Notice of meeting of

Executive Member For Corporate Services and Advisory Panel

To:	Councillors Macdonald (Executive Member), Scott (Chair), Looker (Opposition Spokesperson), Moore and R Watson
Date:	Tuesday, 20 March 2007
Time:	5.30 pm
Venue:	Guildhall

AGENDA

Notice to Members - Calling In:

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

10:00 am on Monday, 19 March if an item is called in *before* a decision is taken, *or*

4:00 pm on Thursday, 22 March if an item is called in *after* a decision has been taken.

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

1. **Declarations of Interest**

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

2. Exclusion of Press and Public

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

Annexes A, B and C, and Supplementary Annex D to Agenda Item 6 (Accounts Submitted for Write-Off), on the grounds that they contain information relating to the financial affairs of particular persons. This information is classed as exempt under paragraph 3 of Schedule 12A to Section 100A of the Local Government Act 1972 (as revised by The Local Government (Access to Information) (Variation) Order 2006).

3. Minutes (Pages 1 - 12)

To approve and sign the minutes of the meeting of the Executive Member for Corporate Services and Advisory Panel held on 12 December 2006.

4. Public Participation

At this point in the meeting members of the public who have registered their wish to speak regarding an item on the agenda or an issue within the Executive Member's remit can do so. The deadline for registering is **Monday, 19 March 2007, at 5:00 pm.**

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

ITEMS FOR DECISION

5. Directorate of Resources - Service Plans 2007-2008 (Pages 13 - 84)

This report presents the 2007/08 Service Plans for the Resources Directorate, for Member approval and comment.

6. Accounts Submitted for Write-Off (Pages 85 - 102)

This report seeks approval to write off irrecoverable accounts, each one over £2,000 in value, for National Non-Domestic Rates, Sundry Debtors and Housing Benefit Overpayments.

Note: A supplementary report and annex (Annex D) to the above item were published on 12 March 2007.

ITEMS FOR INFORMATION

7.   Future Agenda for Corporate Services EMAP (Pages 103 - 116)

This report provides an outline of the business currently scheduled for meetings of the Executive Member for Corporate Services and Advisory Panel during the forthcoming year, April 2007-April 2008, together with items of Resources business which are scheduled for other meetings.

URGENT BUSINESS

8.   Any Other Matters which the Executive Member decides are urgent under the Local Government Act 1972.

Democracy Officer:

Name: Simon Copley
Contact details:
- Telephone – (01904) 551078
- E-mail – simon.copley@york.gov.uk

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

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

Contact details are set out above.

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Agenda Item 3

City of York Council   Minutes

MEETING	EXECUTIVE MEMBER FOR CORPORATE SERVICES AND ADVISORY PANEL
DATE	12 DECEMBER 2006
PRESENT	COUNCILLORS MACDONALD (EXECUTIVE MEMBER), SCOTT (CHAIR), GREENWOOD (AS SUBSTITUTE FOR R WATSON), LOOKER (OPPOSITION SPOKESPERSON) AND MOORE
APOLOGIES	COUNCILLOR R WATSON

26. Declarations of Interest

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

Councillor Looker declared a personal non-prejudicial interest in agenda item 7 (Area Asset Management Plan – Tang Hall) as the Chair of the Tang Hall Area Scrutiny Sub-Committee.

Councillor Moore declared a personal non-prejudicial interest in agenda item 10 (Performance and Financial Information – Monitor 2, 2006/07), with regards to the proposed eco-business units at Amy Johnson Way, Clifton Moor, as the Chair of the East Area Planning Sub-Committee, which would be considering the planning application for this development, and did not pass any comment on the scheme.

27. Exclusion of Press and Public

RESOLVED: That the press and public be excluded from the meeting during consideration of the following:

Appendix C to Agenda Item 9 (FMS Replacement Project - Progress Report) (minute 34 refers) on the grounds that it contained information relating to the financial or business affairs of any particular person (including the authority holding that information). This information was classed as exempt under paragraph 3 of Schedule 12A to Section 100A of the Local Government Act 1972 (as revised by The Local Government (Access to Information) (Variation) Order 2006).

28. Minutes

RESOLVED: That the minutes of the meeting of the Executive Member for Corporate Services and Advisory Panel held on 12 September 2006 be approved and signed

by the Chair and the Executive Member as a correct record.

29.   Public Participation

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

30.   Forward Plan Update

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

It was noted that the pre-Council seminar on access to the Staff Warning Register for Members had been cancelled and that no alternative slot was available in the near future.   The Assistant Director (Audit & Risk Management) reported that an advisory note was being prepared for Members instead and that this would also ask them if they wished to attend a workshop on the topic in 2007.

Advice of the Advisory Panel

That the Executive Member be advised:

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

Decision of the Executive Member

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

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

31.   Resources Directorate Revenue Budget Estimates 2007/08 with Service Plans

Members received a report which presented the 2007/08 budget proposals for the Resources Directorate.

The report included:
*   The budget for 2006/07 (at Annex 1 of the report) to show the existing budgets;
*   The budget adjusted and rolled forward from 2006/07;
*   The allocation of pay and price increases for the portfolio;
*   Budget service pressure proposals and savings options for the portfolio area (at Annexes 2 and 3);
*   Fees and charges proposals (at Annex 4);
*   Service Plans (at Annex 5).

Table 1 provided a summary of the budget proposals:

	£(000)
Base Budget 2007/08	3,092
Provision for pay increases	245
Provision for price increases	112
Other Budget Pressures: Staff Increments Rent reviews on administrative accommodation Rates bill at new Depot	130 27 133
New expenditure/income due to grant and service transfers	0
Full year effect of 2006/07 growth and supplementary estimate items	132
Service Pressure proposals (Annex 2)	319
IT Development Plan	467
Savings proposals (Annex 3)	-717
Proposed Budget 2007/08	3,940

The Treasury Management function, which managed all of the Council's loans and investments and was part of the Resources Directorate, was so specialised that the budget proposals were shown separately at paragraph 27 of the report:

	£(000)
Base Budget 2007/08	6,875
Full year effect of 2006/07 growth and supplementary estimate items Interest on Property sales income (one off saving in 2006/07) Minimum Revenue Provision (MRP)	120 -180
Other Budget Pressures: Capital Programme financing costs Additional cost of MRP - new borrowing Additional cost of MRP - commutation adjustment	414 331 99
Savings proposals (Annex 3)	-180
Proposed Budget 2007/08	7,479

The Director of Resources advised Members that they would be receiving fuller Service Plans in March 2007. Some concern was expressed regarding the length of the service plans and that giving too much information to Members may result either in it not being read or in involvement in every detail, which amounted to inappropriate micromanagement. The Director advised that the plans had to be presented to Members to fulfil the requirements of District Audit and the Comprehensive Performance Assessment.

Members of the Labour Group reserved their position on the budget proposals.

Advice of the Advisory Panel

That the Executive Member be advised:

(i) That the following be recommended to the Executive:

a) 2007/08 Base Budget as set out in paragraph 10 of the report;

b) The Service Pressure Proposals as set out in Annex 2 of the report;

c) The Savings Proposals as set out in Annex 3 of the report;

d) Fees and Charges as set out in Annex 4 of the report;

e) The Treasury Management Budget as set out in paragraphs 27-30 of the report;

(ii) That the 2007/08 Stage 1 Service Plans for the Resources Directorate, as set out in Annex 5 of the report, be approved.

Decision of the Executive Member

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

REASON: (i) As part of the consultation in setting the overall 2007/08 Council Budget;

(ii) As part of the consultation in agreeing the 2007/08 Service Plans for the Directorate.

32. Area Asset Management Plan - Tang Hall

Members received a report which outlined the progress made to date in producing a pilot Area Asset Management Plan (AAMP) for the Tang Hall Area.

The mains topics being considered as part of this process included the area to be covered by the AAMP, provision of an integrated children's centre, provision of good quality formal and informal public space, creation of a quality secure allotment site, provision of a library learning centre and sites for affordable housing.

An ad hoc Scrutiny Sub-Committee had been set up to look at the type and method of consultation needed. At its meeting on 27 November 2006, this Sub-Committee had proposed the following:
- That a user friendly briefing note be prepared detailing the main points set out in the report.
- That a meeting be arranged in January at the Tang Hall Community Centre with representatives from the many local community to groups to explain the work done so far and the various proposals, to seek their views on this and also the best way to widen the consultation process to residents within the area. Council officers, Ward and Scrutiny Members would be present at this meeting.
- That, depending on the comments received from that meeting, the following possibilities be considered:

- o Leaflet/questionnaire distribution;
- o An article within the ward newsletter;
- o Information and display at local community buildings;
- o Ward meetings;
- o An open day at community buildings.

The Executive Member indicated that he wished to attend the consultation meeting at the Community Centre to hear people's views first hand.

Advice of the Advisory Panel

That the Executive Member be advised:

(i) That the contents of the report be noted;

(ii) That the preferred methods of consultation with the public and community groups, as suggested by the Scrutiny Sub-Committee, be adopted.

Decision of the Executive Member

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

REASON: (i)   As a record of the progress made on this project;

              (ii) So the next stage of the AAMP process can be carried out.

33.   Future Organisation and Function of Procurement Services in Resources

Members received a report which set out proposals for the restructure of procurement functions and activities within the Resources Directorate.

The proposals for the restructure were set out in paragraphs 8-14 of the report. The creation of the new structure would involve the following:
a) The deletion of the current post of the Risk & Insurance Manager (PO9-12) within the Risk & Insurances Team;
b) The deletion of the current post of Procurement Manager (PO21-24) within the Corporate Procurement Team (CPT);
c) The deletion of the current post of Procurement Advisor (PO12-15) within the CPT;
d) The deletion of the current post of Procurement Manager (PO6-9) within the Information Technology & Telecommunications (IT&T) procurement team;
e) The deletion of the current post of Insurance Technician (Sc4-6) within the Risk & Insurances Team;
f) The creation of a new post of the Risk Management, Insurances & Corporate Procurement Manager (PO17-20);
g) The creation of a new post of Corporate Procurement Manager (PO14-17);
h) The creation of a new post of Corporate Procurement Officer (PO6-9);

i) The creation of a new post of Insurance Manager (PO1-4);

j) The creation of two new posts of Procurement Assistant (Sc3/4)

k) The part funded transfer of one of the existing Procurement Trainees to the corporate Chartered Institute for Public Finance & Accountancy (CIPFA) training scheme which would result in the team retaining a CIPFA placement in the corporate rotation scheme whilst extending professional development opportunities for all CIPFA trainees across the organisation.

The report set out three main options:

- Option 1 – to do nothing;
- Option 2 – to approve the proposals set out in paragraphs 8-14 of the report;
- Option 3 – to reject the proposals set out at paragraphs 8-14 of the report.

Advice of the Advisory Panel

That the Executive Member be advised:

(i) That the proposals for restructuring procurement services within the Resources Directorate, as set out in paragraphs 8-14 of the report, be endorsed, prior to the Director of Resources making his final decision in accordance with the Council's Constitution;

(ii) That the need for the Assistant Director (Audit & Risk Management) to undertake a full review of how procurement functions and activities may be best managed and delivered across the whole authority in the lead up to one-site operations at Hungate be endorsed, and this work be included in the medium term action plan now being prepared in support of the new Corporate Procurement Strategy for implementation from 1 April 2007.

Decision of the Executive Member

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

REASON: (i) a) To ensure the effective management and organisation of procurement services within the Directorate to better meet the current and future service needs of the organisation;

b) To achieve recurring budget savings to the Council of £25k in 2007/08 and thereafter;

c) To provide match funding of £10k to the CIPFA training scheme in order to support the planned development of the scheme in 2007/08;

(ii) To ensure the effective and efficient management of all procurement activities and functions across the Council, optimise scarce resources, support the

delivery of the Corporate Procurement Strategy and secure full compliance with all regulatory requirements and Council policy.

34.   FMS Replacement Project - Progress Report

Members received a report which provided an update on the progress made on the Financial Management System (FMS) Project started in March 2006.

It was reported that good progress had been made in building the requirements documentation but that, following a review of the initial draft, it was felt that additional technical review of the documents was necessary to ensure they were suitably worded to meet contractual arrangements. This extra quality control process and the retirement of the project manager had had an overall impact of moving the completion of Stage 1 by three months to July 2007. The Project Board had agreed to move this by an additional one month for contingency to allow for any further slippage as a result of the closure of accounts work during May and June of 2007 when resources may not be available to meet the demands of the project.

Members emphasised that it was more important to ensure that the new system was fully functional before it went live, than to implement it quickly.

Advice of the Advisory Panel

That the Executive Member be advised:

(i) That the proposed move of the project completion date be accepted.

Decision of the Executive Member

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

REASON: As a result of the quality controls that have been included in the plan, delays caused by the departure of the project manager and lack of business resource commitments dedicated to the project because of the statutory closure of accounts process.

35.   Performance and Financial Information - Monitor 2, 2006/07

Members received a report which presented performance and financial information for the Resources Directorate.

The Director of Resources reported that the performance of the Directorate overall was extremely satisfactory, with most targets and performance indicators being achieved, and those which had not nearly all showing significant improvement. Most major projects were showing noteworthy improvement, but it was now a key stage for easy@york and substantial management input had been necessary to keep progress on track.

Pressure on the Directorate had eased fractionally since the last monitor with key work on the budget having been completed, together with some vital project implementation work. Resources now needed to turn its attention to some major outstanding issues including:

a) Getting appraisals done;
b) Delivering/ making further progress on key projects such as job evaluation, easy@york, the Administrative Accommodation project and the Financial Management System (FMS) replacement;
c) Addressing some of the underlying expenditure pressures within the Directorate;
d) Reviewing some structures and addressing recruitment problems in key areas.

It was reported that the Resources Directorate was anticipating to underspend by £178k. This was primarily due to underspends within Information Technology & Telecommunications (IT&T) due to underspends on leasing and a review of IT project budgets. It was also noted that the forecast overspends within Audit & Risk Management and Property Services had reduced since the first monitoring report. Included within the Financial Services Division was an underspend relating to the FMS replacement (£107k) which was anticipated to be carried forward to 2007/08. This meant that the true Directorate projected underspend was £71k. Detailed contract discussions were ongoing with the main supplier in relation to easy@york. The outcome of these discussions could result in significant amendments to the forecast outturn for the current financial year. However if there was any slippage it would be needed for future years.

One of the overspends reported in Property Services was due to the use of additional external consultants working as part of the framework agreement within Strategic Business and Design. The additional cost of £171k was funded from additional income and it was recommended that a virement between expenditure and income of £171k was undertaken to realign the budgets.

Details of the Treasury Management budget, which formed part of the overall corporate budget, had been included in the report at paragraphs 82-88. It was noted that the 5th dividend payment from the Bank of Credit & Commerce International's (BCCI) liquidators would be $154k, not £154k as stated in paragraph 86.

It was noted that a programme had been scheduled to ensure that 100% of appraisals were completed by March 2007, not March 2006 as stated in paragraph 24. It was also noted that the permanent relocation of business units to Amy Johnson Way, Clifton Moor, referred to in paragraph 48 of the report, was subject to obtaining planning permission.

