

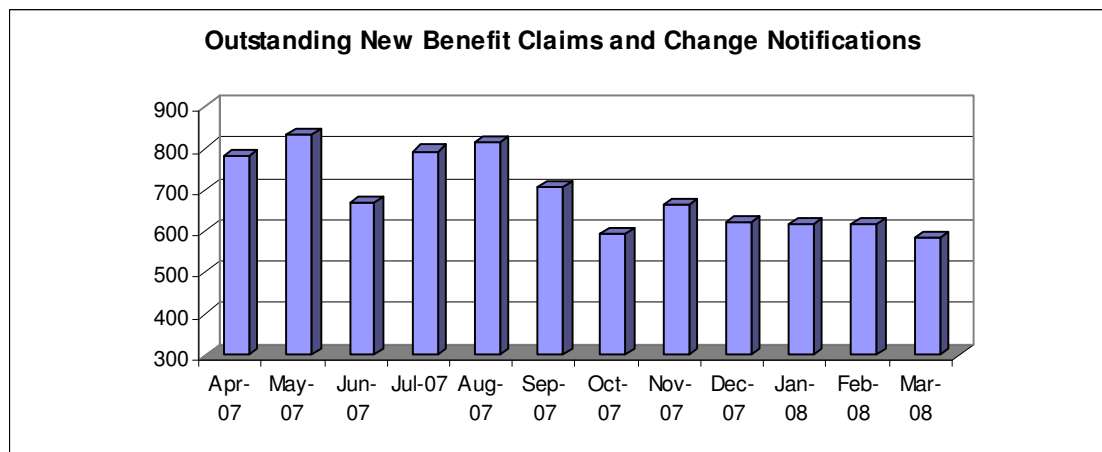
SERVICE PLAN MONITORING 2007/08 Progress Updates for outturn

Public Services

1. Achievements

Benefits

- a) The Local Housing Allowance (LHA) scheme was implemented in accordance with the DWP's requirement, going live on 7 April 2008. This followed an extensive programme of publicity for tenants and landlords (including leaflets and public meetings), liaison with the voluntary sector, staff training and IT system testing.
- b) As part of the LHA implementation we promoted the payment of Housing Benefit by Direct Credit as opposed to cheque. We now pay benefit to 68% of claimants directly into their bank accounts.
- c) As new processes have been implemented and incoming work better managed this has led to a general reduction in the amount of work-in-progress at any given time and improved processing times. Charts showing the improving workload situation for Benefits are shown below



- d) Following the conclusion of a joint initiative between the Business Management team and Central Accountancy we have improved the monitoring of benefit subsidy and re-aligned the budgets. Detailed monthly management reports are now produced showing loss areas and projected over/under spends across the total of £37.7m subsidy that the Council receives. In conducting their audit of the 2006/07 subsidy claim the Audit Commission commented favourably on our claims auditing process and the more positive relationship with the Council.

- e) Work has been carried out with stakeholder and partner organisations to reduce subsidy losses that result from some of the more complex benefit regulations. By working with others it has been possible to make an annual saving of approx £25k.

Joint Working/Social Inclusion

- a) Joint working between the Benefits Service and the local Pensions Service was successfully introduced in the summer of 2007. This joined-up approach is resulting in customers having only one visit from either organisation and then that partner undertaking work for both. In a recent joint exercise of 145 cases handled by the Pension Service this resulted in a 16.5% take-up rate.

The service has worked with local organisations that support people and groups of young volunteers to better understand the issues that young people (aged 16-25) face when claiming benefits. This has resulted in the introduction of Young Peoples representatives, the use of mobile phones and text messaging to contact our service, and specifically-designed literature and posters to signpost the service to young people.

- b) Work has continued to ensure that York's minority ethnic are aware of the work of the benefits service and can access the service and be supported in making a claim. The Welfare Benefit advisors have been involved in Learning Disability conference and workshops, an Ethnicity event at Priory Street and have developed contacts with York Muslim Association, York Blind and Partially Sighted Society, Older Peoples Assembly, Turkish Cultural Society and Polacy W Yorku (Poles in York).
- c) We became a full member of the North Yorkshire Benefits Training Group. Membership allows us to share training courses and costs across the region and to work on joint leaflets and publicity. Joint campaigns included a set of LHA leaflets and the "It's time to claim Council Tax Benefit" alarm clock promotion.
- d) We have maintained a commitment to work with Registered Social Landlords to ensure a two-way exchange of issues and that they are appraised of changes in the Benefits Service. Working with this group and other local stakeholders has resulted in positive and sometimes complimentary feedback which has been offered to the DWP's Performance Development Team as part of their service review.

Appeals and Complaints

- a) The position on the handling of appeals against benefit decisions and overpayment notifications has improved over the year. As at 31 March 2007 a total of 56 appeals were waiting to be finalised, whilst a year later the work-in progress had reduced to 30 cases. Relevant performance measures have also improved:

Measure	Outturn 2007/08	Actual 2006/07
% of revisions actioned in 4 weeks	75.33%	55.4%
% of appeals submitted to Appeals Service in 4 weeks	40.48%	21.05%
% of appeals submitted to Appeals Service in 3 months	59.52%	47.37%

However, further improvements are still required and the service will be considering the recommendations in the external review from the DWP's Performance Development Team.

- b) The number of complaints received by the Benefits Service has shown the first real drop since 2004:

2004/05	143
2005/06	127
2006/07	140
2007/08	85

- c) The reasons given for the majority of complaints has shifted from being about delays in processing a claim to the way that claims are dealt with, for example the wording on letters, time given to provide supporting proofs and confusion about which organisation to report changes to. Complaint feedback is given to staff and this is informing service delivery.

