regimes are being developed. These will be incorporated into the next release of the departments Customer Support Service Desk system during 08/09.</p> <p>A review of the Council's Electronic Communication Policy (ECP) is in progress and includes evaluating the potential impacts of providing access to Social Networking sites such as Friends Reunited and Facebook.</p> <p>Developing new and revised ITT policies including Information Systems Security &amp; Acceptable Use and Laptop Usage policies.</p> <p>Currently investigating encryption technologies and customer requirements to inform a requirements specification in support of a 2009/10 ITT Development Bid.</p> <p>From September 2008 the Corporate IT Strategy Group will meet every two months to monitor the progress of IT development projects, resolve priority conflicts and review IT issues of strategic importance.</p>
d	Replacement of Delphi, the HR/Payroll system	<p>Work on defining and initial project planning has started, but a number of resource issues need to be resolved before the project team can be fully established. This project has links and implications on both the replacement Financial Management System and E-recruitment project, and the implementation timescale needs to be agreed and prioritised with both the new Director of Resources and the new Head of HR.</p>
e	Continued development of departmental Business Continuity Plan (BCP).	<p>Revised draft departmental BCP documents using the new corporate templates have been produced. Further development of the team recovery plans is in progress to ensure completeness and consistency.</p> <p>The departmental profile will be linked back to the Corporate BCP group as part of the Council wide response to the 2004 Civil Act.</p>
f	Provide on going support for the delivery of the <a href="#">Easy@York</a> transformational programme.	<p>The department is heavily involved in a number of activities to support and help sustain the successful implementation of the current and future phases of the agreed programme.</p>
g	Expansion of the network managed service contract to incorporate Broadband for Schools and Libraries and City Strategy connectivity requirements.	<p>Evaluating responses to the invitation to tender (ITT) from the short listed potential suppliers prior to detailed discussions with a reduced short list.</p> <p>The tender process is on track to deliver the new contract late October/early November 08.</p>
h	Implement the approved ITT Corporate Business Development and Infrastructure projects from ITT Dev Plan 07/08 and 08/09	<p>Work has begun on this year's IT development projects. In total there are 31 projects from the IT Development Plan in progress. Also, work is being carried out to support a further 23 projects which have been raised by directorates outside the Plan. The proposals for the ITT Development Plan 09/10 have been reviewed by the Corporate IT Strategy Group and will be presented to CMT and Elected members during December 2008.</p>

i	EDRMS – procurement and implementation of a corporate electronic document records management system.	<p>The contract for the system has been awarded.</p> <p>Activities to establish a new Scanning service based upon the Corporate EDRMS solution are planned for September/October 2008.</p> <p>The current project plan has key milestones including; commencing the back scanning work in Autumn 08 and the first early adopters on the new system starting in Jan 09.</p> <p>This project will report into the Accommodation Project Board for its governance arrangements.</p>
j	Establish a Corporate mobile working strategy and infrastructure	<p>Corporate mobile solution from Kirona/Vodafone has been purchased.</p> <p>A phased project plan in line with the Easy@york programme and other approved IT Development projects will commence in August 08 and will continue through into 2010.</p> <p>The Corporate mobile project will deliver a number of new services including a Corporate Booking System, access into Council Systems and Information for mobile/street based services and a Workforce Management tool.</p> <p>This new solution is in addition to the existing flexible infrastructure that allows staff to log on to the network from anywhere including partner sites and enables their phone extension to follow them where the new telephony system is available.</p>
k	Green IT Role Out	<p>ITT have undertaken a project to identify aging and unsupported IT equipment. This equipment will, where possible, be replaced by thin terminal machines which consume far less energy and will contribute towards the corporate target of reducing CO2 emissions by 25% by 2013. The role out has commenced and phase 1 will be completed by March 09.</p>

### 3. Update on Risks

Risks	Update on activities
a	<p>Failure of the disaster recovery procedures.</p> <p>Mitigation includes:</p> <ul style="list-style-type: none"> <li>• Completion of the project to successfully upgrade the corporate virtual servers to a version that enables the department to provide a reduced recovery time in the event of individual system failures, in some cases with no disruption to the customer base.</li> <li>• Expanded the use of 10/12 GHS as a secondary site for locating key ITT Infrastructure.</li> <li>• Further improved departmental system recovery services by expanding the use of a more effective back up process enabling the support teams to reduce the restoration time taken to recover a failed Business System scenario.</li> </ul>