Advice of the Advisory Panel

That the Executive Member be advised:

(i) That the current financial projections and the improvement in performance achievements be noted;

(ii) That the virement of £171k between expenditure on framework consultants and capital income in Strategic Business and Design within the Property Services Division, as set out in paragraph 58 of the report, be approved.

Decision of the Executive Member

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

REASON: (i) In accordance with budgetary and performance monitoring procedures;

(ii) As Financial Regulations require the Executive Member to approve all virements between £100k and £250k.

36. Risk Management Development Plan

Members received a report which advised them of the development agenda for risk management.

The key priorities of the development agenda were:
a) Ensuring the consistency and quality of data entered into the Risk Management system (Magique);
b) Ensuring all directorates and service areas have the opportunity to consider, record and manage risks using the Magique Risk Management system on an ongoing, as opposed to an annual, basis;
c) Providing formalised Risk Management training to Officers to ensure that they have an understanding of the role and purpose of Risk Management in delivering their services;
d) Continuing to build on the pre-Council seminar of 29 June 2006 engaging Members more fully in their understanding of Risk Management and its benefits to the Council;
e) Developing a risk reporting process that provides information on key risks to inform the decision making process;
f) Working with the Performance Improvement Team to formalise the relationship and role of risk in business planning and performance management routines.

The Assistant Director (Audit & Risk Management) reported that details of a Member training programme would be circulated when they had been finalised. It was suggested that joint training for Members and officers might be appropriate in the future.

In relation to paragraph 10 of the report, it was clarified that a well described risk on the Magique system should not only identify the risk but also describe its consequences.

Advice of the Advisory Panel

That the Executive Member be advised:

(i) That the contents of the report be noted.

Decision of the Executive Member

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

REASON: To raise awareness of the Risk Management development agenda and advise Members of the further work now needed to support the effective development of Risk Management at the Council.

37. Presentation on the Collaborative Transport Project

Members received a report which gave a brief background to a presentation that was given by consultants Kendric Ash on their findings to date on the collaborative transport project.

Kendric Ash's brief was to review the transport operations in City of York Council, York Hospital Trust, East Riding County Council and East Riding Primary Care Trust, and then look at opportunities for collaboration between the different organisations. The review was being carried out in several phases and the presentation focused on findings from phase 1, which was to gather information about existing transport operations and then state what feasible operations could be further investigated to improve the quality of services, make them more efficient and reduce costs. The areas covered in York were social services transport of clients, home to school transport, special educational needs (SEN) transport, fleet management and the use of pool cars. In total the Council spent over £3m per annum on these services.

Advice of the Advisory Panel

That the Executive Member be advised:

(i) That the information contained in the presentation on the collaborative transport review be noted.

Decision of the Executive Member

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

REASON: To update the Executive Member on the findings from phase 1 of the review.

Q MACDONALD
Executive Member

D SCOTT
Chair of Advisory Panel
The meeting started at 5.30 pm and finished at 8.05 pm.

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Agenda Item 5

CITY OF YORK COUNCIL

**Executive Member for Corporate Services and
Advisory Panel**

20th March 2007

Report of the Director of Resources

Directorate of Resources - Service Plans 2007-2008

Summary

1. This report presents the 2007/08 Service Plans for the Resources Directorate for Member approval and comment.

Background

2. The service plans detail key service challenges and objectives for 2007/08, including the main resourcing information based on the services led by Assistant Directors, as follows:

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

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

Consultation

4. Consultation has taken place via the input of relevant members of staff.

Options and Analysis

5. This report is for information.

Corporate Priorities

6. The service plans are written taking into account the Corporate Strategy and all associated key measures and goals.

Corp EMAP report cover master – T:/Dev_Serv/Group/Business and Policy Unit/ Pen/ Resources Service Plans 07/08
Final version – 05/03/2007

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Implications

7.

- **Financial –** Implications are as laid out in the service plan

- **Human Resources (HR) -** Implications are as laid out in the service plan

- **Equalities -** Implications are as laid out in the service plan

- **Legal -** Implications are as laid out in the service plan

- **Crime and Disorder -** None Identified

- **Information Technology (IT) -** Implications are as laid out in the service plan

- **Property** - Implications are as laid out in the service plan

- **Other -** None identified

Risk Management

8.   Risk Management is a key issue and risks in the Service Plans have been highlighted in the various different service areas.

Recommendations

9.   That the Advisory Panel advises the Executive Member:

- to note and acknowledge the content of this report;

- to provide any advice or comments on the proposals for monitoring of progress.

Contact Details

Author:	**Chief Officer Responsible for the report:**
Penny Hepworth	Simon Wiles
Business and Performance Manager (Director Support) City Strategy	Director of Resources
551420	Resources
Patrick Looker	
Finance Manager City Strategy	**Report Approved** ✓ **Date** *02/03/2007*
551633	

Wards Affected: N/A   All ☒

For further information please contact the author of the report

Annexes

Annex 1 – Service Plan for Financial Services
Annex 2 – Service Plan for Public Services
Annex 3 – Service Plan for Property Services
Annex 4 – Service Plan for ITT Services
Annex 5 – Service Plan for Audit and Risk Management

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Final version – 05/03/2007

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CITY OF
YORK
COUNCIL

Service Plan 2007/08
(covering April 2007 – March 2010)

Service Plan for: Financial Services

Directorate: Resources

Service Plan Holder: Peter Steed, Head of Finance

Workplans: Corporate Accountancy, Exchequer (Creditors, Debtors and Payroll)

Director: Resources, Simon Wiles

Signed off _____   *Date:*_____

EMAP :   Corporate Services – Cllr Q. Macdonald

Signed off _____   *Date:*_____

Version control: Final draft – 08/03/2007

Section 1: The service

Service description

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

Service Linkages

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

Service objectives

1. To ensure all financial operations of the council are conducted in a timely and accurate manner in line with statutory and regulatory requirements.
2. To champion effective financial management.
3. To utilize good services to optimize the council's financial position.
4. To develop and maintain quality, constructive relationships with key clients and customers.
5. To contribute towards the development of a modern, efficient and forward-looking council.

Section 2: The Drivers

Driver Type	How this might affect our service	Sources
External drivers		
The corporate inspection and changes to the CPA inspection criteria	Corporate finance will have a role in ensuring the new inspection criteria is understood and complied with to pursue the Council's aim to become excellent.	CPA KLOEs, CPA Action Plans, IS (Partners)
Significant amendments to statutory reporting requirements	Development work will be required to integrate major changes into the council's accounts from April 2007.	SORP, BVACOP, Audit Commission work
Payment of Invoices	BVPI 8 requires that all supplier invoices be paid within 30 days of their receipt. Creditors Team will need to keep monitoring all payments to ensure compliance.	BVPI8
Future of Local Government Funding	The service will need to deal with the implications of the Lyons Review and the Comprehensive Spending Review 2007.	Lyons Review, CSR07
Gershon – Delivering Efficiency in Local Services	Work on efficiency needs to be integrated into the planning and reporting cycles. We will have a key role in leading such work.	Efficiency Review Programme, Transport Review Project, Gershon Requirements, IS (Efficiency)
Corporate drivers (Those with a directorate driver dimension are indicated by a 'D' suffix)		
Replacement of the Finance Management System **(D)**	The FMS replacement project is led from the Accountancy team with key input also required from both the Creditor and Debtors teams in relation to the 'add on' modules for their services. Large amounts of work will be done to prepare for the new system going live in early 2008/09.	FMS Replacement Project Plan, IS (Waste), IS (Leadership), IS (Efficiency)
Replacement of the HR / Payroll System **(D)**	An appraisal of the future needs for the HR / Payroll system will be undertaken in 2007/08. This may lead to the implementation of a system replacement project.	Delphi Systems Appraisal exercise, IS (Waste), IS (Efficiency)
Budgetary Issues	As the lead service for coordinating and developing the budget Accountancy will have a key involvement in defining future timetables of work and dealing with the further development of short, medium and long term financial planning.	Finance Strategy, Annual Budget Report, CPA UoR KLOEs and Action Plan, IS (Efficiency)
Integrated Planning and Reporting	Accountancy has a pivotal role in developing and delivering an integrated approach to service and financial planning / reporting.	Finance Strategy, Annual Budget Report, CPA UoR KLOEs and Action Plan

Driver Type	How this might affect our service	Sources
Developing a medium term budget process within the scarce resources available	The service needs to lead upon the development of more strategic budget processes which will enable the council to fully utilize the opportunities available through multi-year settlements and enhance its ability to forward plan.	Finance Strategy, Annual Budget Report, CPA UoR KLOEs and Action Plan, IS (partners), IS (Efficiency)
Review of the council's transport arrangements	Externally funded study looking to reduce passenger journeys within York by one million miles per annum.	Transport Review Project, , IS (Transport)
HR developments	Potential changes to employee details arising from the implementation of equal pay and job evaluation will distort the normal workflow for the Payroll Service and require significant accounting input.	Equal Pay and Job Evaluation Workplans
Local Area Agreement	Work needs to be undertaken to develop new financial structures for the operation of the Council's Local Area Action plan.	LAA Project plans, LPSA2 documentation, LAA Regulations, IS (Partners)
Corporate projects	Strategic Finance has a key role in a number of corporate projects. These include admin accom, Gershon, the Finance Strategy, the annual budget process, job evaluation / equal pay, transport, ledger replacement and York Pools. In many instances finance staff act either as key officers and advisors for such work. In such an environment developing relevant skills will be key to their success.	Relevant Project Plans, IS (Efficiency)
Service drivers		
Development of comparative benchmarking information.	Work to be undertaken to establish and assess relative spend on services to that provided by other councils. Such work will help target work in the development of short, medium and long term budget planning.	Audit Commission, CIPFA and CLG Data Sources
Develop the management of external grants.	Work to be continued to maximize successful applications for government grants and to promote their proper management by the authority.	External grant opportunities and requirements
VAT	There is a need to enhance the quality of VAT analysis to ensure that eligibility requirements are met, especially in relation to the de-minimis boundary and where new companies and partnerships are entered into.	VAT Regulations

Section 3: Critical Success Factors (CSFs)

CSFs for 2007/08	Why a CSF?
1. To procure a replacement financial ledger during 2007 followed by a successful implementation during 2008.	Replacement of the council's antiquated financial systems should enable step change improvements in terms of the quality of information and operational processes.
2. To deliver unqualified statement of accounts within the deadlines set by central government and in line with the new code of practice.	York has an excellent track record in producing its accounts. However tighter deadlines combined with major accounting changes in 2007 and a complete system replacement in 2008 will make maintaining this position a particular challenge.
3. Ensure full compliance with Gershon principals and embedding service improvement / efficiency across the council.	The Gershon requirements are a key additional duty on the council. Strategic Finance has a pivotal proactive and promotional role in ensuring that such requirements are properly met.
4. Dealing with the financial and managerial changes which the White Paper, CSR 07, Lyons and other reviews will present to the council.	These areas present the possibility of major changes in how the council must operate and be financed in the future. Finance staff will be at the core of delivering many of the changes which this will require.
5. To improve the effectiveness of the council's income collection and debt recovery process.	As the financial position gets ever tighter there is an increasing need to ensure that all income streams are maximised. Stream lined systems, proactive chasing of debt and prepayment will all be key elements of achieving this.
6. To manage the successful delivery of a council wide efficiency review programme.	The council's efficiency review programme will be a key driver to improving services and prioritising scarce resources.
7. To continue to learn from best practice elsewhere.	The service recognises that in order to progress it must learn from best practice elsewhere. In the past year this has covered areas as diverse as the production of summary accounts and budget consultation with stakeholders.

Section 4: Links to corporate priorities

Improvement Statement (IS)	Contribution
Decrease the tonnage of biodegradable waste and recyclable products going to landfill.	a. Move to electronic mechanisms for invoicing, payments and debt collection. b. Ledger replacement to provide enhanced electronic rather than paper driven systems.
Increase the use of public and other environmentally friendly modes of transport.	c. Support for internal transport review.
Increase people's skills and knowledge to improve future employment prospects.	d. Continued support for professional, work related and personal development training.
Improve leadership at all levels to provide clear, consistent direction to the organization.	e. Provide modern financial systems to aid effective management decision making. f. Embedding delegation and training to enhance the succession needs of the service. g. Support a devolved accounting service placing service needs at the core of provision.
Improve the way the council and its partners work together to deliver better services for the people who live in York.	h. Deliver training and support for internal staff and partners. i. Address with colleagues in City Strategy the council's partnership action plan. j. Provide professional support and advice for the Local Area Agreement. k. Further integrate partners into the development of the council's financial strategy and annual budgets.
Improve efficiency and reduce waste to free up more resources.	l. Manage the council's efficiency review programme, financial strategy and budgeting processes. m. Lead on the Gershon efficiency agenda. n. Develop integrated service and financial planning / reporting. o. Review the effectiveness of the council's budgeting processes. p. Integrate revenue, capital and treasury management budget making processes. q. Use the replacement ledger as a catalyst for change in how services are delivered. r. Provide skilled financial support for key projects in the council. s. Use external contracts to help offset overhead costs.

Links to other plans	
CPA	t. Take key actions to improve the council's assessment against the use of resources criteria. u. Provide expert input and support to the council's corporate assessment.
Gershon	v. To ensure the council meets and exceeds the efficiency targets set by central government by proactively managing the efficiency programme and ensuring the council meets the CPA targets for efficiency.
Job Evaluation / Equal Pay	w. To support the work of the project team implementing the Pay and Grading strategy by ensuring the financial impacts are known and leading the workstream for equal pay settlements
Council Plan	x. Support in developing annual plan.
Admin Accommodation	y. Specialist financial support

Section 5: Balanced Scorecard of outcomes and measures (3 pages max)

Customer based improvement

Outcomes
a. To make positive progress on the FMS replacement project
b. To continue progress on improving the quality of services as judged by the Audit Commission as part of the CPA scoring system
c. To ensure we produce Final accounts in line with revised deadline and without qualification.

Measures

Measure		Current	2007/08 Target	2008/09 Target	2009/10 Target
C1	Maintain and improve on relevant areas of the CPA (currently included in Use of Resources)	2	3	3	4
C2	Number of staff accessing a salary sacrifice benefit	360	400	450	500
C3	Number of External Payroll Clients	12	12	14	16
C4	External Funding Information Requests Dealt With	Not provided	Not provided	Not provided	Not provided

Actions
d. Procurement complete May 2007
e. System implemented 2008/09
f. Work to identify and address weaknesses within the CPA assessment
g. Assessment of new and changed requirements arising from the revised CPA framework
h. Accounts submitted to council by 30th June each year
i. Unqualified audit statement issued by 30th September each year

Process based improvement

Outcomes
a. Continued improvement in payment processes
b. Work to enhance the accuracy of payroll records

Measures

Measure		Current	2007/08 Target	2008/09 Target	2009/10 Target
P1	BVPI 8 – Invoices paid with 30 days (council wide measure)	95%	95.5%	96%	96.25%
P2	Paying all staff correctly in year	99.6%	100%	100%	100%
P3	Key Report Deadlines Met (total 16)	100%	100%	100%	100%
P4	Key Internal Milestones Met (total 25)	100%	100%	100%	100%
P5	Invoices Raised	59k	55k	50k	45k

Actions
c. Monitoring of problem areas for paying invoices alongside remedial action to address issues arising from such monitoring
d. Introduce a visiting officer to reduce reliance on external bailiff services
e. Implementing revised procedures alongside replacement ledger in 2008.