Fraud and Error

- a) As part of the DWP's policy objectives to reduce fraud and error in the benefits system they set council's a target to secure a certain number of reductions in benefit over the year. This target is achieved by encouraging customers to report all household and financial changes as they occur and to proactively check claims (termed "interventions") by means of visits, telephone calls and postal reviews. For the year 2007/08 we achieved 105.5% of this target. In 2008/09 this measure changes to include both increases and decreases and will be reported as National Indicator NI180.

York Customer Centre Staff Development

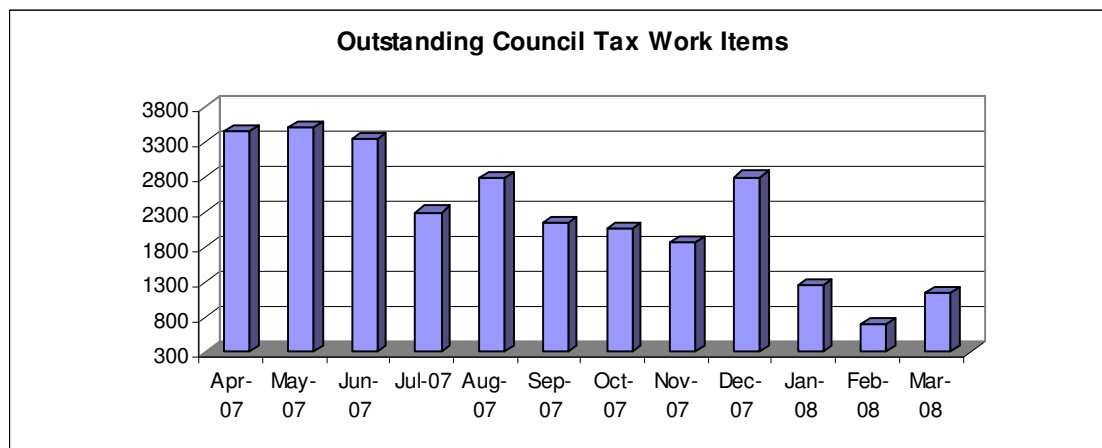
- a) The York Customer Centre implemented a number of initiatives to develop staff skills and ensure that that we meet quality as well as quantity issues. These include:
- New performance management framework with targets to manage staff performance and training needs
 - Commitment to spend a minimum of 4% of time per month on training and development activities
 - Enhancement of training support function and team structure to support changes in customer and business needs
 - Increased number of staff 1-2-1 sessions with focus on quality customer service
 - Bespoke Customer Care training programme for all centre staff

- 40% of staff now multi-skilled to handle Council tax calls
 - Progression matrix to enable the team to further develop skills and knowledge
 - 80% of staff have achieved NVQ in Customer Services Level 3
 - Internal staff satisfaction survey to measure the impact of changes over the last 12 months
 - The YCC are members of the Yorkshire & Humberside Customer Public Sector Contact Council where best practice sharing and agreed agendas are set to work towards key government activities
- b) To increase the profile of the YCC a process is now in place with our Marketing and Communications team. We have also have a dedicated web page at <http://www.york.gov.uk/ycc>

Council Tax

- a) The implementation of Council Tax changes last summer has continued to have a positive impact on service delivery. The chart below shows the level of outstanding work and this in turn can be measured in terms of the amount of time a customer has to wait to get a revised bill. Previously it was not uncommon to have a 3 or 4-week wait – with high work levels outstanding and a limited resource. The automation and revised ways of working have enabled the service to keep waiting days down to the standard 10 working day and in many cases exceed those targets.

The workload trends over the year are shown below:



Figures for March 2008 increased following response to 2008-09 annual bills

- b) The local target for the volume of e-payments for Council Tax was set at 4%. The outturn was 4.82%, up from the 3.40% we reported for 2006/07.

2. Risk Management Issues

Major Risks		Update on activities
a	Benefits – Failure to assess benefit entitlement accurately and within timescales	Mitigation includes: Re-structure and re-engineering in progress due for implementation Summer 2008. Combined measure for 2008/09 so requirement to develop new management reports
b	York Customer Centre – Failure to have a business continuity plan in place to ensure continued service to customers	Mitigation includes: Full review of BCP to take place over the Summer
c	York Customer Centre – IT system failure impacting on ability to handle customer calls	Mitigation includes: Message taking, call back and emergency message procedures Incident report log maintained and reviewed weekly
d	Failure to correctly bill, remind and summons for Council Tax	Mitigation includes: Further automation of processes. Review of post court processes and reports. Programme of discount and exemptions reviews to be timetabled across the year
e	Failure of Sx3 (Northgate Benefits and Revenues) system to provide accurate and reliable information	Mitigation includes: Programme of benefits system refresher training to be delivered to staff Spring 2008 Development of suite of bespoke Business Objects reports to supplement system reports Re-write of HB Overpayments modules expected Summer 2008