b	Inadequate ITT Business Continuity Plan (BCP).	<p>Mitigation includes:</p> <ul style="list-style-type: none"> <li>• Revised draft departmental BCP documents using the new corporate templates have been produced. Further development of the team recovery plans is in progress to ensure completeness and consistency.</li> <li>• Recovery toolkits (containing BCP documents and guidance) are being established and will be stored at two off site locations to aid incident management and recovery processes</li> <li>• On going testing plans to be established as part of proactive BCP testing regime.</li> <li>• Individual Business System testing is being undertaken as part of the work to expand the use of the improved system back up solution.</li> </ul>
c	Failure to replace ageing social Care, Financial management and Payroll/Personnel Systems	<p>Mitigation includes:</p> <ul style="list-style-type: none"> <li>• Approved and funded ITT development replacement projects are established for the three identified major systems.</li> <li>• Each project has its own governance arrangements.</li> <li>• A phased replacement Social Care System project is in active and in progress.</li> <li>• The assessment of capacity and readiness for change will need to be undertaken before the system go live dates can be established for both Financial Management and Payroll/Personnel Systems.</li> </ul>
d	Inability to undertake out of hours essential System upgrades and maintenance.	<p>Mitigation includes:</p> <ul style="list-style-type: none"> <li>• Evaluate the options and cost of securing external resources.</li> <li>• Investigating the costs and benefits of expanding the ITT infrastructure to reduce impacts on service delivery during core hours.</li> </ul>

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## Easy@york Programme

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### 1. Achievements

The Programme has continued to implement the Phase 2 Plan. We have engaged with HR, HASS and Neighbourhood Services to initiate the Phase2 Projects, a more detailed report on each is given below. The Programme Team

to deliver Phase 2 is now resourced with three Project Teams, a Technical Development Team and a Programme Office Team.

Phase 2 is being funded from the savings made in each of the services as a result of the Programme activities. We are closely monitoring the savings profile. From this, following review and base-lining of the Programme Plan, some of the timings of when the savings will be realised has changed, although the overall value of the profile is still on target.

Besides the development of the CRM system we have also deployed 13 self-service E-forms covering a range of services and problem reports - and many of these forms offer multiple options resulting in a wider coverage of resident's requirements. We have also entered the second development phase of the Councillors Portal which is being monitored via a Members User Group formed from representatives from each political party.

A formal Phase 2 Launch Event was held at the Mansion House on the 10<sup>th</sup> and 11<sup>th</sup> June which was attended by just under 300 people including members of staff, Executive Members, Managers and Directors. The feedback was extremely positive with over 93% of the attendees rating the event as Good or Excellent with 74% of those rating in the "Excellent" category.

## 2. Work in Progress

Work in Progress		Update on activities
a	Benefits Go Live	<p>The accommodation moves are all complete with the exception of the telephone pod which will be built and functional by the end of August</p> <p>The functional specifications have been agreed with the service and the build of the new system has now started. The first phase of testing has started. Testing will take place over a seven-week period.</p> <p>Training will run from 30th September - 11th November 2008 (six weeks). A training plan for each member of staff will be maintained and programmed into the schedule.</p> <p>New organisational structure is being put in place and the assessment of change process is in train and some of the new roles already filled.</p>

		Full Go live is expected in November.
b	HASS Advice and Information	<p>The project continues to identify and implement quick improvements to free up more capacity within the service to participate in the design of new processes. A new Telephony system went live on 1<sup>st</sup> July and this will allow the project to gain a better understanding of the demand for phone services. In addition, a new process for hospital discharges has been agreed and will be implemented by the end of August, this will immediately speed up the referrals process and will reduce the amount of paperwork involved in delivering the service.</p> <p>Analysis of the current A&amp;I organisation and processes will be complete by the end of August. This will allow the project team and service managers to identify the key priorities for the redesign phase that will start in September.</p> <p>As a first priority, work is being taken forward to restructure the way in which the reception area operates at George Hudson Street. Work will be done to implement the first phase of 'Housing Options' whilst looking at ways of improving the overall management of callers.</p>
c	Neighbourhood Services Refresh	<p>The first phase of this workstream, to review all the existing CRM based processes and identify where they could be improved, is complete. A number of quick wins have been identified and 9 changes will be made to the CRM system during September to improve the quality of information being sent to Neighbourhood Services.</p> <p>A detailed review is taking place around the Street Environment Service. This review will help the project team design processes to support the wide variety of work that this team undertakes.</p> <p>A further review has taken place to understand how the Highway's processes might be improved and work will begin in September to</p>