	P6	Invoices Processed (manual input)	120k	115k	110k	100k	
	P7	Invoices Cancelled or Disputed	1,206	1,100	1,000	750	
	P8	Number of Voluntary early Retirements	60	60	60	60	

Finance based improvement

Outcomes	Measures					Actions
a. Use freedom under the prudential regime to ensure that all borrowing is made at the lowest possible interest rates. b. To introduce risk assessments for all reserves to enable an appropriate level of balances to be identified and held. c. Increase income via salary sacrifice.	Measure	Current	2007/08 Target	2008/09 Target	2009/10 Target		d. Borrowing made in advance of need to lock in beneficial interest rate payments for the future. e. Better targeting of reserves and introduction of plan to manage move from current to ideal position.
	F1 Improve level of housing benefit overpayment recovery.	£260k	£280k	£290k	£300k	
	F2 Identification of cashable and non-cashable efficiency savings to meet Gershon criteria.[1]	£3.70m	£2.93m	£3.64m	£3.79m	
	F3 Council Income from salary sacrifice	£17k	£20k	£25k	£30k	
	F4 Average Interest Payable on Council Borrowing	4.69%	4.63%	4.60%	4.60%	
	F5 Benefit achieved from Treasury Management Activity	+1.04%	+1.00%	+1.00%	+1.00%	
	F6 Cost of Voluntary Early Retirements	£892k	£900k	£900k	£900k	

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[1] 2008/09 and 2009/10 values are subject to the outcomes of Comprehensive Spending Review 2007 and subsequent revisions to classifications and targets.
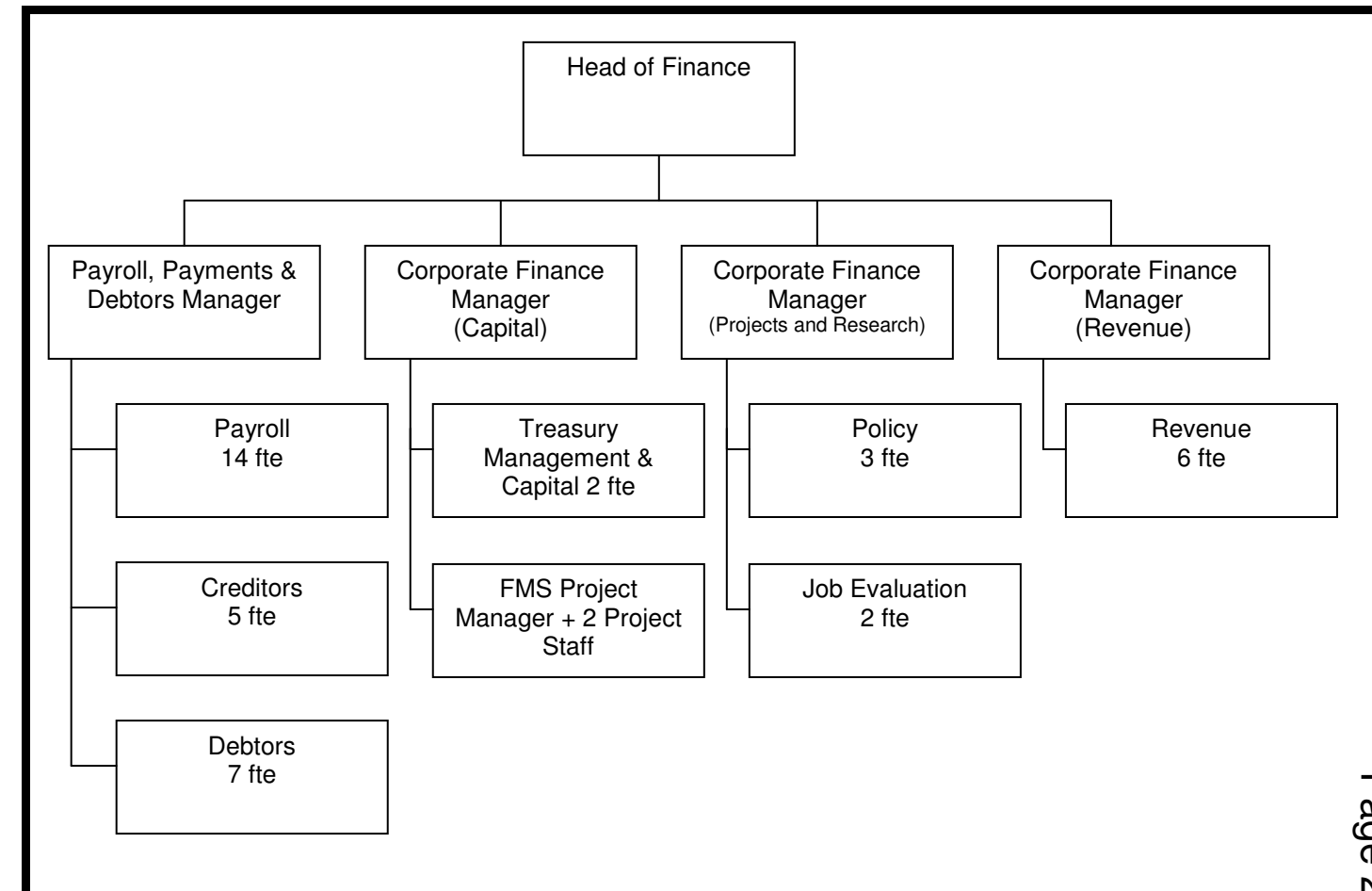
Staff based improvement

Outcomes	Measures					Actions
a. Maintain and improve proportion of staff holding relevant qualifications for the posts they hold.						e. Monitoring of current levels of qualified staff, identification of skills gaps and emphasis on personal development via the appraisal process.

Measure		Current	2007/08 Target	2008/09 Target	2009/10 Target
S1	No of staff who have received an appraisal in past 12 months in Resources.	90%	92.5%	95%	95%
S2	Proportion of staff attendance (excludes contracted absence such as leave))	96%	96.5%	96.5%	96.5%
S3	Level of Staff Turnover (+/- 2%)	10%	10%	10%	10%
S4	Proportion of respondents expressing job satisfaction in staff survey within Resources	63%	66%	No survey	70%
S5	Proportion of staff holding a professional qualification relevant to their post.	88%	88%	94%	94%

Outcomes:

a. Maintain and improve proportion of staff holding relevant qualifications for the posts they hold.

b. Ensure focus on staff development in Resources, by improving staff appraisal system

c. Increase staff productivity in Resources, by reducing the incidence of sickness absence

d. Enhance staff morale and management capabilities

Actions:

e. Monitoring of current levels of qualified staff, identification of skills gaps and emphasis on personal development via the appraisal process.

f. Ensuring a continued middle management focus on the need for appraisal and performance review

g. Placing greater emphasis on the need to address patterns of absence and fairly dealing with causes of such absence at an earlier stage

h. Establishing a belief in all staff that their contribution is valuable and valued by management.

Section 6: Corporate Issues

Actions/Evidence	Deadline
Equalities action/s	
a. Supporting actions outlined in the directorate and corporate equalities action plans.	On-going
b. Enhancing disabled access to office accommodation via the implementation of the admin accom project.	On-going
c. Undertaking appraisals for all staff to ensure specific personal and development needs are identified and acted upon.	Annual
Safer City action/s	
a. Supporting the development of prioritized budget plans enabling these issues to be developed and addressed.	21/2/08
Operational Risk – red risk action/s	
The service currently has no red risk items. However significant risks are considered to exist relating to:	
a. The scale and breadth of the agenda being addressed by services;	On-going
b. The impact of legislative change (including accounting changes such as GAAP);	30/6/07
c. The future capital and revenue budget pressures facing the council as a whole;	31/7/07
d. Job evaluation impacting upon the service's ability to recruit and retain suitable staff;	2007/08
e. The general shortfall of professionally skilled staff currently available in the market;	On-going
f. Potential system problems following the replacement of key financial systems.	Autumn 2008
Gershon – Efficiency improvement	
a. Securing external payroll contracts to support internal overheads.	On-going
b. Operating significant external legislative and regulatory schemes without comparable increases in staffing.	On-going
c. Delivering comparable level services with reduced staff requirements.	On-going
d. Delivering new ledger systems to improve data quality improvements.	Summer 2008
e. Implementing salary sacrifice schemes for childcare and bikes.	On-going

Competitiveness statement

a. External contracts for payroll won with 12 other organizations.

b. CPA Use of Resources assessed at Level 2.

c. Banking and treasury management services being re-tendered / re-evaluated during 2007.

d. Ledger system replacement to be tendered during 2007.

e. Potential HR / Payroll system replacement to be formally evaluated during 2007/08.

f. Historically benchmarking of accountancy services has proved difficult due to the variety of models adopted at different authorities. Exploration could be made of the viability of undertaking comparisons of other services within the finance function.

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                    │ Head of Finance │
                    └────────┬────────┘
      ┌──────────────┬───────┴───────┬──────────────┐
┌───────────┐ ┌─────────────┐ ┌─────────────┐ ┌─────────────┐
│ Payroll,  │ │ Corporate   │ │ Corporate   │ │ Corporate   │
│ Payments &│ │ Finance     │ │ Finance     │ │ Finance     │
│ Debtors   │ │ Manager     │ │ Manager     │ │ Manager     │
│ Manager   │ │ (Capital)   │ │(Projects and│ │ (Revenue)   │
│           │ │             │ │ Research)   │ │             │
└───────────┘ └─────────────┘ └─────────────┘ └─────────────┘
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Payroll 14 fte	Treasury Management & Capital 2 fte	Policy 3 fte	Revenue 6 fte
Creditors 5 fte	FMS Project Manager + 2 Project Staff	Job Evaluation 2 fte	
Debtors 7 fte			

Budget

	2006/07 £'000	2007/08 £'000
Employees	1,180	1,267
Premises	0	0
Transport	4	4
Supplies and Services	272	254
Miscellaneous		
− Recharges	814	844
− Other	0	0
Capital Financing	0	0
Gross cost	2,270	2,369
Less Income	(2,182)	(2,319)
Net cost	**88**	**50**

There has been a 4% increase in our gross cost since last year. This is due to the appointment of a debt recovery officer and inflationary increases in the cost of staffing which have been partially offset by savings.

Section 7: Monitoring and reporting arrangements

Overall monitoring will be undertaken as part of the fortnightly cycle of Finance Management Team meetings. Such monitoring will focus upon progress against workplan areas especially where these impact upon key council projects and the service's own critical success factors.

In addition to this details of the balanced scorecard measures will be held with the council's QPR system and updated as relevant information becomes available. The likely schedule for this is:

Annual

C1 Maintain and improve on relevant areas of the CPA (currently included in Use of Resources)

C3 Number of External Payroll Clients

S3 Level of Staff Turnover (+/- 2%)

S4 Proportion of respondents expressing job satisfaction in staff survey within Resources

S5 Proportion of staff holding a professional qualification relevant to their post.

Quarterly

P6 Number of Voluntary Early Retirements

F2 Identification of cashable and non-cashable efficiency savings to meet Gershon criteria.

F4 Average Interest Payable on Council Borrowing

F5 Benefit achieved from Treasury Management Activity

F6 Cost of Voluntary Early Retirements

S1 No of staff who have received an appraisal in past 12 months in Resources.

S2 Proportion of staff attendance (excludes contracted absence such as leave)

Monthly

C2 Number of staff accessing a salary sacrifice benefit

C4 External Funding Information Requests Dealt With

C5 Pension Detail requests Dealt With

P1 BVPI 8 – Invoices paid with 30 days (council wide measure)

P2 Paying all staff correctly in year

P3 Key Report Deadlines Met (total 18)

P4 Key Internal Milestones Met (total 27)

P5 Invoices Raised

P6 Invoices Processed (manual input)

P7 Invoices Cancelled or Disputed

F1 Improve level of housing benefit overpayment recovery.

F3 Council Income from salary sacrifice

Service Plan Template for 2007/08
(covering April 2007 – March 2010)

Service Plan for: Public Services

Directorate: Resources

Service Plan Holder: James Drury (AD Public Services)

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

Director: Simon Wiles

Signed off _____   *Date:*_____

EMAP :   Corporate Services, Cllr Q. Macdonald

Signed off _____   *Date:*_____

Section 1: The service

Service description

The Public Services division covers six major functions:

Benefits Service

Calculate and pay Housing Benefit and Council Tax Benefit for 12,000 claimants totalling £33.2m. Maximise benefit take-up and provide a welfare benefits advice service. Prevent and detect fraud through regular interventions and visits. Provide an enquiry service to customers. Based at City Finance Centre with reception points in Library Square and Acomb.

Revenues Service

Bill and collect the Council Tax and Business Rates for 83,000 domestic and 5,600 business properties for debt totalling £70m and £76m respectively. Maintain accurate property valuation records. Pursue customers for non-payment. Provide a cash collection and banking service for the whole Council. Based at City Finance Centre.

Registration Service

Provide registration services for births (3,200 p.a.), deaths (2,800), marriages (850) and Civil Partnerships (100). Undertake baby naming, renewal of vows and commitment ceremonies. Provide certificates for historic entries from 1837 onwards. Licence approved premises for marriages and civil partnerships. Service falls under the remit of the Council and the Registrar General. Delivered from 56 Bootham, ASDA superstore at Monks Cross and York Hospital.

York Customer Centre (YCC)

Centre will provide a single point of contact for telephone and email enquiries offering access to information, raising Service Requests and signposting callers to the appropriate destination. Currently providing a service for three functions: York Pride Action Line (over 6,000 calls per month), Switchboard (over 50,000 calls per month) and Planning & Building Control. Proposed extensions to services include Revenues (late 2006/07) and Benefits services (in 2007/08). Based at Little Stonegate

Systems Support and Development

Provide user support for a number of corporate IT systems – FMS, Delphi, Northgate Revenues & Benefits and Anite @ Work document management system. Provide user support for Resources IT systems – QPR, Magique, Galileo, Incase, Radius Icon, Radius ARMS and Technology Forge. Departmental co-ordination/representation of Resources in key corporate activities – IT Strategy and Corporate Operations Group. Manage and maintain the Council's website, Content Management System and intranet, providing advice on web development work for all directorates. Provide support of the Customer Relationship Management (CRM) system used within YCC. Based at City Finance Centre and Swinegate Court East.

Business Management

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

Service objectives

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

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

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

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

SO5 To reduce benefit overpayments and improve the rate of recovery

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

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

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

SO9 To communicate with staff effectively and encourage staff development

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

SO11 To be the premier civil ceremony venue in the country

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

SO13 To lead on all corporate customer service initiatives

SO14 Improve stakeholders accessibility to Council services

SO15 Ensure that the IT resource is fit for purpose and that development, replacement and utilization is focused on key Council objectives.