Property Services: Administrative Accommodation Project

1. Achievements

- a) Archaeological investigations on the Hungate site. Phase 1 investigations revealed findings of little importance the second phase of investigation will commence in June 2008.
- b) Winner of a York Design Award on 15th May.
- c) Planning approval for a homelessness hostel on the Fishergate site. The commencement of construction overcoming significant difficulties in relation to the piling of the foundations on the site.
- d) Hungate new headquarters feasibility study and subsequent design development through to RIBA Stage D (scheme design) and a subsequent planning application in May 2008.
- e) Design exhibition in early March 2008 and a process of consultation with professional bodies such as English Heritage, Commission of Architecture in the Built Environment (CABE), York Civic Trust, Hungate Community Trust, the wider York Community, Council Members and staff.
- f) Sustainability and the development of a design for Hungate that represents a British Research Establishment Environmental Assessment Model (BREEAM) score of 'excellent'. Incorporating a Combined Heat and Power (CHP) plant, green roof, rain water harvesting and natural ventilation.
- g) Completion of a strategic review and business case for a proposed Facilities Management strategy for the new accommodation portfolio, with a recommendation that the strategy will be operated on the basis of a Total Facilities Management (TFM) /Bundled approach.
- h) Vacant possession of Blake Street premises following a rationalisation of current accommodation and the relocation of Legal Services to the Guildhall and Neighbourhood Services, Safer York Partnership to Kings Court premises. The development of a sale and leaseback agreement with York Conservation Trust and the opportunity to refurbish and relocate the York Tourist Centre and associated services from De Grey Rooms to Blake Street.
- i) The commencement of Phase 1 space planning for the new Hungate Headquarters including the York Customer Centre and the undertaking of additional work to achieve a greater understanding of functionality, visitor numbers and the management of cash. Early outcomes have resulted in the allocation of additional space to meet the customer's future needs. Early outcomes will feed into initial space plan options for Hungate and other premises in the portfolio (Guildhall, St Anthony's House and 50York Road).
- j) Successful lease renewal for the Acomb Office 50 York Road

2. Work in Progress

Work In progress		Update on activities
a	<p>Hungate Land assembly:</p> <ul style="list-style-type: none"> Relocation of the Ambulance Service, and the Peasholme residents Demolition of the Ambulance Station and the Peasholme Hostel Closure of the car park and subsequent phase 2 archaeology on the site Completion of the new Homelessness Hostel at Fishergate 	<ul style="list-style-type: none"> Final Negotiations with the Ambulance Service underway Temporary relocation of the Peasholme residents to meet the project timescale for land assembly Tender for archaeology awarded New Hostel at Fishergate due for completion November 2008
b	<ul style="list-style-type: none"> Preparation of the planning application for Hungate 	<ul style="list-style-type: none"> Application to be registered end of May 2008 Planning Committee scheduled for September 2008
c	<ul style="list-style-type: none"> Ongoing space planning 	<ul style="list-style-type: none"> Phase 1 space planning review July 2008 Phase 2 June 2009 Final Phase 3 March 2010
e	<ul style="list-style-type: none"> Maximum Target Price for Hungate Headquarters 	<ul style="list-style-type: none"> RIBA Stage D (Scheme design) through to RIBA Stage K (Operations on site)
f	<ul style="list-style-type: none"> Outline planning applications to support the sales of Ashbank, Hollycroft, Yearsley Bridge 	<ul style="list-style-type: none"> Framework planning consultants commissioned to undertake this work
g	<ul style="list-style-type: none"> Facilities Management- Scoping exercise Preparation specification /brief for new accommodation portfolio 	<ul style="list-style-type: none"> Recruitment - Development Officer for FM Procurement of FM Consultants

3. Risk Management Issues

Risks		Update on activities
a	<p>Planning Permission -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>	<p>Staged design development and approvals. Good communications and high quality presentations of the concept and design to gain support and buy in from key influencers such as English Heritage, CABE, CAP. Pre planning design exhibition to gain support and buy in from the media, the wider community, Members and staff.</p>
b	<p>Hungate Land Assembly – relocation of the Ambulance Station and the Peasholme Hostel</p>	<p>Ongoing negotiation with the Ambulance Service currently escalated to Chief Executive level. Peasholme Hostel tenants to be temporarily relocated to Crombie Avenue/Burton Stone Lane Community Centre premises</p>

c	<p>Archaeology on the Hungate Site and unforeseen requirements</p>	<p>Phase two investigations will commence following the demolition of the Ambulance Station and Peasholme Hostel</p>
d	<p>Change Management - 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"> • Business re engineering and the delivery of a fully integrated customer centre enabled through the easy@york project • The introduction of new and more innovative ways of working and a performance management culture rather than that of 'presenteeism' • 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). • Information management – business and reference material storage, remote access and archive storage.
e	<p>Project Affordability/Inflation Risk of cost exceeding budget forecast and risk of inflation cost in the construction industry increasing faster than those estimated within the project's financial model</p>	<ul style="list-style-type: none"> • Rigorous investigation of outstanding matters • Agree maximum target price • Clear definition of affordability parameters • Review financial model: net present value savings (npv) and early years deficit.

Property Services

1. Achievements

- a) Danesgate School – Development of a sustainable timber-framed teaching environment including a wood-pellet biomass boiler, completed. Winner of the Green Apple Award for environmental achievement. (£2m)
- b) Acomb Library ‘Explore’, completed within budget (£700k) and ahead of time. Including a wood-pellet biomass boiler
- c) Tang Hall School and Children’s centre, phase 1 and 2 complete and phase 3 on site. (£1.4m)
- d) Rufforth Primary School Community Hall completed (£700k)
- e) Yearsley Bridge Pool refurbishment completed to very tight timescale (£1.0m)
- f) Poppleton Road school extension and lift, procurement complete and on site (£0.5m)
- g) York High School (Oaklands development) including school refurbishment and extensions; design complete and on site; design partnership (£12m)
- h) Oaklands Leisure Centre including new pool; design partnership in progress (£6m)
- i) Sustainability in Design Group - cross directorate group focussed upon establishing policies and protocols for the design and management of buildings, operating within the council’s corporate Environmental Management System (EMS)
- j) Energy and Water Management Group (EWMG) - a cross-Directorate group focussed upon establishing policies, protocols and an action plan for the management of energy and water usage by the council, operating within the council’s corporate Environmental Management System (EMS)
- k) Contributed to the Carbon Management Board and cross directorate working group.
- l) Completed LCCS and Corporate programmes of work for maintenance, DDA and improvement works
- m) Contributed to the successful bid for funding to support the re-development of the St Clements Hall development (£1m)
- n) Established the first Area Asset Management Plan at Tang Hall and identified Acomb and Leeman Road as the next two Areas.
- o) Achieved capital receipts of > £7m – including the Osbaldwick Lane Field, Lidgett Grove, Hebden Rise, Bonding Warehouse, Strensall Youth Club, 2 High Petergate and 3-4 Patrick Pool
- p) Completed the disposal and development procurement and evaluation process for the Discus Bungalows, in partnership with HASS.
- q) Gone live with the new Technology Forge property database and successfully migrated data from the old Britannia system to the new.
- r) Generated c. £3m of rental income from the commercial portfolio and other properties
- s) Invoices paid within 30 days maintained above target level 95.87%