		design improved processes for this function
d	Mobile Working	We have a contract with Vodaphone/Kirona to deliver integrated mobile access to back office systems. The first deliverable from this project is a booking engine which is being delivered as part of the Benefits project.
e	E-Recruitment	<p>The contract with Tribal will be signed in late August. The detailed design has commenced. CMT have agreed a new organisational model in principle and detailed proposals will be worked up in the next month. Initial base-lining of recruitment staffing has been completed but the data is still being analysed.</p> <p>The membership and constitution of the Design Project team has been set up with LCCS and the detailed design activities have been planned.</p> <p>Revised timescale taking later delivery of CRB (Criminal records Bureau) into account has been planned. Go live is planned for March/April 2009.</p>
f	Intranet Development	<p>Progress continues with production of a number of screen designs that will be reviewed by the easy@york Board in September.</p> <p>A staff focus group to review the new site as it develops, is now being recruited made up from volunteers from across the Council.</p>
g	Customer Strategy	<p>The Corporate Customer Strategy is being developed which takes account of: -</p> <ul style="list-style-type: none"> <li>• The refreshed Corporate Strategy 2007 – 2011 and the Customer Value</li> <li>• The new Council Headquarters - Customer Access Requirements for York Customer Centre</li> <li>• The Local Government Performance Framework and introduction of a single set of national indicators (especially NI 14 – Reducing Avoidable Contact) as outlined in the 2006 white paper <i>Strong and Prosperous Communities</i>.</li> <li>• Other emerging good practice around :-</li> </ul>



		<ul style="list-style-type: none"> <li>➤ Customer segmentation</li> <li>➤ Customer experience and satisfaction</li> <li>➤ Customer journey</li> <li>➤ Service improvements from putting our customer needs first</li> </ul> <p>The draft policy and procedures for customer feedback already developed by the project group will be incorporated into the overall Customer Strategy and be subject to the same consultation and approval process.</p> <p>This will be brought to Executive and EMAP in the autumn.</p>
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### 3.Risk Management Issues

Red Risks		Update on activities
a	Emergence of new legislation and development of Service systems may impact on the Programme delivery schedules	<p>In each Service that we engage with, we ensure involvement at a DMT level and Tracey Carter and Stewart Halliday maintain close contact at AD and Director level to ensure that we maintain awareness of all Service developments.</p> <p>In addition, Tracey Carter in her capacity as Strategic Head of IT, reviews all IT funding bids on a regular and systematic basis. This enables her to detect and manage any potential conflicts.</p>
b	Savings needed to fund the programme may not be realised	The Programme will take a three stage approach, early identification of potential savings areas, detailed analysis of current work and future improvements to identify where actual savings can be realized, detailed implementation plans owned by the business and the programme to achieve these savings.
c	Delays in the Pay and Grading Programme have delayed some of the organisational changes required to achieve the Programme Objectives	We have maintained close relationships with the Pay and Grading Programme throughout. Reprofiled work to achieve at earliest possible date.

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## Audit & Risk Management Services

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### 1. Achievements

- 1 The Fraud Team has successfully prosecuted 3 people for benefit related fraud since 1 April 2008. In addition, the Team has administered 13 sanctions (Formal Cautions and Administrative Penalties) and identified in excess of £80k in fraudulent benefit payments.
- 2 To further improve the quality of the Council's counter fraud arrangements a review of the existing policy framework was undertaken. As a result of this review, a new overarching Counter Fraud and Corruption Policy was prepared and adopted. The policy is intended to be a high level statement of overall principles and approach rather than detailed guidance. It was also considered necessary to review and re-fresh the Council's existing Fraud and Corruption Prosecution Policy for consideration by Members at the same time.
- 3 The Fraud Team has completed the successful implementation of the Experian Investigator Online and Citizenview credit search system. This facility provides easier access to information necessary to undertake fraud investigations.
- 4 Internal Audit completed 91.6% of the 2007/08 Audit Plan compared to the target of 90% (and compared to 92% in 2006/07 and 91.3% in 2005/06).
- 5 Internal Audit coordinated the preparation of the Council's Annual Governance Statement (AGS) for 2007/08, which will be published as part of the annual statement of accounts. For 2007/08 onwards the AGS has replaced the annual Statement of Internal Control. This change necessitated a complete review of the arrangements for evaluating the Council's control environment. The draft AGS was considered by the Audit and Governance Committee on 26 June 2008, and subsequently approved by full Council on 30 June 2008.
- 6 Internal Audit has completed its annual review of unauthorised breaches of the Council's Financial Regulations. The results of the review will be reported to the Audit and Governance Committee, along with details of any waivers approved by the S151 Officer during 2007/08.
- 7 The Executive and CMT approved a corporate wide Sustainable Procurement Policy in June 2008. Work is currently being undertaken to embed and measure progress across the organisation.
- 8 The Executive and CMT have supported the piloting of a detailed sustainable procurement manual Procura+. This is a European

wide manual and appropriate tenders being undertaken during 2008/09 have been identified to pilot its use.