SO16 Make key contributions to change management projects, for example easy@york and Admin Accommodation review

SO17 To provide support and guidance to staff on Health and Safety, within legislative guidelines

SO18 To monitor and report sickness absence and provide HR support for the Resources directorate

Section 2: The Drivers

Driver type	How might this affect our service	Sources
External drivers 1. Department of Works and Pensions (DWP) legislation changes including introduction of Local Housing Allowances (LHA) and changes to Performance Standards	1. LHA national roll-out starts April 2008 so Benefits Service needs to start implementation work in 2007/08 including extension of payments direct into bank accounts. All Performance Standards require close monitoring to ensure we maintain a "Good" Comprehensive Performance Assessment (CPA) rating. Changes to the Security Performance Measures changes emphasis from "interventions" to "reductions" requiring changes in working practices and seeking to influence customer behaviour in reporting changes.	www.dwp.gov.uk Welfare Reform Bill
2. Registration On Line (RON) for Births, Deaths& Marriages - national implementation	2. Experience of the introduction for Civil Partnerships (late 2005) indicates possible initial backlogs if systems are not robust. May need to handle public complaints.	www.gro.gov.uk
3. Lyons Inquiry into Local Government and response from Department of Communities and Local Government (DCLG)	3.Potential changes in balance of funding, new basket of local taxes, Council Tax valuation and streamlining of Council Tax Benefit claims for pensioners. Depending on the outcomes this could have an impact on the structure and delivery of services within Council Tax, Business Rates and Benefits teams.	www.lyonsinquiry.org www.communities.gov.uk
4. Key Best Value Performance Indicators (BVPIs) **(R)**	4. All Benefits BVPIs are closely monitored to ensure service improvements are realised and CPA rating maintained. Further review of working practices and structure required ensuring that performance does not deteriorate. Improvements in the collection and recovery of both current year and arrears of Council Tax ongoing to ensure increase in the collection rate and improve Collection Fund position (and consequent impact on level of Council Tax) Note: Government intend to replace BVPIs with new set of national indictors from April 2008 and CPA with Comprehensive Area Assessment from April 2009.	Council Plan Benefit Fraud Inspectorate Audit Commission Guidance DWP Performance Standards Local Government & Public Involvement in Health Bill
5. Varney review on Service Transformation	5. Potential impact across the division in terms of e-channels for customer interaction, mobile working, data exchange, national change of circumstances service and contact centre performance	Service Transformation, Sir Peter Varney, Dec 2006

Corporate drivers		
1. [Easy@York](#) Project and extended service provided by YCC **(R)**	1. Further service improvement work within Revenues and Benefits service to identify front/back office split and produce service level agreements. Efficiencies are expected to realise savings of £25k in 2007/08. Realignment of responsibilities for handling customer calls. Council will offer more customer access channels and self-service options. Increased level of knowledge by front-line Customer Service Representatives will increase first time resolution and improve customer satisfaction. Systems Support team need to support new technologies within YCC	Customer Access Strategy [Easy@york](#) project Functional specifications
2. Corporate priority to improve our focus on the needs of customer and residents	2. Public Services will play a key role in delivering the actions in the under this priority principally through the opening of the YCC, introduction of interactive services and review of customer standards	Corporate Strategy 2006-2009 and Delivery & Innovation Plans
3. Lead role in Benefits take-up	3. PSA funded post to achieve target to increase take-up for pension age claimants by March 2008 (Local Area Agreement Outcome HCOP9). Contribute to deliverables under corporate priorities for IE7 and IE 8 (see section 4)	LPSA Agreement 2005-2008 Equality Strategy 2005-08 Corporate Strategy 2006-2009
Directorate drivers		
1. Current budget position	1. Budget savings of £228k identified for 2007/08 which will require a stringent review of existing activities and close monitoring of income collection rates and benefit subsidy maximisation. Reduction in staff levels could have detrimental impact on service delivery and key BVPI data Growth bid proposed of £190k for "loss" of subsidy arising from placement of Homeless B&B cases	Revenue Budget 2007/08
2. Sustainability Agenda	2. Leading on the implementation of the Green Office Policy within Resources. Support for Director of Resources to achieve corporate priority on "improving efficiency and reduce waste"	
3. IT Development Plan and system replacement	3. Systems team input or project management for FMS, ISIS, Payroll & HR and B stubs (Miscellaneous Income) replacement projects and Corporate DMS project.	
Service drivers		
1. IT system enhancements for Northgate Revenues & Benefits and [Anite@Work](#) document management system	1. Testing resource needed to implement new HTML front-end (Version 6) and Auto Letters	Northgate-IS and Anite Release Notes
2. Charter Mark application for Registry Office	2. Resources required to submit application. Further work on public consultation needed	

<u>Section 3: Critical Success Factors (CSFs)</u>

CSFs for 2007/08	Why a CSF?
Improvement In administering benefits Change of Circumstances notifications and New Claims **(R)**	Necessary to ensure (a) that BVPIs are not "qualified" in 2007/08 (b) to help maintain a Good Benefits CPA score, (c) to reduce the level of benefit overpayments and minimise the level of local authority error. There is a proposed legislation change to allow notification of changes to be accepted over the telephone which should positively impact on service delivery and BVPIs Note: BVPI 78b for Changes processed in 2005/06 was qualified by the Audit Commission and BVPI 78a for New claims qualified in the previous year.
Successful operation and support of the Customer Relationship Management (CRM) system within YCC	Critical to ensure improved response to our customers, implement e-enabled services and help satisfy the Customer Access Strategy. Operationally this impacts on the YCC team and is supported by the Systems Support & Development team.
Increase in take-up of benefits for people aged 60+ (LPSA target)	Addresses objectives in the Council's Equalities Strategy (see Thriving City theme). Helps secure funding under the LPSA scheme.
Transfer of front office Council Tax and Benefits Service into YCC	Successful implementation is important to ensure continuous service delivery. Service improvement work must be completed to redesign the service delivery model and ensure effective links between front and back office.

Section 4: Links to corporate priorities

Improvement Statement (IS)	Contribution
IS7 – Improve the health and lifestyles of the people who live in York, in particular among groups whose level of health are the poorest	Delivery & Innovation plan action to "increase the benefit take-up of groups whose level of health is the poorest"
IS8 – Improve the life chances of the most disadvantaged and disaffected children, young people and families in the city	Delivery & Innovation plan action to "undertake targeted benefit take up and awareness campaigns to support children, young people and families"
IS10 – Improve our focus on the needs of customers and residents in designing and providing services	Assistant Director (Public Services) is Priority Champion and as such the service plays a major role. Key deliverables include transfer of services to YCC, promote more efficient ways for customers to enquire, book and pay for services, review customer standards, review complaints/compliments system, implement transactional website.
IS13 – Improve efficiency and reduce waste to free up more resources	Support Director of Resources who is Priority Champion regarding Green Office policy within the Directorate. Develop campaigns and targets to obtain ISO accreditation
IS3 – Improve the actual and perceived condition & appearance of the city's streets, housing & publicly accessible places	York Pride Action Line within YCC will help to improve response times to customer requests
IS12- Improve the way the council and its partners work together to deliver better services	Work with partners will help to deliver e-solutions and telephony within the YCC

Links to other plans
easy@york programme plan
FMS Replacement project
ISIS Replacement project
Admin Accommodation project
ITT Development Plan
Housing Strategy 2006-2009
Local Area Agreement 2007-2010

Section 5: Balanced Scorecard of outcomes and measures

Customer based improvement

Outcomes	Measures	Actions
1. Improved customer satisfaction ratings for the service 2. Meet the standards set out in Customer First policy 3. Increase first time resolution for customer enquiries 4. Expand the payment options to promote choice and help increase collection rates 5. Establish new corporate customer standards	(table below)	1. Support development and expansion of CRM and telephony solutions as part of easy@york project 2. Lead in development, support and expansion of Content Management System 3. Introduce external speech server 4. Benefits Customer Satisfaction Survey – respond to any issues raised in 2006/07 and implement actions (within resources available) 5. Benefits Appeals & Revisions – review resources to ensure standards are met 6. Business Rates – review service provision, working with Regional Centre of Excellence 7. Promote paperless sign-up for Direct Debit 8. Extend options for telephone payments within YCC 9. Submit Charter Mark application for Registry Office service 10. Develop a range of customer satisfaction measures to monitor the effectiveness of YCC service provision

Measure	Current	2007/08 Target	2008/09 Target	2009/10 Target
C1-% of YCC calls answered in 20 secs	tbc	95%	95%	95%
C2-Customer satisfaction (benefits)	62% (est.)	No survey	No survey	83%
C3-% letters answered in 10 days	92.14%	95%	95%	95%
C4-% calls answered in 20 secs (excl. YCC)	75.38%	95%	95%	95%
C5-% revenues changes in 10 days	58%	85%	95%	95%
C6-% of Direct Debit take-up (Council Tax)	64.45%	66%	67%	67.5%
C7-% of e-payment for Council Tax	3.1%	4%	4.5%	5%
C8- Meet AAA conformance for web accessibility	N/A	AA	AA/AAA	AAA

Process based improvement

Outcomes	Measures	Actions
1. Ensure the benefits service meets national performance standards 2. Increase both speed and accuracy of processing 3. Improve the Council's financial position through effective collection of in-year and prior year debt	(table below)	1. Fully develop the Quality Assurance role within benefit to improve accuracy, identify training needs, review procedures and inform policy 2. Review working arrangements with the benefits team to ensure effective prioritisation of work 3. Introduce mobile working and other technology (e-benefits module) to reduce processing times (links to easy@york project)

Measure	Current	2007/08 Target	2008/09 Target	2009/10 Target
P1-average days to process new claims	34 days	32 days	30 days	29 days
P2-average days to process benefit changes	14 days	15 days	9 days	8 days
P3-accuracy of processing	97.6%	98.4%	98.5%	98.5%
P4-% of new claims outstanding > 50 days	7.8%	8%	7.5%	7.5%

4. Ensure that bills are issued on time and minimise number of void accounts and properties 5. Establish new Front Office process and SLA with Back Office	P5-% of new claims decided within 14 days of all information received	72%	90%	92%	92%
	P6-% of HB overpayments recovered	66%	70%	72%	73%
	P7-% of Council Tax collected (in-year)	97.1%	97.5%	97.8%	97.8%
	P8-% of Council Tax arrears collected	50%	55%	60%	60%
	P9-% of Business rates collected (in-year)	98.4%	98.95%	99%	99%
	P10-invoices paid within 30 days	Check	100%	100%	100%
	P11-% benefit reductions target achieved*	New	101%	101%	101%

4. Extend use of e-forms and automated workflows within YCC
5. Implement new benefit reductions regime following change to DWP Performance Measure PM10 including better risk-assessed interventions and publicity to encourage reporting of changes by customers
6. Write and implement benefits overpayments policy
7. Increase level of overpayment recovery rate
8. Implement new front end (Version 6) of Northgate Revenues & Benefits system

* P11: target of reductions is given to the Council by DWP and this will increase each year. To achieve an Excellent score Council must achieve over 100%

Finance based improvement

Outcomes	Measures	Actions
1. Maximisation of subsidy grant and court costs income 2. Match expenditure to budgets 3. Achieve cost neutral registration service 4. York Customer Centre – costs transferred from Back Office	(see table below)	1. Improve trend analysis and monitoring of subsidy against budget and thresholds 2. Monitor fees income and charges income throughout Public Services 3. Review SLAs with Bailiff companies 4. Identify further efficiencies to meet EMAP savings proposals (In 2007/08: £75k management savings and £55k subsidy)

Measure	Current	2007/08 Target	2008/09 Target	2009/10 Target
F1-% of subsidy received against benefit paid	97.5%	97.5%	98%	98%
F2-service budget variance	=/-0.6%	+/- 0.5%	+/- 0.5%	+/- 0.5%
F3-% of courts costs income collected	60%	70%	80%	80%

Staff based improvement

Outcomes	Measures	Actions
1. Improve staff expertise and skills to help provide improved services for our customers 2. Increase job satisfaction and retention amongst staff 3. Staff have clear targets and objectives set 4. Establish new York Customer Centre team 5. Deliver the training and development plan to support the YCC as detailed within the easy@york program	(see table below)	1. Fully develop QA role in benefits to ensure feedback loop working successfully 2. Extend use of e-learning software (IRRV Euclidian Benefits and Council Tax) subject to funding/growth bid. 3. Re-introduce training log 4. Introduce Return to Work Interview sheets and recording 5. Review training budgets 6. Contribute to Staff Action Plan theme groups

Measure	Current	2007/08 Target	2008/09 Target	2009/10 Target
S1-mimimum number of training & development days per staff member	2.5 days	3 days	3 days	3 days
S2-% of days lost to sickness absence	3.92%	4%	3.75%	3.5%
S3-% of staff expressing job satisfaction	N/A	66%	No survey	tbc
S4-% of staff appraised	90%	92.5%	95%	95%

Section 6: Corporate Issues

Actions/Evidence	Deadline
Equalities action/s	
Targeted take-up work e.g. hard to reach groups, BME, and pension age (LPSA funded)	March 2008
Increase benefit take-up of groups whose level of health is the poorest	March 2009
Increase benefit take-up to support children, young people and families	March 2009
Establish alternative ways for customers to contact the Council through the York Customer Centre and easy@york program. Consult with different client groups about service provision.	Ongoing
Operational Risk – red risk action/s	
Failure of the York Customer Centre ensure continuity of service Need to maintain, review and test Business Continuity Plan	February 2008
Failure of system to provide accurate and reliable information for benefits and revenues service. Ensure that full test programs are used. Develop Business Objects and sql reports to enhance existing reports. Develop training packs for benefits overpayments	September 2007
Failure to assess benefit entitlement accurately and within timescales. Further develop QA role and ensure that training needs are addressed. Develop Training Strategy and Training Plan	June 2007
Failure to achieve council tax collection rate targets Direct impact on budgets and Collection Fund. Develop and test e-forms for use within YCC to ensure accurate billing information is obtained. Ensure monthly recovery timetable is maintained. Roll-out paperless Direct Debit sign-up. Offer web and automated telephone payment options. Liaise with Valuation Office Agency regarding impact of banding appeals following recent "council tax cashback" publicity.	March 2008
Gershon – Efficiency improvement	
Dealing with more customer contacts through York Customer Centre (non cashable)	
Improvement in the collection of Council Tax (non-cashable). Achieved through increase in taxbase, reduction in voids, effective review and monitoring of discounts, exemptions and reliefs.	
Improvements in payment transaction costs (non-cashable). Achieved through increase in Direct Debit take-up ("paperless" option introduced) and e-payments.	
Improvements in the processing of new claims for council tax and housing benefit (non-cashable). Achieved though improved average days (BVPI 78a) figure and increase in caseload	
Efficiencies in handling customer enquiries (non-cashable) by increasing the number of webpage hits through the promotion of on-line forms, benefits calculator or downloadable forms	
Improvements in the efficiency of the administration and recovery of benefit overpayment	
Competitiveness statement	
During 2006/07 the Revenues and Benefits service undertook a full tendering exercise for the provision of, on an ad-hoc basis, off-site processing for council tax, business rates and benefits work. The revenues service is currently in very early discussions with neighbouring authorities and the Regional Centre of Excellence exploring the possibilities for shared or managed service provision of the business rates function. Key PIs are monitored nationally using data from the DCLG and DWP. The revenues and benefits service undertakes some benchmarking with neighbouring unitary authorities. The benefits service currently uses the National Performance Management Framework and the DWP's online Housing Benefit Operational Database.	