2. Work in Progress

Work In progress		Update on activities
a	Capital Programme	Projects on site: York High, Tang Hall Phase3; Fulford 6-classroom extension; Haxby Road and Poppleton Road school extensions; Burtonstone Lane lift and alterations; Willows changing place Design stage: Silver Street Toilets and Changing Place; Oaklands Pool; Scarcroft School Learning Resource building; Stockton on forest refurbishment and alterations. Pre-design stage: Clifton-Rawcliffe Primary School
b	Yearsley Bridge/ Huntington Road Day Centre.	Closedown and demolition works being planned
c	Area Asset Management Plans	Acomb (North and South); Leeman Road; Clifton Without and Rawcliffe.
d	Service Asset Management Plans	Commercial Portfolio review – implementation and development of initial plan, Young People’s Service, Older People’s Care Provision, Parks & Open Spaces, Car Parks, Community Centres and Neighbourhood Services
e	Property Database and Asset Register Development (tf)	Developing Capital Valuation system which will integrate with new FMS system. Developing access to floor and site plans through property database.

3.Risk Management Issues

Risks		Update on activities
a	Failure to deliver the Capital Programme	Closer working with Client planning teams to ensure realistic programmes and spend profiles for capital projects
b	Failure to keep an up to date corporate asset management plan	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.
c	Failure to keep an up to date asset register and property management database.	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.
d	Failure to achieve capital receipt	Capital Receipts programme and performance now reported to Members at each monitor.

e	Failure to have fully accessible buildings in an acceptable state of repair.	<p>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.</p> <p>BVPI 156 - public access to council buildings is now at 84%.</p>
f	Asbestos Contamination	<p>All surveys complete, all asbestos identified, tested and removed or managed.</p> <p>Contracts in place to facilitate annual inspection of known asbestos to ensure stable.</p> <p>Programme of Asbestos awareness training and the appointment of Site Asbestos Liaison Officers at each premises will limit the likelihood of asbestos contamination</p> <p>All building works in existing property require type 3 survey prior to commencement of works</p> <p>Risk still exists in those areas where building work executed without Corporate Landlord knowledge.</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. It has achieved all but one of its revised and agreed service level targets for 2007/08. The exception being the low volume high priority requests for service. These breaches have mainly resulted from external network providers suffering major disruption within their own infrastructure, hardware faults where workarounds were put in place during the working day to reduce customer impact and replacement work was undertaken outside of core service hours and intermittent faults that were complex in nature and required extensive investigation.
- b) The Corporate Electronic Document Management System (EDMS) project started in November 07 and is now in final stage of procurement. The replacement of the Financial Management System (FMS) is on schedule for a phase 1 go live of Jan 09 and the Corporate Mobile Working project has progressed in terms of securing a base platform to deliver a Corporate Mobile solution and there are pilot schemes in progress evaluating the effectiveness of a number of hand held devices.
- c) The department has successfully delivered a number of behind the scenes infrastructure projects that underpin current and future Council wide Service Delivery. The projects are supported by the continued development of effective governance controls and include:
 - Successfully moved a number of the Business Systems information/records over to a more flexible and robust information storage platform with no disruption to the customer base. This included the Council's Integrated Revenues, Benefits and Housing system.
 - Further improved departmental system recovery services by expanding the use of a more effective back up process enabling the support teams to reduce the restoration time taken to recover from a failed Business System scenario.
 - Successfully installed a new antivirus solution for all the Corporate and Departmental Business Systems that provides a more effective level of antivirus protection without impacting upon the performance of the System itself.
 - Implemented a new secure email service that encrypts the information to ensure the secure transfer of information to recipients outside of the Council.
 - Successfully upgraded the capacity of the network link between 4 Museum Street and 10/12 George Hudson Street (GHS). This provides improved infrastructure services for the departments customers and further improves data recovery times and business continuity facilities.
 - Successfully installed a new Corporate anti spam solution that provides a more effective level of protection without impacting upon the performance of the email delivery service.

- d) The department continues to support the Corporate Accommodation Review project through the identified design, project and user group work streams.
- e) The department assumed the additional management responsibility for the both the Resources Business Support Group and the Resources Systems Support and Development Team following the departure of the Head of Public Services and the team manager during 2007/08.
- f) The department played a significant role within the phased refresh project to replace the computer related services within the Central and Branch Libraries in order to transform them into 21st Century facilities for the public. This included the transformation of Room 18 from its previous computer based resource suite function into a Lifelong Learning Centre and the creation of a new computer based resource centre within the impressively refurbished Lending Library section.