- 9 The use of the Council's Supplier Contract Management System to Implement E-Tendering commenced on 1 April 2008. A number of contracts are currently in progress using the system including the £15m Managed Service Contract
- 10 A Buyers Day was held at the Guildhall in July to promote the Councils corporate contracts. Most of the Councils major corporate contract suppliers were in attendance including those from the Third Sector.
- 11 A Buyers Guide providing details of all the Councils corporate contract suppliers has been published on the intranet
- 12 To support the Councils risk management strategy a quarterly risk monitoring report to CMT has been implemented with effect from 1 April 2008.
- 13 The prudent reserving and management of the Councils insurance funds has ensured that healthy balances have been maintained.
- 14 The CPA Use of Resources self-assessment has been prepared and presented to the auditor, collecting submissions from relevant service managers including supporting evidence. This year it is almost entirely electronic, with direct links to evidence documents rather than presenting volumes of copies.
- 15 New Data Protection Policy approved by Executive, following completion of review of information policy framework
- 16 Information governance: 66 FoI requests overseen, but only 3 RIPA authorisations. Formal advice given on 48 occasions. The Information Governance Strategy (IGS) is progressing with the creation of its working group and the creation of a new programme combining relevant aspects with the scanning/EDRMS project.

## 2. Work in Progress

Work In progress		Update on activities
a	Shared Audit and Fraud Service with North Yorkshire County Council.	Work is progressing well with the project. A progress report, action plan and timetable was presented to EMAP on 10 June 2008. Since then an outline Implementation Plan has been prepared. Work is also ongoing to address the legal, financial and staffing implications set out in the action plan.

b	Financial Investigations	The Financial Investigation function is now fully established. One major investigation, undertaken jointly with the DWP and another local authority, has been completed. Total fraudulent overpayments of > £75k have been identified and the case has now reached the prosecution stage. A further significant investigation is also underway.
c	National Fraud Initiative	Preparations are ongoing to enable the Council to participate in the 2008/09 NFI exercise (the national data matching exercise coordinated by the Audit Commission). Arrangements have been made to submit the required data sets in October, and to comply with the Data Protection Act. In addition, work is also ongoing to check the Council Tax single person discount data matches which were identified in the last NFI exercise (January 2008).
d	Disabled Blue Badge Misuse Policy	A joint project is underway with City Strategy and HASS to develop a policy framework to assist in the prevention, detection and investigation of Blue badge misuse.
e	Value for Money	The Value for Money function is now established and work is progressing on a number of reviews.
f	Information Governance Strategy (IGS)	Pilot services in City Strategy are preparing to start scanning and loading other records onto Documentum. This experience will inform other services as they are brought into scope. Meanwhile all directorates are reviewing paper records service by service

### 3 Risk Management Issues

Risks		Update on activities
a	Failure to deliver the Audit Plan (90%)	Ongoing monitoring of progress against the Audit Plan. Reports to Audit and Governance Committee.
b	Failure to identify, monitor & report control weaknesses	Supervision of audits. Allocation of appropriate staff to audit assignments and ongoing training. Follow up of audit recommendations. Reporting & escalation procedures including referral to Audit & Governance Committee (where necessary).
c	Failure to provide adequate documentation to achieve a level 3 for risk management in CPA Use of Resources	Annual review and update of framework. Officer training delivered. Member training and awareness sessions delivered. Annual Risk Management Report to Executive (September). News & Jobs article to be published.

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## Financial Services

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### 1. Achievements

- Closure of 07/08 accounts within statutory timescales
- Compliance with technical accounting requirements achieved
- Early highlighting of variances to CMT for 08/09
- Re-instatement of Q3 monitor reports

### 2. Work in Progress

Work In progress		Update on activities
a	Replacement of FMS	Review of business change activities ongoing, additional work required. Update to be provided at next meeting.
b	Significant change of staffing ongoing	Handover procedures in place and additional resources brought in to support large projects
c	Implementation of Job Evaluation and equal pay	On schedule, awaiting outcome of ballot
d	Preparation for Use of Resources 08/09 and IFRS/SORP changes	Initial preparation work commenced. Working groups in the process of being established

### 3. Risk Management Issues

Red Risks		Update on activities
a	Staffing changes and high workload of remaining staff	Handover procedures ongoing, additional resources identified to support
b	Resources issues on FMS project	Significant increase in workload anticipated, plan for deliver being developed