Section 7: Resources

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

Benefits	Revenues	Revs & Bens Business Management	Registration Services	York Customer Centre	Systems Support & Development	Public Services Business Management
49 fte	32.5 fte	8.5 fte	8.1 fte	30.71 fte	8 fte	6.69 fte

Budget

	2006/07	2007/08	
	£'000	£'000	There has been a 15% increase in our net cost budget since last year. This is due to the creation of the York Customer Centre and the transfer from Chief Exec's of the Web team.
Employees	2,783	3,312	
Premises	2	2	
Transport	18	16	
Supplies and Services	382	598	
Miscellaneous			
− Recharges	1,914	1,874	
− Benefits Subsidy	31,752	35,449	
Capital Financing	0	0	
Gross cost	36,851	41,251	
Less Income	(34,315)	(38,343)	
Net cost	**2,536**	**2,908**	

Section 8: Monitoring and reporting arrangements

The Public Services Management Team will review progress against the plan quarterly.
Formal progress reports will be made twice during the year to the Resources EMAP meeting.
QPR performance management system will be updated quarterly (some BVPI data is input monthly)
Key PI data and workload statistics for the Benefits and Revenues Service are distributed monthly to the Revenues and Benefits Management Team, Assistant Director, Director of Resources and the Executive Member and copies are made available for all staff.

Service Plan for 2007/08
(Covering April 2007 – March 2010)

Service Plan for: **Property Services**

Directorate: **Resources**

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

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

Director: **Simon Wiles**
Director of Resources

Signed off _____   *Date:* _____

EMAP :   **Corporate Services :**
Cllr Q. Macdonald

Signed off _____   *Date:* _____

<u>Section 1: The Service and its Objectives</u>

Service description

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

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

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

<u>Asset and Property Management</u>

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

<u>Facilities Management</u>

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

<u>Strategic Business and Design</u>

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

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

Objectives

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

SO2: To have a strategic and cost effective project plan for the provision of the council's administrative accommodation

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

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

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

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

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

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

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

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

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

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

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

Section 2: The Drivers

Driver type	How might this affect our service	Sources

External drivers
 	
a) Guidelines on Asset Management Plans issued by RICS and include 11 good practices that Local Authorities should be able to demonstrate.
 	
b) Legislative changes in the construction industry (management of asbestos, legionella, environmental and sustainability agenda, building regulations and health & safety issues)
 	
c) Rethinking Construction in Local Government and the Constructing Excellence Agenda
 	
d) Access Strategies in response to Disability Discrimination Act
 	
e) CPA KLOEs
    a. Asset Management Planning
    b. Repair and Maintenance
    c. Value For Money
	a) The guidelines give further direction to the development of the role of the Corporate Landlord and the processes and systems needed for sound corporate asset management planning. Influences the council's new Corporate Asset Management Plan.
	
	b) Continual response to the changing legislation to ensure that the council is in compliance and that any risks are effectively managed and limited
	
	c) The constructing Excellence Agenda will have a significant impact upon the way property services are delivered as we move toward non adversarial contracting through partnering and concentrate our efforts on providing better value and outcomes for our clients and customers
	
	d) Develop a strategy for addressing disabled access requirements in all buildings managed by the Corporate Landlord.
	
	e) a) The need to provide evidence that the council has an approved capital strategy and corporate asset management plan. To ensure that the Corporate Landlord produces an annual report to members on Asset Management.
	
	    b) To establish an annual programme of planned maintenance based upon a rolling programme of property surveys. Those surveys should provide a clear picture of the council's maintenance backlog.
	
	    c) To ensure that costs of the service and property activity compare well with others allowing for external factors. That costs are commensurate with service delivery, performance and outcomes achieved. That costs reflect policy decisions of the council.
		a) RICS
		
		b) Managing Asbestos in the Workplace Regulations 2004
		
		c) Local Government Task Force – Rethinking Construction in Local Government – Ten Key Issues and how to address them (2004)
		
		d) Strategy presented to Corporate services EMAP
		
		e) CPA KLOEs for the use of resources - Financial Management and Value For Money (Audit Commission) June 2005

Corporate drivers f) The Corporate Strategy and the 13 priorities	f) To provide 'Property Services' support to the priority champions and their 'Delivery and Innovation Plans' and ensure that the service	f) Corporate Strategy 2006 – 2009

g) Administrative Accommodation Review – delivering a c. £35m project that will provide the council with new facilities from which excellent services can be delivered.	planning process and workplans contribute to the success of this initiative.	
	g) The Corporate Landlord is project champion for this venture. The service is through its Project Manager and restructured establishment providing the resource to deliver this project. The project management framework includes a project board, member steering group, project planning team, stakeholder and User group, advisory group, and several established work streams all of which have to be managed and driven by Property Services (Project Management Team).	g) Executive report 1st February 2005. Approval of Business Case at Executive 22nd November 2005. Stage 1 approval October 2006. Stage 2 Approval sought March 2007.
h) Facilities Management Review	h) A workstream within the Administrative Accommodation project will focus upon the review of Facilities Management in the Spring/Summer of 2007	
i) EASY@York e-government and contact centre initiatives for the 'customer focus'	i) Introduction of a one-stop-shop contact centre for customers to meet e-government deadlines. Delivery and integration into the administrative accommodation solution.	i) Executive report 18th January 2005
j) York Pride – particularly that part relating to the condition and appearance of property within the city of York	j) Responding to the needs of a Repair and Maintenance backlog and the need for investment in 'access' issues with limited financial resources.	j) York Pride Initiative
k) The management and maintenance of existing property assets. The government has given clarification of their intent through CPA to monitor investment in existing property assets. At a time when both capital and revenue resources are at a premium innovative methods of reducing demands of the repair and maintenance backlog need to be explored.	k) Our focus must begin with collecting and collating improved core property data, particularly with regard to condition, and through the Corporate Asset Management Planning process develop clear strategies for rationalisation and replacement of poor performing buildings. Again this requires the support of the service directorates in managing our property assets.	k) Executive report 17th February 2006. Capital Strategy 2007 – 2011. Corporate Asset Management Plan 2007.
® Strategic risk of not achieving a good score under CPA		
® Operational risk of building failure through lack of investment		
l) The need to generate capital receipts to support capital investment in council assets in line with the recently approved Capital Strategy document.	l) The need to deliver capital receipts from a diminishing asset base requires innovation and a focus upon excellent asset management. Resources will need to focus upon the collection and collation of improved property core data; the rationalisation of existing property	
® Failure to achieve targets is a high level strategic risk for		

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	assets through improved integration of service provision and the subsequent release of surplus assets. Opportunities will take time to develop and to deliver, and will require support from and close working with both service directorates and City Strategy.	
m) The effective and timely delivery of the capital programme. ® Each individual project has its own project risks, but strategically we must ensure that expenditure is reconciled with budgets and note that delay in delivering projects may result in the loss of grant funding. n) Safe and secure premises for staff and customers o) Equalities Impact Assessment	m) Property Services are currently involved in the delivery of several significant and important capital projects. The Admin Accom Headquarters at Hungate (c £30m), the replacement of the Joseph Rowntree School (c £24m), the extension and refurbishment of the new York High School (c £12m), the pools programme (c £6.5m) and miscellaneous projects (c £8m). All of which require significant strategic input, project management and implementation to challenging timescales. n) The effective management of asbestos in council buildings and ensuring we are compliant with legislation in all areas of Health & Safety etc. o) Consider the impact upon procurement of consultants and contractors in support of the property service function, including the review of documentation and procedures.	n) The Control of Asbestos at Work Regulations 2002 and other Health & Safety legislation o) Equalities Impact Assessment
Directorate drivers p) Improve financial management q) Resources Staff Survey and response action plan	p) The restructure of property services has further developed a trading account philosophy that will provide clarity and transparency in terms of cost of the service and make the department more business-like. Continued staff development to ensure they have the skills and take ownership of this business ethos. q) Deliver key actions to address the issues raised by the survey	p) Report to Resources EMAP 21st February 2005
Service drivers r) Review of SLAs s) To develop a target and performance culture within the trading account approach to the business.	r) Consulting with clients/customers to ensure that the service provided focuses upon the client/customer priorities and is provided within budgetary constraints s) To develop appropriate local PIs to give a clear measure of	r) Resources Management Team meeting 17th February 2005

	improvement and performance against industry benchmarks. To extend partnerships through framework contracts to ensure that capacity and quality of service are maintained and improved.	s) Resources Management Team meeting 17th February 2005
t) Corporate Landlord role	t) Developing relationships with clients, customers, building users that reflect the approved role of the Corporate Landlord. Introducing Licenses of Occupation with clear definition of responsibility for council property management.	t) Executive report August 2004
u) Staff development & training issues.	u) Further develop the appraisal process, a competency framework and workforce plan to reflect the development needs of staff resulting from continuous review and changing role of the service.	u) Report to Resources EMAP 21st February 2005. Developing Council Policy on Competency Frameworks

Section 3: Critical Success Factors (CSFs)

CSFs for 2007/08	Why a CSF?
BVPI 156 – To continue to meet our targets accessibility (Disability Discrimination Act) for access to our public buildings.	To provide access to all council services for all customers and to reduce the risk of being prosecuted under the Disability Discrimination Act.
To ensure that all building programmes of work are completed in year for each of our clients	To enable our clients to satisfy service managers and their operational needs and help them manage their capital finances effectively.
Setting ourselves the target of achieving a high level of performance for all new buildings in terms of energy use and sustainability	To meet developing national benchmark standards, the council's Energy and Water Management policy, the council's sustainability policies and to set an example to all other sectors by responding to environmental needs
Improve the flow and accuracy of property information to our clients, customers and Members	To be more proactive as a business and be more customer focused
To have an approved building solution to satisfy the administrative accommodation needs of the council and to have a planning approval for that solution.	To ensure that targets remain achievable the Corporate Landlord must ensure that the planning stage of the project progresses smoothly over the next 12 months. This will include the continuing management of risk, land assembly, the establishment of a brief and the performance of partners appointed to assist with the project's delivery.
To produce a clear and approved strategy for the council to improve the condition of its buildings and to make them accessible and compliant with all Health & Safety legislation.	The council has an increasing repair and maintenance backlog and a need to comply with the Disability Discrimination Act, The Control of Asbestos at Work Regulations 2002 and current Health & Safety legislation and thereby ensure safe and secure premises for staff and customers. The strategy will reflect current and future investment needs and programmes, effective asset management and the impact of vacating existing poor performing administrative accommodation. The council's effectiveness in this area will be measured through the Key Lines Of Enquiry used in providing a CPA score for finance and resource management.

Section 4: Links to corporate priorities

Improvement Statement (IS)	Contribution
Improve our focus on the needs of customers and residents in designing and providing services (10)	The Corporate Landlord will continue to work with all directorates, members and Scrutiny to establish Area Asset Management Planning across the city. This will include public consultation within defined Areas and Communities to establish community needs and aspirations.
Improve Leadership at all levels to provide clear, consistent direction to the organisation (11)	Respond to the staff survey at a local level to ensure that Property Services staff are listened to, informed and developed. Ensure that staff are encouraged and given the framework to allow productive collaborative working to flourish across the organisation. Designing a new Administrative Headquarters that supports the 'Single Organisation' approach to serving our customers and provides an environment suited to strong visible leadership and a collaborative working style
Improve the way the Council and its partners work together to deliver better services for the people who live in York (12)	Continue to network with PCT and Hospitals Trust to ensure the effective use of the respective property resources.

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Improve Efficiency and Reduce Waste to Free Up More Resources (13)	Continued focus upon the Property Service as a business through its trading account and process improvement.
	The use of framework contractors and consultants to support in house services and innovative procurement methods to deliver services at a competitive level of price and quality
	The preparation of a new Corporate Asset Management Plan for the efficient use of the property resource.
	Through the Energy and Water Management Group, review and plan for the efficient use of energy and water resources in line with council policies
	Through the Sustainability in Design Group, review and plan to meet sustainability targets for the council through the design and construction of new buildings and environments.
To decrease the tonnage of biodegradable waste and recyclable products going to landfill (1)	To ensure that new and restored buildings are eco friendly and built with suitable facilities to contribute to the outcomes of this priority.
Increase the use of public and other environmentally friendly modes of transport (2)	Ensure that support for transport policies is an integral part of all Development Team agendas prior to the development of new council assets (e.g. schools, leisure facilities, administrative headquarters etc) and the development of surplus assets and land within the city.
Improve the actual and perceived condition and appearance of the city's streets, housing estates and publicly accessible spaces (3)	To produce a clear and approved strategy for the council to improve the condition of its buildings and to make them accessible to the public and compliant with all Health & Safety legislation.
Reduce the actual and perceived impact of violent, aggressive and nuisance behaviour on people in York (4)	Ensure that the design, development and construction of new council buildings and open spaces provides secure and safe environments for the local community. To consult with that local community and the police liaison officer to develop a clear understanding of the local risks and issues.
Improve the health and lifestyles of the people who live in York, in particular among groups whose levels of health are the poorest (7)	Support the programme for development of land and buildings to meet the objectives of this priority Ensure that those developments are designed to be inclusive and to meet the Equalities agenda.
Improve the quality and availability of decent affordable homes in the city (9)	Participate in a forum to explore new approaches to releasing publicly and privately owned land for affordable housing. To ensure that the requirements of this priority are incorporated into the council's Corporate Asset Management Plan.

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

Section 5: Balanced Scorecard of outcomes and measures

Customer based improvement

Outcomes	Measures	Actions
A. High customer/client satisfaction ratings B. A better understanding of client and customer needs now and in the longer-term C. Better quality building design, with a clear reference to sustainable and energy efficient building solutions D. Building projects delivered on time and within budget E. More accessible public buildings and to be in the top quartile for unitary authorities F. Buildings retained in good condition and safe and secure for staff and users.	(see table below)	1. Development of Service Asset Management Plans for all services 2. Development of Area based Asset Management Plans 3. Development of a modern construction procurement and delivery agenda 4. Development of an approved strategy for investment in council buildings to reduce the repair and maintenance backlog and to address accessibility issues. 5. Development of a policy for Sustainable Energy and Water Use in council buildings 6. Development of a framework for Sustainability by Design, including the provision of a sustainability statement for each building project.

Measure	Current	2007/08 Target	2008/09 Target	2009/10 Target
BVPI 156 – accessible public buildings		80%	85%	90%
Projects +£100k - % of customers satisfied with the service		80%	85%	90%
Projects +£100k - % of customers satisfied with constructed product		85%	90%	95%
Projects +£100k - Time predictability[1]		95%	95%	95%
Projects +£100k - Cost Predictability[1]		67%	70%	75%

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[1] Source: Construction Excellence

Process based improvement

Outcomes	Measures	Actions

Outcomes

A. Introduction and implementation of the 'License of Occupation'
B. To effectively project manage the Administrative Accommodation project
C. To achieve a balanced programme of capital expenditure and funding
D. To implement a new Capital Resource Allocation Model
E. A programmed review of property assets
F. To support service reviews from a property perspective
G. Develop a strategy for improving sustainability and reducing energy and water consumption in Council owned buildings
H. A review of arrangements for the provision of property support services such as cleaning, caretaking and security of Council buildings.
I. A review of current framework contracts prior to re-let
J. Respond to service property needs through effective development team working
K. To continue to develop innovative approaches to construction procurement (e.g. partnering and the Egan principles)
L. Robust management of the Commercial Portfolio.