2. Work in Progress

Work In progress		Update on activities
a	Frameworki – replacement of the Social Care System	Phase 1 was completed as planned. However, progress on phase 2 was affected by the loss of key staff and in year priority realignment within HASS. Phase 2 is now scheduled to go live late summer 08. The delay to the original plan has enabled work on the financial assessment tool and the interfacing with FMS to start earlier.
b	FMS – replacement of the Corporate Financial Management System	The procurement process has been completed and the preferred supplier has been selected. The project has now reached the implementation planning phase and the first go live stage is scheduled for Jan 09.
c	Corporate ITT Governance.	Developing change control procedures through process mapping and subsequent workflow regimes. These will be incorporated into the next release of the departments Customer Support Service Desk system during 08/09. Review and modernise the Council's Electronic Communication Policy (ECP) including the evaluation of the potential impacts of providing access to Social Networking sites such as Friends Reunited and Facebook etc.
d	Continued development of departmental Business Continuity Plan (BCP).	Revised draft departmental BCP documents using the new corporate templates have been produced. Further development of the team recovery plans is in progress to ensure completeness and consistency. The departmental profile will be linked back to the Corporate BCP group as part of the Council wide response to the 2004 Civil Act.
e	Provide on going support for the delivery of the Easy@York transformational programme.	The department is heavily involved in a number of activities to support and help sustain the successful implementation of the current and future phases of the agreed programme.

f	Expansion of the network managed service contract to incorporate Broadband for Schools and Libraries and City Strategy connectivity requirements.	A comprehensive tender specification document has been produced. The invitation to tender (ITT) has been issued to the short listed potential suppliers and the tender process is on track to deliver the new contract late October/early November 08.
g	Implement the approved ITT Corporate Business Development and Infrastructure projects from ITT Dev Plan 07/08 and 08/09	<p>The IT Development Plan for 07/08 comprised of 17 approved Business Development Projects;</p> <p>10 were completed in year. 1 project was put on hold and moved into the Corporate Mobile project plan for delivery in 08/09. 3 are nearing completion and the final 3 are multi year projects – Frameworki, EDMS and Corporate Mobile and these projects were not scheduled for completion during 07/08.</p> <p>The IT Development Plan for 08/09 currently consists of 18 approved projects, and work has already commenced on 12 of them.</p>
h	Develop a forward-looking technology and major systems replacement roadmap.	<p>The initial work in terms of reviewing the current ITT estate and the external pressures it faces in terms of lifespan of the products in use has been undertaken.</p> <p>This has led to 2 Business appraisals which are now underway to determine the hardware, software and licensing options that will meet the anticipated future flexible requirements of the council at the most economically advantageous cost. These appraisals will potentially lead to ITT Development bids in 09/10.</p>
i	Establish a Corporate mobile working strategy leading to the procurement of a Corporate mobile solution	<p>The outcomes of the in year evaluation process resulted in the procurement of a base platform for a Corporate mobile solution from Kirona/Vodafone.</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>

j	EDMS – procurement and implementation of a corporate electronic document management system	<p>The project commenced in November 07 and has rapidly progressed to the final procurement phase with a project plan that has the award the contract being targeted for July/August 08.</p> <p>The current 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>Due to links with the Accommodation Review and the move into Hungate, the EDMS project will report into the Accommodation Project Board for its governance arrangements.</p>
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3. Risk Management Issues

Major Risks		Update on activities
a	Failure of the disaster recovery procedures.	<p>Mitigation includes:</p> <ul style="list-style-type: none"> • Completed the project to successfully upgrade the corporate virtual servers to a version that enables the department to provide a reduced recovery time in the event of individual system failures, in some cases with no disruption to the customer base. • Expanded the use of 10/12 GHS as a secondary site for locating key ITT Infrastructure. • Further improved departmental system recovery services by expanding the use of a more effective back up process enabling the support teams to reduce the restoration time taken to recover a failed Business System scenario.
b	Inadequate ITT Business Continuity Plan (BCP).	<p>Mitigation includes:</p> <ul style="list-style-type: none"> • Departmental BCP documents have been produced in line with the corporate templates. • Raised the awareness of Business Continuity plans and ownership responsibilities within the department. • Monitoring and update process established to maintain the on going validity of these key documents. • Further development of the team recovery plans is in progress to ensure completeness and consistency. • Recovery toolkits (containing BCP documents and guidance) are being established and will be stored at two off site locations to aid incident management and recovery processes. • Individual Business system testing is being undertaken as part of the work to expand the use of the improved system back up solution.

d	Significant failure of corporate data / voice network	<p>Mitigation includes:</p> <ul style="list-style-type: none"> • Improved environmental facilities at locations where key network components are located. • Proactive management of managed service provider and network vendors. • Incorporated elements of resiliency into the network design for the YCC in Stonegate.
e	Failure to replace ageing Social Care, Financial Management and Payroll/Personnel Systems.	<p>Mitigation includes:</p> <ul style="list-style-type: none"> • Approved and funded ITT development replacement projects are in progress for both Social Care and Financial Management systems with Payroll & Personnel System scheduled to commence during 08/09.

Easy@york Programme

1. Achievements

The Programme has established a multi disciplinary, corporate customer contact centre, focussed on the web and the telephone, which delivers redesigned, technology-enabled services to customers in 4 of our main customer facing services. Through a process of service improvement, involving definition of measurable Benefits, clear identification of desired outcomes, BPR, innovative integrated technology deployment and change management techniques; we have created a single customer entry point into the organisation which has transformed the customer experience.

Since go live in February 2007 we have seen: -

- 99% of customers are satisfied with the service received
- £307k of efficiencies, cashable and non cashable savings
- 88% reduction in complaints received within the YCC
- Speech recognition technologies handling 25% of telephone contact
- 72% of Revenues transactions handled entirely at point of customer contact
- 92% of all service request completed within SLA
- Transactional web site with 27,000 service requests processed in the first year.

Key achievements in 2007/08 have been:

- Still achieving 99% of customers satisfied to some degree but an increase in the higher level of “very satisfied” to 93% of the respondents from 90% in the higher category last time;
- A further £350K of ongoing annual savings planned from Phase 2;
- Further reduction in complaints received within the YCC with 73% of those dealt with, handled within the SLA;
- 96% of all service requests now completed within SLA – 98.91% completed within 1 day of the SLA – this was on a total number of 79,215 Service Requests processed;
- The new web-site experienced 1,388,590 visits over the course of the year at an average of 3,793 per day representing 990,930 visitors;
- £1,643,239 of payments have been taken via the electronic transactional web/CRM in the past twelve months, up 97% on the previous year.
- Council Tax call answering at year end billing time (for the months of March and April) radically improved – 91.4% calls answered in 20 seconds (representing a total of 11,333 calls answered within 20 secs) as against just 23.3% (representing just 2,622 calls answered within 20 secs) last year. During this period the abandoned call rate was just 0.7% this year compared to 39.3% last year.

- a) We have established a dedicated Programme team to develop, define and deliver a broad range of changes to working practices, organisational structures, policy refinements, technical designs, implementation, testing and training activities. The

changes that the programme has brought about have touched every area of the Council and have brought significant change in Resources, City Strategy and Neighbourhood Services.

- b) Approval was given at the Executive Meeting on 15th January 2008 to proceed with Phase 2 of the Programme – The scope of activities approved for inclusion consists of:-
- i. Corporate Recruitment & HR processes
 - ii. Advice, Information & Referral for HASS and Children’s Services
 - iii. Improvement and extension of Neighbourhood Services delivered in Phase 1
 - iv. Highways
 - v. Licensing
 - vi. Housing Management & Housing Repairs
 - vii. Parking
- c) Go-live of Revenues Services in the YCC in November 2007 – since then we have cross-skilled 6 additional CSR’s from other services in Council Tax Processes as well as up-skilling the staff that were transitioned in from the Council Tax service – this has enabled us to achieve over all service levels for Council Tax of 92.7%.

2. Work in Progress

Work in Progress		Update on activities
a	Benefits Go Live	<p>The Benefits Project is in an advanced position but has been slowed down by the impact of the Pay and Grading Review and the moratorium on re-organisations. The key activities in progress are:</p> <ul style="list-style-type: none"> – Redesign of the layout of the office space is nearing completion – this is to establish the principles that will be incorporated into Hungate; – Technical design of all aspects of the new system will be complete by the end of May; – New rotas and new methods of workload management to maximize the efficiency opportunities are being finalised, but are dependant on the new organisation being established; – Mobile working solutions for home visits, etc are being trialled, as are electronic signature recognition applications (see flexible working below); – The organisational changes are at an advanced stage of negotiation and agreement with the Unions but are subject to the effects of Pay and Grading review and the impact of the moratorium on re-organisations (see risks below); <p>All new processes have been agreed and transition activities are currently being planned for a go-live in</p>

		early August 2008.
b	HASS Advice and Information quick wins work	<p>An improved telephone system to provide the team with the ability to proactively manage the phone channel. This will:</p> <ul style="list-style-type: none"> - Provide real-time call management - Provide detailed MI on calls - Provide ability to log call categories with a single key press - Be implemented by w/e 23rd May <p>Opening up links between the YCC and A&I teams. This will:</p> <ul style="list-style-type: none"> - Provide a structured route for feedback to be passed between the two teams thus enabling improvements in problem areas. - Be implemented in throughout early May - Other areas identified for possible short term solutions include Blue Badge provision, hospital referrals process, availability of information via the Web and the co-location of A&I with YOT. <p>Following on from this work, a full A&I Project is being undertaken which will address the wider aspects of the service provision, the go-live for this work is June 2009.</p>
c	Neighbourhood Services Refresh	<p>The aim of this project is to implement the end-to end re-engineered processes and increase the efficiency of the current processes by introducing enablers and reducing multiple handling of cases. Also the project will, where viable increase the use of CRM to improve the efficiency of the remaining business processes. In more detail this can be described as:</p> <ul style="list-style-type: none"> - Reduce the multiple handling of customer cases to allow back office operatives to receive the appropriate cases directly from the YCC. - Increase the speed at which work is transferred to back office ensuring that the most urgent work is prioritised effectively. - Re-engineer all the current CRM processes in order to reduce the administration by at least 60%. - An analysis of the current 'out of scope processes' will be made to evaluate the need to undertake the development and design of new processes. - The improvement of the data available to customers on the website. - The improvement of NS service data available to YCC - Improved SEO caseload management enabling progress tracking for handed off cases. - Improve the efficiency of the service area by

		<p>introducing technical enablers, including the provision of accurate information and management of resources.</p> <p>The completion date for this work is the end of May 2009.</p>
d	Mobile Working	<p>Contract being signed for Corporate Mobile Platform that will provide secure mobile access to data held in back office systems which in the first phase will cover:</p> <ul style="list-style-type: none"> - CRM – Streetscene and Pest Control - CRM/Exor – Highways - SX3 – Revenues, Benefits and Housing - Flare – Licensing <p>It will also provide a range of workforce management tools such as Lone Worker security, bookings and scheduling of people and rooms, messaging services, timesheets and GPS/GIS location tracking.</p> <p>This has been procured through the OGC Catalyst with Vodaphone/Kirona.</p> <p>We are implementing the booking engine functionality early to ensure that the Benefits project can be delivered on time.</p>
e	Customer Strategy Development	<p>The development of a Corporate Customer Strategy to include:</p> <ul style="list-style-type: none"> - The refreshed Corporate Strategy 2007 – 2011 and Customer Value - The Local Government Performance Framework and introduction of a single set of national indicators (especially NI 14 – Reducing Avoidable Contact) initial indicators suggest a reduction in the region of 60% to 70% is achievable using the Easy@york solution. - New Policy and processes for handling customer complaints and feedback - Customer Access Requirements for York Customer Centre in Hungate <p>Other emerging good practice around :-</p> <ul style="list-style-type: none"> - Customer segmentation - Customer experience and satisfaction - Customer journey - Service improvements from putting our customer needs first <p>All of which is being incorporated into the working practices being delivered via the Programme.</p>