Measures

Measure	Current	2007/08 Target	2008/09 Target	2009/10 Target
Capital Strategy - complete	Approved	Annual review	Annual review	Annual review
Corporate AMP – complete	Draft	April 07	Annual Review	Annual Review
Area AMP – complete	Pilot in draft	Pilot complete	Roll out	April 09

Actions

1. Review and agreement to License of Occupation between the Corporate Landlord and building users.
2. A review of all property assets to determine those surplus to requirements in the short, medium and long-term and to identify opportunities for rationalisation of property through integration of service provision.
3. To implement the new CRAM process by the Corporate Landlord and CAPMOG (Capital Monitoring Group)
4. Understanding and agreeing the process of Service Asset Management Planning, identifying property needs, developing proposals through project option appraisal, commissioning work and project management and delivery
5. Complete pilot Area AMP and roll out across all areas in consultation with members and services
6. Review and develop the appropriate use framework agreements for the provision of supporting consultant property services
7. Further developing a non-adversarial and low risk approach to the development and delivery of building projects, by focusing upon customer objectives.
8. Review the commercial portfolio.

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Finance based improvement

Outcomes	Measures					Actions

Outcomes	Actions
R. Reviewed and agreed Service Level Agreements for all services, including appropriate target based methods of charging for services. S. Effectively managed trading accounts and control of expenditure within approved budget. T. Effectively managed trading account for the administrative accommodation portfolio. U. Increased revenue income from the commercial portfolio V. Generation of capital receipts from property sales to target set by Capital Strategy. W. Funding of cost associated with managing surplus properties up to sale or re-use.	1. Review and agree SLAs with all services 2. Clear responsibility for trading accounts and expenditure budgets, supported by the Business Unit 3. Review the administrative accommodation trading account 4. Review of the Commercial Portfolio. 5. Develop a clear process for the management of surplus properties.

Measure	Current	2007/8 Target	2008/9 Target	2009/10 Target
Capital Receipts Target		100%	100%	100%
Commercial Income Target		100%	100%	100%
Property Services Trading Accounts		100%	100%	100%

Staff based improvement

Outcomes	Measures					Actions

Outcomes	Actions
X. Improve staff expertise and skills. Y. Increase job satisfaction and retention amongst staff Z. Increase attendance levels AA. Ensure that staff understand and take ownership of all targets and objectives for the service	1. To develop a Workforce Plan, inclusive of a competency framework and personal development plan for all staff in Property services. The appraisal will focus on personal and group development to enable each member of staff to make a positive contribution to the Service. 2. Provision of workshop sessions to establish the direction of the Service, support the implementation of change and improve communication.

Measure	Current	2007/8 Target	2008/9 Target	2009/10 Target
Min. Training and development days per staff member		3	3	
% of staff days lost to sickness absence		3.75	3.5	
% of staff expressing satisfaction in their job		66	N/a	
% of staff who have received an appraisal		92.5	95	
Maintain % of staff turnover +/- 2%		10	10	

Section 6: Corporate Issues

Actions/Evidence	Deadline
Equalities action/s	
Works associated with DDA requirements in publicly accessible buildings. New accommodation for council services will be fully accessible Full accessibility designed into all new buildings	Ongoing to meet BVPI 156 December 2009 Ongoing policy and requirement through building regs.
Ensuring that all consultants and contractors used by the council have an Equalities Policy in place within their organisation.	Ongoing and part of a review of contract documentation – March 2007
Operational Risk – red risk action/s	
Asbestos – identification of the presence of asbestos and taking the necessary action to reduce or eliminate risk. The surveys are complete, high risk asbestos has been eliminated and low risk contained. Contract awarded for annual inspections. Training of Site Asbestos Liaison Offices complete for all buildings except schools. Schools programme to be complete during 2007, followed by refresh and induction for new officers.	March 2008
Building Failure – refer to critical success factor of improving the condition of our property portfolio to avoid breakdown and ultimate closure. Strategy to be prepared in line with FM workplan.	March 2008
Safer City action/s	
Secured by Design agenda and links to police	Ongoing policy
Gershon – Efficiency improvement	
Improved procurement processes, use of term contracts, re-letting framework arrangements and partnering (Egan efficiencies) - Better use of space in the office Better and more efficient use of property Energy use and management	Ongoing and in line with new procurement strategy Ongoing reviews Asset management reviews. 2007 - 2010
Competitiveness statement	
Property Services delivers its function with a mixture of internal and external resources. The external resources are provided through a number of framework agreements. Feedback from our framework providers suggests that Property Services fees and recharges are competitive with the external market place. These views have recently been reinforced. The Service contributed to a benchmarking exercise with ten local authorities. The findings identified our fees and recharges were competitive and generally below the average. There is some scope to increase our charges to the average level, subject to consultation with other Service Areas. In terms of construction costs, costs are derived from a competitive process with the most economically advantageous tender being recommended for acceptance.	

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Section 7: Resources

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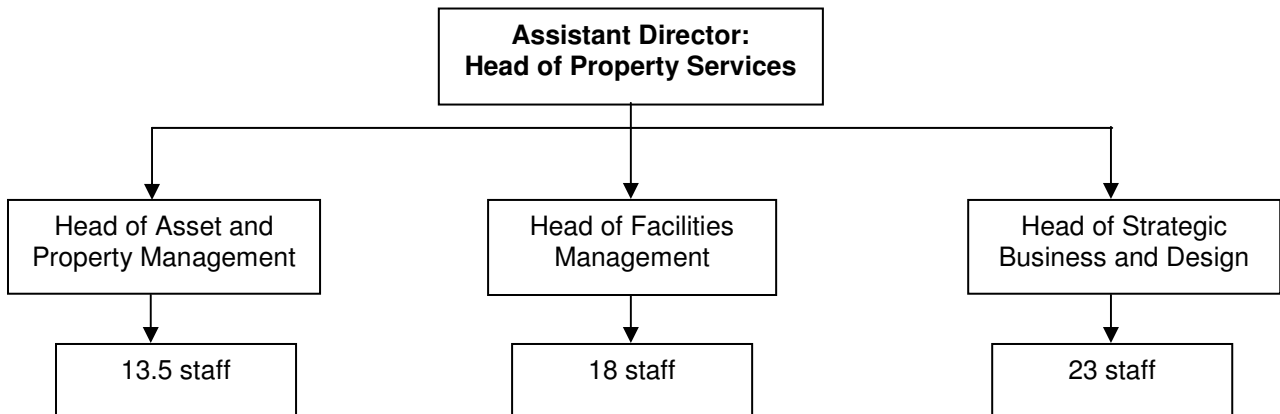
Recruitment Issues exist for some professional disciplines, where market rates of pay exceed those paid within the local government pay structure. If recruitment process does not deliver candidates of an acceptable quality, market supplements may have to be considered. Alternatively, agency staff and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

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

The Head of Facilities Management has been seconded to the role of Project Manager for the Administrative Accommodation project. Four other posts from FM (Development) are being used to support that role. The FM (Ops) is now reporting to the Head of Strategic Business and Design, this situation will be reviewed early in 2007/8 with a view to some minor amendments to the structure.

Budget

	2006/07 £'000	2007/08 £'000	
Employees			There has been a 20% increase in our budgeted gross cost since last year. This is due to increased asset rental charges and the increase in the cost of delivering the Admin Accomm.
Premises	2,086	2,111	
Transport	2,190	3,001	
Supplies and Services	21	19	
Miscellaneous	373	347	
− Recharges	1,168	1,220	
− Other	0	0	
Capital Financing	1,542	2,139	
Gross cost	7,380	8,836	
Less Income	(7,521)	(7,685)	
Net cost	**(141)**	**1,151**	

Section 7: Monitoring and reporting arrangements

Trigger dates to be established for 1st & 2nd monitor and outturn to Resources EMAP.

Property Services Business Unit is to provide monthly reports to section managers on financial and technical performance. Property Services Extended Management Team will receive an exception report to each monthly meeting.

AD Property Services will report on exceptions to Director of Resources and the Executive Member for Resources at regular 1-2-1s

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CITY OF
YORK
COUNCIL

Service Plan Template for 2007/08
(covering April 2007 – March 2010)

Service Plan for:　　　I.T.T. Services

Directorate:　　　Resources

Service Plan Holder:　Roy Grant, Head of ITT Operational Services

Work plans:　　　　**Business & Customer Services**
　　　　　　　　　　Infrastructure
　　　　　　　　　　Development

Director:　　　　Simon Wiles

Signed off _____　　*Date:*_____

EMAP :　　　　Corporate Services – Cllr Q. Macdonald

Signed off _____　　*Date:*_____

Section 1: The service

The department provides ITT services to all council directorates and its elected members, supporting them in the delivery of high quality customer focused services to the public. The department currently provides services and support for in excess of 120 applications between the hours of 08:00 and 18:00, Monday to Friday excluding bank holidays, to more than 2,500 customers across the city including home based staff and mobile workers.

The department is also leading the councils Easy@york programme and its subsequent technical, staff and the service improvement implications in response to the ODPM's electronic enablement target BVPI 157 and priority service outcomes.

The current Customer Satisfaction survey indicates an improvement on the previous years high satisfaction rating. The 2006 survey reports that 91% of all customers are satisfied with the services provided by ITT.

The department consists of three main functional services areas:
>
> Business and Customer Services
> Infrastructure Provision and Support
> Business Development Services

Business and Customer Services
These teams provide:

a) Access to and the support and maintenance of, the standard corporate desktop system that includes: operating system, appropriate corporate office suite, desktop virus protection, e-mail, internet and CouncilNet access and desktop print facilities.
b) A single point of contact for all customer ITT faults and service requests.
c) Mobile phone and XDA administration.
d) Procurement services for ITT services and essential business, financial and administration support functions.

Infrastructure Provision and Support
Collectively the infrastructure team is responsible for delivering the council's robust, scalable and highly available ITT infrastructure including the availability of corporate and departmental systems. The team is comprised of the two following core elements:

Telephony and Data network
Provide access to corporate ITT systems for the department's customer base through the council's converged and remote network facilities. Provision and support are delivered through a 3rd party managed service contract that includes 24x7 network monitoring services. The support and maintenance arrangements for council's network covers the agreed SLA of 8:00-18:00hrs Monday to Friday excluding bank holidays.

Domain and Central Systems
Including:
a) Server Based Computing (Citrix)
b) Common Services (Printing, File Serving, Email, Security, Web filtering and Anti Spam etc)
c) Corporate & Departmental Systems (Payroll & Personnel, Revenues and Benefits Systems etc)
d) Operations Services (Volume & secure printing, backup & recovery)

Provision and support for these services are provided by Infrastructure support staff with further specialist hardware and business application support being provided through 3rd party maintenance and application support agreements.

Business Development Services
This team provides the following functions:

a) Assist Directorates with the identification and delivery of service improvement opportunities and customer business objectives to develop or improve new or existing business processes that underpin service efficiency gains.
b) Assist Directorates to develop and maintain processes to make effective use of existing ITT solutions and to promote the strategic use of technology within the council.
c) Assist Directorates in the formulation of ITT Development Plan bids in line with corporate priorities and make recommendations for investment.
d) Assist Directorates with requirements definition, evaluation and sourcing of ITT solutions.

Service objectives

a) S01: Provide a secure, resilient and high performing ITT infrastructure that supports Council service delivery.

b) S02: Develop and maintain solutions to deliver E-government

c) S03: Identify, provide and promote technologies to improve business efficiencies.

d) S04: Maintain and further develop effective links with partners.

e) S05: Develop and maintain ITT strategies and policies that drive departmental & corporate improvements and facilitate organisational change to support the Council's 13 corporate priorities.

f) S06: Maintain and further develop appropriate technology to enable staff to work independently of location.

g) S07: Ensure that ITT services and its assets are fit for purpose, minimize the impacts of threats, accommodate change and provide value for money.

Section 2: The Drivers

Driver type	How might this affect our service	Sources
External drivers Achieving the Office of the Deputy Prime Minister's (ODPM) BVPI 157 priority service outcomes and meeting the implementation of the e-gov agenda (IEG).	Provide the implementation and on going technical support activities for the Easy@york programme, re-prioritisation of other planned ITT Development work and assessing the impacts in terms of existing structures. Review and assess resources implications of further phases.	Office of the Deputy Prime Minister
Local government election.	Provide new and re-elected members with robust and reliable access to Council Systems and information.	Central Government
Compliance with the ODPM's Gershon service improvement and efficiency agenda.	Ensure robust working practices are in place to actively encourage the identification of continual efficiencies to support delivery of the required corporate efficiency targets.	Gershon Report July 2004 entitled releasing resources to the front line
Compliance with changes in government legislation i.e. Revenues & Benefits, Social Services & Housing.	Provide and manage a secure and robust shared/joined infrastructures.	ODPM priorities - Electronic care files, and Joined up Working, Children at Risk and Joint Assessments. Department of Health Social Care Quality Program
Cross partnership or agency working i.e. effective partnerships with Primary Care Trusts (PCT).	Develop and maintain effective access and support protocols for staff working from non-council properties and provide solution procurement and installation activities as part of the Social Service systems (ISIS) replacement plan.	
Implications of the Freedom of Information Act	Assist with information retrieval requests. Impacts are un-quantified at present and will be driven by nature of requests	FOI Act
Business Continuity Planning (BCP) to comply with the Civil Contingencies Act 2004	Further develop the departmental BCP including team recovery plans that link into the Corporate BCP in support of the 2004 Civil Act requirements	Civil Contingencies Act 2004
Implications of the DfES targeted capital fund.	Develop the Integrated Children's System and deploy to health and other key partners across the City	DfES targeted capital fund. DfES Standards