f	YCC Design in Hungate	<p>At Hungate we will to offer a mix of conventional and electronic channels for effective and efficient service delivery. The Programme is managing the design of all customer interfaces that will be required at Hungate, whether or not the service is being delivered via the Easy@york technical solution.</p> <p>We are working in partnership with the Admin Accom Project, and other relevant stakeholders to define our strategy for the customer access requirements in the YCC at Hungate. Along with an agreed increase in floor-plate size to approx 950m², the general principles of customer flow in Hungate is logically represented (i.e. does not depict a physical layout) by a "Help Zone" and an "Advisory Zone".</p> <p>QMatic Knowledge who support organisations in the development of solutions in meeting its customers needs and have provided solutions to more than 90 public sectors organisations in the UK, have critiqued and benchmarked our initial customer footfall and transaction data.</p> <p>We are about to implement a tool to capture footfall requirements in all the front desk/reception points throughout the council so we can define the arrangement of the space requirement of the YCC Hungate and to develop our understanding of the volumes of citizens who will be "walking in" to request (which) services and the associated transaction times to provide those services.</p>
g	Recruitment to the Easy Team	<p>The Easy Programme now consists of a Programme Office which includes Marketing and Communication, three Project development Streams, a Technical Team, a temporary HR support function and the Programme Management function – a total headcount of 25 personnel. We are currently recruiting a final Business Analyst to complete one of the Project Development Teams and an Integration Developer to help us on the way to becoming independent in terms of our technical development and build capabilities.</p> <p>The Programme is developing a skill-set and technical capability which is unique within the Authority and capable of delivering complex, multi-disciplinary change Programmes.</p>
h	Members Portal for accessing CRM Services	<p>A system of E-forms was released in April to allow members to enter cases directly into the CRM and review progress online. There have been a number of issues with this system since its release.</p> <p>We have now convened a Members Working Group to review the wider requirements for the Councillor's Portal and we will use their input to define a further development Project.</p>

		This Working Group will also be convened to review and approve any changes that have been made to the current portal, prior to the release into live.
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3.Risk Management Issues

Red Risks		Update on activities
a	The time plan for the Phase 2 activities is aligned with the Admin Accom Project and the move into Hungate – funding for the Programme has been set against the Hungate timescales – any extension to the programme as a result of the delay in moving to Hungate will need to secure additional funding to the original planned budgets.	<p>The two main areas of risk that could extend the Project timescales are:</p> <ul style="list-style-type: none"> – Delays in Hungate timescales – Lack of availability of resources from within the services to support the Programme's Projects <p>Tracey Carter is attending both Programme Boards and has submitted plans for a Corporate Change programme to co-ordinate the various Corporate strategies and Corporate-wide developments including Customer Strategies, Corporate DMS, Replacement FMS, consolidation of HR functions as well as the Admin Accom project.</p> <p>All Project Streams within the Easy@york Programme are carrying out early engagement with the services involved, defining the Benefits opportunities profiles for the projects and identifying the resource requirements required from the services. Where appropriate and affordable, backfill arrangements for service personnel are being supported.</p>
b	The savings that are anticipated cannot be realised resulting in a funding shortfall for the Programme	All Project Streams establish a Benefits Opportunities plan as one of the first activities – this plan is base-lined against current activities and then the Benefits are tracked as the Project develops. Cashable and non-cashable savings are included within the monitoring mechanisms. Such savings are also agreed with the senior management teams in the services prior to engagement and then reflected in the Project Initiation Document (PID) which is approved by the Programme Board.

c	The Programme has difficulties retaining the team or recruiting new members as required	<p>The impact of the Pay and Grading review is being closely monitored and the Programme is keeping in close contact with the Pay and Grading Project Team to ensure that all potential issues, etc are dealt with in a professional and acceptable manner.</p> <p>We have also adopted a strategy of developing people within the Programme through both training and experiential learning so that as opportunities arise, individuals can be given the chance to further their careers where appropriate thus the Programme is able to retain the knowledge and experience that has been gained. This can also enable us to be more flexible with resources and achieve faster response times to situations as they arise.</p> <p>We are also upskilling the Technical Team to reduce our reliance for support and maintenance on third party providers, thus giving us more control over the development of the CRM systems.</p>
d	The complexity of the Programme in managing multiple streams of activities across several Directorates and Service areas	<p>A Programme Management Office (PMO) has been established and key products have been mapped in the project documentation. The highlight reporting process has been implemented to give the PMO an overarching view of the projects. Plans and resource maps are constantly reviewed and refined.</p> <p>All Programme risks are recorded on the Corporate Risk Register and managed via the facilities that the system provides, as well as the local management of risks within each Project. The Programme personnel are all located in the same area so that cross-sharing of risk resolution activities is managed.</p> <p>The Programme is structured in phases so that key milestones can be identified and used as review points to continually assess the Programme's Performance.</p> <p>A Marketing and Communications post exists within the Programme to handle the promotion of the programme, the messages it sends out and to ensure that all interested parties are kept informed according to their stakeholder needs.</p>

Audit & Risk Management Services

1. Achievements

- a) Corporate Procurement Team (CPT) re-structured following report to EMAP in December 2006. The new team went 'live' as of 1 April 2007.
- b) Established an agreed Corporate Contracts Management Portfolio to be managed and administered by the new CPT with effect from 1 April 2007.
- c) Agreed revised arrangements for planning, budgeting and managing procurement savings to properly align financial management responsibilities for procurement savings with the appropriate contract clients across the organisation and integrate the whole process within the Council's corporate service planning and budgeting cycles and processes.
- d) The development and implementation of 3 new significant framework agreements covering corporate goods and services supplied in respect of:
 - Legal Services;
 - Agency Staff;
 - Property & Planning Advice & Consultancy services.