	Support partnership working through the development of links with other key networks and systems e.g. National Health network (N3) and the CYC Broadband system.	Fund 31 A and B. Office of the Deputy Prime Minister
	Develop and deploy converged network solutions for the secondary schools targeted for rebuild.	
	Support the development of the national educational network to facilitate to access to national curriculum content.	
Corporate drivers Delivering improved customer contact, increased service efficiency and deliver e-government targets through the utilisation of information technology.	Provide the implementation and on going technical support activities for the Easy@york programme.	DIP 3 & 10 & Easy@york
Accommodation review impacting on estate infrastructure requirements and the interim requirement of a customer access service to accommodate the Easy@york front office.	Provide significant and influential input within the accommodation review programme to ensure fit for purpose ITT infrastructure is included within the new town hall design.	Dip 10,12 & 13 and Corporate Accommodation review.
Implementation of the approved ITT corporate business development projects.	Assist the directorates with ITT solution procurement and implementation activities for approved ITT corporate business development projects.	Dip 10,12 & 13 and Corporate ITT Development Plan.
Approved capital program.	Assist the approved capital program with ITT related solution procurement and implementation activities	Dip 13 and agreed capital program.
Home and mobile working initiatives.	Potential increased support and security demands resulting from the changes in working practices and increasing mobile working requirements.	Dip 3, 10,11, 12 & 13, Council Plans.
Corporate HR Strategy.	Manage the departmental impacts of the corporate job evaluation scheme.	Dip 11 and HR Strategy
Corporate Financial position.	Identify methods of procuring ITT goods/services more cost effectively. In year this will include the transfer of the ITT Procurement staff into the Resources Central Procurement team.	Council Budget, Dip 13, Financial regulations.
The Corporate Strategy and its associated 13x Priority areas.	Provide and support the ITT infrastructure that underpins the	Council Strategy and

	programme of projects and initiatives to deliver Corporate Priorities. Develop future ITT Strategy to support and facilitate the delivery of the agreed council priorities.	its associated 13x Priority areas.
Directorate drivers Resources Staff Survey Response Plan. Replacement of obsolescent key business applications. Budget and Performance Reporting Plan. Directorate Business Plan	Manage the delivery of the agreed departmental actions in the response plan. Provide solution procurement and installation activities as part of the existing financial management system (FMS) plan. Provide clear, concise and timely performance and financial information. Development of Resources Strategies via RMT workshops.	Response to staff surveys. Corporate ITT Development Plan. EMAP Budget and Performance report. Directorate strategy.
Driver type	**How might this affect our service**	**Sources**
Service drivers Maintain the high levels of service availability and customer service as agreed in service level agreements. Increasing demands for less disruption during non- supported core hours. Service delivery optimization within existing available resources and budget. Effective, robust and up to date ITT policies to support and sustain service delivery.	Ensure that the appropriate levels of trained and skilled support staff are available underpinned by effective monitoring of the managed service and 3rd party support contracts delivered by a fit for purpose infrastructure. Replace ageing/obsolescent hardware components and/or software solutions in a structured process that reduces business risks and provides value for money. Review scope and requirements prior to the renegotiation of existing managed service contracts. Further develop ITT corporate governance initiatives. Manage the increasing demands of a changing and evolving customer base and the corporate ITT development plan Review, consult and distribute revised policies including electronic communications policy (ECP) in line with policy review cycle.	Customer satisfaction survey feedback and monthly KPI's. Corporate ITT Development Plan and departmental self-improvement programme. SLA and Corporate ITT Dev plan. Departmental policy review plan.

Section 3: Critical Success Factors (CSFs)

CSFs for 2007/08	Why a CSF?
Further implementation activities and continued support of easy@york.	The ODPM (via Gershon) requires Council's to deliver continual service improvements, realising efficiency gains and making qualitative improvements, visible to customers. Priority service outcomes will be used to assess our e-government compliance and will increasingly be used as success indicators in both Corporate Performance Assessment (CPA) inspections and service based inspections like the Benefit Fraud Inspectorate (BFI) and Office for Standards in Education (OFSTED). The likely penalties for failure to make sufficient progress on the e-government agenda include: a) Reduced overall CPA Score, with commensurate reputational damage b) Negative comments and scores in individual service inspections c) Growing customer dissatisfaction d) Reduced access to a variety of specific grants e) Inability to implement new initiatives on existing systems and comply with national service developments f) Maintenance of existing known inefficiencies in service provision, including reception, call answering, service response etc **Council Priorities** – Impact upon the council's ability to deliver DIP 3, 10 and 12.
Replacement of the Integrated Social Services System (ISIS)	ISIS is no longer sufficient to support the implementation of the legislative changes facing the council and other agencies This represents an increasing risk that the council will not be able to meet it's current and future statutory requirements either functionally or within the timescales set out by central government. Failure to replace ISIS will also have a major impact on the council's ability to meet ODPM Priority Outcomes R19 (electronic care files), G16 (Joined up working, children at risk), G17 (Joint Assessments) and achieve DIP 7, 8, 10 and 12.
Replacement of the Corporate Financial Management System (FMS)	Failure to replace FMS would be extremely high risk due its inability to provide or meet the following: a) E-gov standards b) Facilitation of e-procurement and e-payments c) Efficient/automatic interfacing with other CYC systems e.g. Northgate (Housing, Revenues and Benefits etc) d) Comprehensive reporting functionality e) User friendly interface, its not intuitive, e.g.

	character based leading to time consuming training to ensure product is used correctly. f) Dip 13 None legislative enhancements (via the supplier) to the system due to the system age and ITT platform not meeting modern day standards.
Procurement of a consolidated network managed service contract incorporating the services to delver Broadband for Schools and Libraries, Corporate Accommodation and City Strategies infrastructure requirements.	Failure to secure a consolidated managed service provider will impact on the following: a) Gershon efficiency targets b) DfES targets c) Corporate network services that underpin Council service delivery d) Corporate Accommodation Review e) HR strategy
Further develop the ITT Disaster Recovery/Business continuity plan to improve major failure incident recovery. Provide significant support and input into the Corporate Business Continuity group who are working towards achieving compliance with the Civil Contingency Act 2004.	The risks of failure to meet the 2004 act include a) Reduced overall CPA score b) Potential of financial penalties being imposed c) Reputation damage d) Legal implications
Provide design, implementation and support services for the new corporate infrastructure to sustain the rationalisation of the council's current administration accommodation portfolio.	Effective and flexible ITT infrastructure including inter site connectivity are key factors to help facilitate the successful migration of staff and services into the new town hall. To support Dip 10,12 & 13 and provide the platform to help adopt the new effective ways of working.

Section 4: Links

Links to corporate priorities		
Improvement Statement (IS)	Ref	Contribution
Decrease the tonnage of bidegradable waste and recycle products going to landfill.	DIP 1	The department recycles where possible ITT related components and procures recycled consumables.
Increase the use of public and environmentallly frendly modes of transport.	DIP 2	Incorporating City Strategy network requirements into the consolidated managed service contract will help to deliver reliable and timely transport information to the public.
Improve the actual and perceived condition and appearance of the city's streets, housing estates and publicly accessible spaces	DIP 3	The department provides the configuration and support of the new technology platform, infrastructure and systems to deliver the Easy@york programme.
Improve the health and lifestyles of the people who live in York, in particular among groups whose levels of health are the poorest.	DIP 7	Support the implementation of the replacement Integrated Social Services System and provide on going support services.
Improve the life chances of the most disadvantaged and disaffected children and young people and families.	DIP 8	Support implementation of the replacement Integrated Social Services System and provide on going support services
Improve our focus on the needs of customers and residents in designing and providing service.	DIP 10	The department provides the configuration and support of the new technology platform, infrastructure and systems to deliver the Easy@york programme.
Improve Leadership at all levels to provide clear, consistent direction to the organization.	DIP 11	Provide and support home and mobile working solutions that will support corporate HR strategy developments.
Improve the way the Council and its partners work together to deliver better services for the people who live in York.	DIP 12	The department provides the configuration and support of the new technology platform, infrastructure and systems to deliver the Easy@york programme To ensure that fit for purpose ITT infrastructure is included within the new town hall design.
Improve Efficiency and Reduce Waste to Free Up More Resources.	DIP 13	Support implementation of the replacement Corporate Financial Management System (FMS) Identify methods of procuring ITT goods/services more cost effectively. In year this will include the transfer of the ITT Procurement staff into the Resources Central Procurement team

Links to other plans
Easy@york Programme
Corporate accommodation review
Resources Directorate Business Objectives
Capital Programme
ITT Business Development Plan

Section 5: Balanced Scorecard of outcomes and measures

Customer based improvement

Outcomes	Measures	Actions
High customer satisfaction with ITT services. Timely delivery of the agreed ITT based solutions and services to meet the diverse business unit requirements to deliver efficient & effective services to the councils customers. Better understanding of the needs of our customers by providing a more accessible and coherent experience and service.	*(see measures table below)*	Continual evaluation & improvement process based upon feedback and agreed actions at both the corporate operational and strategic groups. Facilitate mid term performance reporting meetings with key customer contacts to review and inform future sla's. Continue customer satisfaction surveys.

Measure	Current	2007/08 Target	2008/09 Target	2009/10 Target
C1: % of Customer Satisfaction with ITT - annual survey.	92.1%	80%	80%	80%
C2: % of external telephone calls answered within 20 seconds	96.3%	95%	95%	95%
C3: % of complaints responded to within 10 days.	100%	100%	100%	100%
C4: % of FOI requests responded to within defined timescales.	100%	100%	100%	100%

Process based improvement

Outcomes	Measures	Actions
Improved fault diagnosis and resolution services. Clear, accurate and timely communication processes. Improved internal efficiencies and cross team awareness. Faster corporate telephone directory updates.	*(see measures table below)*	Evaluate support analysis details to facilitate potential revised sla targets to improve business and departmental efficiencies. Evaluate high priority fault resolution performance influenced by 3rd party or managed service contracts. Continue and expand cross team working practices based upon review feedback and assessment process. Consolidate and streamline process to mange the corporate telephone directory.

Measure	Current	2007/08 Target	2008/09 Target	2009/10 Target
P1: % Number of high priority calls resolved within sla.	87.34%	90%	90%	90%
P2: % Number of medium priority calls resolved within sla**.**	93.41%	85%	90%	90%
P3: % Number of standard priority calls resolved within sla.	99.86%	85%	90%	90%
P4: % Number of calls resolved first time.	97.1%	85%	90%	90%

Appropriate levels/versions of business applications and supporting infrastructure	**P5**: COLI 71 % of time the Council's major ITT systems/network infrastructure is available.	99.98%	99.30%	99.30%	99.30%	Develop and refine procedures to ensure consistent & timely deployment methodologies are in place to distribute the latest levels of business applications and supporting technologies required to meet the demands of the customer base.

Finance based improvement

Outcomes	Measures					Actions

<table>
<tr><td rowspan="5">Ensure the most cost efficient methods of financing ITT hardware, software and services.

Devolve telephone call cost budgets and billing to directorates instilling local ownership and management.

Achieve maximum benefit from available disaster recovery budget.

Further development of the departmental budget monitoring regime.</td>
<td>Measure</td><td>Current</td><td>2007/08 Target</td><td>2008/09 Target</td><td>2009/10 Target</td>
<td rowspan="5">Investigate relative merits and costs of leasing against prudential borrowing scheme.

Re-negotiate DR contract that expires in December 2005 – including likely impacts of corporate accommodation review.

Ensure call cost billing arrangements in place by April 05.

Roll out IPT and realise savings from converged networks.

Continue effective departmental budget monitoring regime.</td></tr>
<tr><td>**F1**: Maintain 100% of all invoices paid within the corporate 30 day KPI**.**</td><td>100%</td><td>100%</td><td>100%</td><td>100%</td></tr>
<tr><td>**F2**: Under take monthly budget reviews.</td><td>100%</td><td>100%</td><td>100%</td><td>100%</td></tr>
<tr><td>**F3**: Achieve annual savings target.</td><td>121%</td><td>100%</td><td>100%</td><td>100%</td></tr>
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Staff based improvement

Outcomes	Measures					Actions

Outcomes	Actions
Develop a more flexible workforce based upon agreed core competencies that meets both service and staff needs. Improve staff expertise and skills. Increased job satisfaction and staff retention within the department. Improve inter- team communications. Improve awareness of departmental performance against its priorities and targets. Clear team and individual agreed targets & objectives.	Ensure that all staff receive an effective annual appraisal and personal development review. Conduct regular 1-2-1 and team-meeting sessions with managers, team leaders & staff as required providing open and consistent communication channels. Review and implement the revised ITT competency based career development scheme. Ensure that exit interviews are conducted to potentially feedback into improvement program. Evaluate, prioritise and action feedback from staff satisfaction surveys. Ensure that the sickness absence procedure is rigorously and consistently applied.

Measures:

Measure	Current	2007/08 Target	2008/09 Target	2009/10 Target
S1: **Maintain the number of days lost to sickness at a rate below the corporate target and improve on previous years departmental performance.**	4.71%	3.75%	3.5%	Dir target TBC
S2: % of staff that have received an appraisal.	100%	Dir target 92.5%	Dir target 92.5%	Dir target 92.5%
S3: Maintain % of staff turnover (+/- 2%)	0%	10%	10%	Dir target TBC
S4: Proportion of respondents expressing job satisfaction in staff survey within Resources	NA	66%	Dir target TBC	Dir target TBC

Section 6: Corporate Issues

Actions/Evidence	Deadline
Equalities action/s	
Support: Provide the continued support and further development of the technical infrastructure and ITT solutions that underpin the easy@york programme to ensure that the access requirements of all stakeholders are taken into account, this includes location, hours and channels of access.	2007 and on going
Appraisals: Ensure 100% of staff receive an annual appraisal and Personal Development Plan. Undertake a fully prioritized training needs analysis to ensure that all staff receive training based on the relative needs of the department on a fair and equitable basis.	April 2007 and on going
Departmental documentation: Review all internal documentation to ensure no one receives less favorable treatment on the grounds of: a) age b) race c) ethnicity d) religion e) marital status f) gender g) sexual orientation h) disability i) any other category covered under the council equal opportunities policy	Nov 2007
Systems replacement: Support the implementation of the replacement Integrated Social Services System and provide on going support services.	2007 and on going
Operational Risk – red risk action/s	
Emergency planning does not meet the requirements of the Civil Contingencies Act 2004 a) Develop ITT DR/Business continuity plan using the outputs from departmental and directorate continuity assessment plan. b) Support corporate continuity planning project that is working towards being compliant with the Civil Contingency Act 2004.	2007 2007
Inadequate Business Continuity Plans a) Further development the use of virtualisation technologies as service restoration method. b) Build improved and sustainable ITT infrastructure resiliency into the corporate accommodation building design.	2007/08 2007/09
Failure of Easy@york ITT solution. a) Develop effective support regime and have trained resources available to provide on going technical support services.	2007 and on going
Failure to replace ageing ISIS and FMS systems a) Approved ITT development projects in progress b) Provide project management and implementation resources	2007/08
Failure to procure a consolidated network managed service contract incorporating the services to delver Broadband for Schools and Libraries, Corporate Accommodation and City Strategies infrastructure requirements. Structured procurement process and plan to manage the tender process	March 2008

Gershon – Efficiency improvement	
Telephony and Network Contract – initial enquiries have revealed a potential saving of £50k per annum by extending the duration of the managed service contract with the current provider. Further savings have been achieved through a telephony system replacement project that has resulted in line redundancy and associated savings through the decommissioning of associated lines.	2007/08
Remote Access Authentication Solution – enquiries in the market place have identified an alternative system that provides all the benefits of the previous system but at a reduced cost.	2007/08
Corporate Storage system - – enquiries in the market place have identified an alternative storage system that provides enhanced benefits over the previous data storage system and at a reduced cost in terms of ongoing maintenance.	2007/08
Disaster Recovery (DR) support cost reductions. The implementation of virtual server technology has resulted in a reduction in the number of servers in use and a consequent reduction in DR costs.	2007/08
Competitiveness statement	

ITT are tasked with delivering a complete Support, Maintenance and Development service to a very organic, political, dynamic and fluid organisation.