- These agreements will help the organisation to achieve financial savings, promote compliance with corporate standards and legislation and enable in-house services to plan and manage provision better in the future.
- e) Development of a 5 year Strategic procurement programme for the Council to be managed and administered by the CPT with effect from the 1st April 2007.
 - f) Established a Financial Investigations function further to the work of the main Fraud team within the Division and completed a successful anti-fraud awareness campaign in February 2007.
 - g) Established a VFM programme of work for 2007/08 further to the annual Internal Audit Plan for 2007/08 and thereafter.
 - h) 100% of insurance claims acknowledged and processed to target timescales.
 - i) 92.5% of the annual Internal Audit Plan achieved compared to a target of 90% and outturn performance in 2005/06 of 91.3%. This is a significant achievement and will stand the service in good stead in the forthcoming service review, to be conducted by the Audit Commission over the summer.
 - j) Worked with HR to introduce a universal and standard registration scheme for declarations of staff interests rolled out across Directorates with effect from 1 April 2007 and revised the Council's Whistle-blowing policy.
 - k) Led the achievement of approximately 90% of the Officer Governance group work programme for 2006/07 and 2007/08 programme agreed.
 - l) Led the development of the Council's new Money Laundering arrangements.

- m) Drafted new Terms of Reference for the function of the Internal Audit Service in accordance with the CIPFA Code of Practice, adopted by the Audit & Governance Committee on 3 April 2007 and completed a full review and update of the Internal Audit Procedure Manual.

2. Work in Progress

Work In progress		Update on activities
a	Development of the Supplier Contract Management System	Work continues and has been re-programmed to dovetail with the implementation of the new financial ledger during 2008/09.
b	Shared service initiative for Audit & Fraud services in partnership with NYCC	Members approved outline business case and wholly owned company vehicle
c	Development of a 3 year medium business plan for the Division	Work on this has been suspended subject to the outcome of e/ above
d	CPA UOR 2008 assessment	The 2008 self assessment has been completed and submitted to the Audit Commission for their review. It is expected that initial indicative scores will be discussed with officers in September 2008 and finalised in late Autumn.

3 Risk Management Issues

Red Risks		Update on activities
a	Failure to be effective in the Division's governance/compliance role	<p>Mitigation includes:</p> <p>leadership and management of the OGG work programme</p> <p>professional development and capacity of the teams within ARM</p> <p>planned and managed approach to the development of the Council's governance infrastructure (new Constitution, Financial Regulations, Audit & Governance Committee)</p> <p>new powers and sanctions for the S151 Officer, the Monitoring Officer and the Chief Internal Auditor</p>
b	Failure to effectively business plan and manage performance	<p>Mitigation includes:</p> <p>established and capable ARM Mgt Team and development of a 3 year Business Plan</p> <p>development of a performance management framework across the Division as part of a wider Directorate improvement initiative</p>

c	Failure to deliver the Audit Plan (90%)	Mitigation includes: introduction of new automated working papers and performance management routines staff training and technical update work effective staff supervision and file review integrated CYC client function for external and internal audit
d	Failure to identify, monitor & report control weaknesses	Mitigation includes all of the above at d/ and the introduction of new reporting and escalation procedures including ultimate referral to Audit & Governance Committee for remedial action as necessary from 2006/07
e	Failure to comply with legislative & regulatory requirements	Mitigation includes all of the above at d)
f	Failure to identify and report to CMT any critical risks associated with the strategic procurement programme	Implemented programme of regular monitoring and reporting alongside specific proactive support function by CPT to commissioning officers and departments in respect of all SPP work
g	Inability to provide corporate lead for SPP works	CPT restructure required to create sufficient capacity to support programme work.
h	Failure to implement CPT's monitoring of programme	As item g) above
i	Failure to promote compliance with procurement regulations	Mitigation focuses on governance infrastructure work (as at a/ above) effective monitoring and reporting arrangements, new SCMS system, robust IAS annual and five plans, breaches and waivers work, IAS follow up programme, staff training across CYC, greater professionalism and capacity in ARM
j	Failure to deliver an effective risk management framework	Risk Management training for staff & Members Member engagement Develop a Risk Management User Guide Facilitate DMT workshops
k	Failure to effectively embed the use of Magique across the organisation	Magique action plan User training Communications strategy ITD bid for additional licenses (failed)

Financial Services

1. Achievements

- a) Closure of 2006/07 accounts on schedule
- b) Compliance with technical accounting requirements achieved
- c) Development of in year proposals to maintain balanced budget for 2007/08
- d) Delivery of balanced budget proposals for 2008/09 to 2010/11
- e) Paid 92.82% of all council invoices within 30 days
- f) Appointed contractor on FMS replacement
- g) Increase the recovery of Housing Benefit overpayments by 20% for the second year, from £273k to £325k

2. Work in Progress

Work In progress		Update on activities
a	Closure of accounts by 30 th June 08 deadline	On schedule for completion with an unqualified audit opinion
b	Replacement of the FMS	In line with revised timetable, for implementation in January 09
c	Implementation of Job Evaluation and Equal Pay	On schedule for implementation in July 08, subject to the outcome of the ballot
d	Sickness Issues	HR policies and processes are being followed to reduce sickness levels, and in particular dealing with long term sickness which has been identified as a priority issue.

3. Risk Management Issues

Red Risks		Update on activities
a	High dependency on individuals in the year end closedown activities	The structure of corporate finance has been reviewed and additional resources are being advertised for, in the next 2-3 weeks.
b	Impact of Corporate restructure, replacement Director of Resources and subsequent Directorate restructure on staff morale	Corporate restructure approved for consultation, Director of Resources appointed
c	Change in key personnel working on FMS project	Project Manager for implementation commenced in role, Finance Manager post advertised