The service has been exposed to a Best Value style assessment and the in-house provided services were considered to offer the flexibility and performance outputs to meet the needs of the council at a more competitive price in most cases than 3rd party providers could offer.

But, an element of the service where it was considered to be beneficial to use external sources (Voice and Data Networks provision, maintenance and management) was exposed to the market place. This resulted in a contract being awarded in November 2002 for a five year managed service contract with an external service provider (Damovo). This outsourcing initiative levered in approximately £1million of infrastructure improvement investment. This has been contained within the original revenue budgets available for these business areas.

Plans are in place to further expand the boundaries of this managed service contract to incorporate Broadband for Schools and Libraries and City Strategy requirements during 2007/08 with a projection that the new and expanded contract will commence April 2008.

ITT benchmarks its costs and performance against other authorities. Using the 7 point scale as recommended by the Society of IT Managers (SOCITM), customer satisfaction with the services provided by the ITT service are rated at 5.54 out of a possible 7.This again places the department within the top quartile for performance nationally and truly reflects the continuing hard work and commitment of the staff within the department.

Section 7: Resources

Head of ITT Operational Systems

Networks Manager

DAMOVO

Service Delivery Manager

Domain Services Team Leader

Windows Administrator (4)

Database Services Team Leader

Systems Administrator (7)

Operations Supervisor

Operations Officer (2)

ITT Business & Customer Services Manager

IT Procurement Manager

IT Contract Support Officer

IT Procurement Officer

Business Support Officer

Administration Assistant (2)

Customer Support Shift Supervisor (2)

Customer Support Officer (10)

Switchboard Supervisor

Switchboard Telephonist (9)

Management Accountant

Business Development Team Manager

Senior Development Consultant (4)

ECDL Programme Advisor

Development Consultant (5)

Head of ITT Strategy

Business Development Manager (Customer Services)

Business Development Manager (Service Improvement)

Budget

	2006/07	2007/08
	£'000	£'000
Employees	2,338	2,591
Premises	14	16
Transport	9	9
Supplies and Services	4,324	4,557
Miscellaneous		
− Recharges	241	262
− Other	0	0
Capital Financing	0	611
Gross cost	6,926	8,046
Less Income	(6,252)	(7,134)
Net cost	**674**	**912**

There has been a 16% increase in our budgeted gross cost since last year. This is due to the introduction of asset rental charges, investment in the E-Government project and the transfer of Central Switchboard to Public Services.

Section 8: Monitoring and reporting arrangements

Formal reporting of progress and performance will be shared through the following communication channels

EMAP budget and performance reports.
Executive reports on Easy@york progress
Easy@york programme board.
COG reports on easy@york progress
Bi-annual SLA review by directorate.
Monthly performance reporting process.
Quarterly departmental management team reviews.
Corporate ITT strategy group
Corporate ITT User group
QPR performance management system updated in line with departmental KPI requirements.
Departmental and team review meetings
Specific project review boards

Workplan for 2007/08

Action/project	Deadline	Lead Officer	Service objective Link	To BSC support Imp target	Corporate Priority link
Implement the approved ITT Corporate Business Development and Infrastructure projects from ITT Dev Plan 06/07 and 07/08.	Project Specific	SS	S01, S03 and S04	C1	DIP 7,8,9,10,11,12 and 13
Undertake the configuration and support of the new technology platform, infrastructure and systems to deliver the Easy@york ITT solutions. Facilitate the phased go live expansion of the York Customer Centre (YCC) to include additional services i.e. Planning, Building Control, Revenues and Benefits using the newly deployed Easy@york technologies.		RG	S01, S02 and S07	C1	DIP 3,10,12 and 13
Develop a forward-looking technology and major systems replacement roadmap.		RG	S01, S02, S03, S05, S06 and S07	C1 P5	DIP 10 and 12
Maintain the high levels of service availability and customer service as agreed in service level agreements.		RG	S01, S02 and S07	C1, P1, P2, P3, P4 and P5	DIP 10 and 12
Further develop change control procedures through process mapping and subsequent workflow regimes to be incorporated into the departments Customer Support Service Desk system.		RG	S01, S02 and S07	C1 and P5	DIP 10 and 12
Increase performance targets for SLA resolution.		NO	S01 and S07	C1, P2, P3	DIP 10 and 12
Improve the awareness of the new Financial Regulations and compliance requirements.		NO	S05 and S07		DIP 12 and 13
Carry out review of accommodation within the building to ensure more effective use of the available space.		NO	S07	S4	DIP 11 and 12

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		RG	S01, and S07	C1, P1 and P5	DIP 10
Develop and maintain the departmental operational risks within the Corporate Risk Register.		RG	S01, and S07	C1, P1 and P5	DIP 10
Review scope and requirements prior to the renegotiation of existing network managed service contract to incorporate Broadband for Schools and Libraries and City Strategy requirements during 2007/08. New and expanded contract scheduled to commence April 2008.		RG	S01, S04, S04, S06 and S07		Dip 10,12 and 13
Further develop the departmental BCP including team recovery plans that link into the Corporate BCP in support of the 2004 Civil Act requirements		RG	S01and S07		DIP 10 and 12

Annex 5

CITY OF
YORK
COUNCIL

Service Plan for 2007/08

(covering April 2007 – March 2010)

Service Plan for: Audit and Risk Management

Directorate: Resources

Service Plan Holder: Liz Ackroyd

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

Director: Resources, Simon Wiles

Signed off _____   *Date:* _____

Executive Member: Corporate Services - Cllr Q Macdonald

Signed off _____   *Date:* _____

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Section 1: The service

Service Description

The Division is responsible for certain compliance functions to support overall corporate governance arrangements. The **AD (ARM)** is designated as the Chief Internal Auditor and supports the Audit & Governance Committee and the Quality Control Group, Officer Governance Group, Corporate Operations Group and various corporate projects. Also leads on CPA (Use of Resources Block) for Resources; manages the staff Professional Training Programmes; and has delegatedS151 officer responsibility for all matters relative to the maintenance & observation of financial regulations at the council.

The **Internal Audit Service** provides control and corporate governance assurance to Members, Managers and the Director of Resources. The Fraud Team investigates all suspected cases of fraud and corruption impacting on the Council, including internal fraud committed by employees and Members and external fraud committed by members of the public.

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

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

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

Service Objectives

SO1	To provide a positive and measurable contribution to improving the Council's CPA score.
SO2	To achieve all the Division's annual income and savings targets for the next three years
SO3	To actively support and deliver the development of effective and robust corporate governance arrangements across the organisation
SO4	To achieve a sharper focus around our training and development programmes, assessing skills gaps and tailoring a professional development plan for each employee
SO5	To support, measure and monitor effective, efficient and legally compliant procurement practices and procedures across the organisation
SO6	To deliver a relevant, robust and expanding audit programme aligning it with the Council's key risks
SO7	To develop and embed effective risk management across the Council
SO8	To Develop and embed information and records management as basic elements of business infrastructure
SO9	Support and encourage other services in their development of governance and business infrastructure [e.g. health & safety, reporting standards, archives]

Section 2: The Drivers

Driver Type	How this might affect our service	Sources
External drivers		
CPA 2006/07 (Refresh) 2007/08 (Full inspection)	Coordinate the use of Resources action plan for the Directorate and implement key developments in appropriate divisional service areas	Audit Commission
Requirement to undertake more proactive counter fraud work and for greater joint working with government and other external agencies to combat fraud	Fraud team is required to undertake greater proactive counter fraud work, including data matching. Closer working arrangements, including information sharing protocols. Possibility of prosecuting non-LA benefit offences.	
Proceeds of Crime Act and Money Laundering Regulations, and changes in social security legislation (including Housing and Incapacity benefits)	Develop the capacity to recover the proceeds of crime. Need to put in place Money Laundering reporting arrangements and identify related training / awareness arrangements for staff. Changes in the way benefit fraud is investigated	Legislation
Corporate drivers		
Combined client for the Audit Commission	To ensure proper management, coordination and liaison on behalf of the organisation for both the audit and inspection aspects of the Audit Commission's annual programme of work at CYC. This is an additional responsibility to be delivered within current resources	
Officer Governance Group work programme	Coordinate development work and implementation across the organisation further to detailed D&I plan managed by OGG on behalf of organisation.	
Corporate Efficiency Initiatives (OEP & DIPs)	Key links to VFM, Strategic Procurement Programme, Annual Efficiency Programme and Competition Agenda	Corporate Priorities
Review of the new Constitution (and Financial Regulations)	Support and advice as required in the practical application of the new Constitution and post-implementation review work led by the MO in 07/08	
Corporate Priorities 11,12 and 13	Targeted counter fraud work and improved requirement for crime related data. Support to departments including advice in respect of risk identification, controls and procurement processes.	Corporate Priorities

Corporate Procurement Strategy and associated policy framework (including competition)	Need to establish a robust framework within the Council for making strategic procurement decisions, including option appraisal for services, practitioner guidance and competition methodology	
Audit and Governance Committee Management	Additional responsibility to be delivered within current resource	Forward Plan
® Establish Corporate Contracts Management Portfolio	The Procurement Team needs to establish management of all relevant corporate contacts over the next twelve months to ensure it can provide a more strategic way forward for the Council to procure goods and services and ensure compliance with Gershon efficiencies	
Undertake review of the organisation & management of procurement across the organisation	Organisational review to be commissioned in 07/08 further to EMAP decision in December 2006	EMAP December 2006

Version Control: Final draft – 08/03/2007

Directorate drivers		
Reduce % of staff days lost to sickness absence	All necessary actions to be implemented to ensure sickness levels are below the directorate target	
Directorate training and development programme	Lead and develop a workable cross directorate training programme for Resources	
Establish new Directorate-wide procurement team following EMAP appraisal of restructure proposals in 2006	Implementation for 1 April 2007	EMAP Dec 2006
Service Drivers		
Capacity Limitations	Effective management of competing priorities and constant balancing of changing services needs and demands will be required throughout the year as well as further innovative solutions to building capacity and infrastructure in 07/08	
Improvements in quality and professionalism of regulatory and compliance service functions	Improved customer satisfaction through ongoing service development	
Implementation of new software systems (Galileo / Magique / Incase / IDEA	Improved efficiency and output. Closer working arrangements between risk management and internal audit. Improved management information and capability	
® Delivery of the Annual Internal Audit Plans	The audit team need to ensure that at least 90% of the annual Internal Audit Plan is completed.	

Section 3: Critical Success Factors (CSF's)

CSF's For 2007/08	Why a CSF?
Recruit, retain and invest in a highly motivated professional workforce & develop specific competencies	To provide professional and expert services which improve the credibility and visibility of the service
Promote a wider understanding of 'Work & Purpose' of ARM in the good governance and management of the organisation	To encourage ownership and better integration of core functions and activities of the division
Establish full policy/strategy framework for service delivery	To clarify transparency of purpose and working practices
Develop a co-ordinated approach to managing risk across divisional services	To properly discharge the Council's responsibility for risk management
Achieve all income targets and savings	To meet budget commitments
Develop a co-ordinated approach to managing risk across divisional services	To properly discharge the Council's responsibility for risk management
Build further on significant improvements in the division's CPA score in the 2007 re-fresh exercise	To support the Council's ambition to achieve excellent in future
Overcome the history of under-investment in the division's functions	To help support the development of the division and its contribution to the Council

Section 4: Links

Ref	Contribution
IS 1	Procurement & risk management esp. re possible PFI funding and related strategic procurement issues and management of process
IS 3	Risk management challenge fund to support initiatives to protect council buildings
IS 4	Risk management challenge fund to support initiatives to protect council buildings
IS10	SCMS: helps local SMEs to tender; raise fraud awareness and make it easy to report; review IM charter to improve awareness of information rights
IS11	Improved governance arrangements and work with the relevant Champion to build in appropriate aspect of the CIPFA/SOLACE corporate governance requirements for leadership and linked D&I work through OGG
IS12	Support as necessary the D&I work needed to set out governance standards for information sharing with partners for efficiency and control
IS13	Better procurement; Design and delivery of a self-funding VFM Review programme by the Internal Audit Service, new service function from 1/4/07

Links to other plans

Internal and external audit plans	e-government	CPA action plan
Risk management strategy	**EASY@York**	Asset management plan
e-procurement strategy	3-year medium term financial forecast	Local strategic plan
BFI action plan	Corporate procurement strategy	Council plan
Safer city	Insurance strategy	Counter-fraud plan

Section 5: Balanced Scorecard of outcomes and measures

Customer based improvement

Outcomes	Measures	Actions

Outcomes	Measures					Actions
Better customer satisfaction with our services Clearer understanding of the diverse needs of our customers Services available to our customers are accessible, effective and responsive	**Measure**	Current	2007/08 Target	2008/09 Target	2009/10 Target	Review latest customer satisfaction results and take appropriate action Consult with internal and external stakeholders over their future service requirements Monitor standards of ARM service delivery Liaise with customers on an ongoing basis Communicate effectively with stakeholders Update and review relevant strategy and policy documents relating to the service Provide relevant advice, support
	C1: customer satisfaction with ARM.		91%	93%	95%	
	C2: % of audit plan completed	90%	91%	92%	93%	
	C3: audit high priority recommendations agreed.	80%	81%	82%	83%	
	C4: % of insurance claims acknowledged within agreed timescales (Woolf)	95%	100%	100%	100%	
	C5: annual inspection audit plan delivered time and in budget	yes	yes	yes	yes	
	C6: letters responded to in 10 days	100%	100%	100%	100%	
	C7: visitors seen in 10 minutes	100%	100%	100%	100%	
	C8: complaints responded to in 10 days	100%	100%	100%	100%	
	C9: calls answered in 20 secs	95%	95%	96%	98%	

Process based improvement

Outcomes	Measures					Actions
The service's provided are more relevant, timely and add value to our customers						Ensure that all relevant directorates and staff are aware of controls, policies and regulations as regards ARM's services

<table>
<tr><th>Outcomes</th><th colspan="5">Measures</th><th>Actions</th></tr>
<tr>
<td rowspan="9">The service's provided are more relevant, timely and add value to our customers

Management and service performance information is more accurate and meaningful

Services are provided in a more efficient and effective manner

The opportunities for electronic means of service delivery are optimised</td>
<td>Measure</td><td>Current</td><td>2007/08 Target</td><td>2008/09 Target</td><td>2009/10 Target</td>
<td rowspan="9">Ensure that all relevant directorates and staff are aware of controls, policies and regulations as regards ARM's services

Continue to revise Risk Strategy in light of legal and environmental changes

Monitor and review the time taken to complete audit work and produce reports

Improve the speed of response from customers to draft audit reports

Continue to monitor the effectiveness of individual fraud investigations

Develop and implement electronic working practices where appropriate</td>
</tr>
<tr><td>**P1**: repudiation rate – employers liability by policy year</td><td>80</td><td>81%</td><td>82%</td><td>83%</td></tr>
<tr><td>P2: repudiation rate – public liability by policy year</td><td>90%</td><td>90%</td><td>90%</td><td>90%</td></tr>
<tr><td>P3: end of field work to draft report</td><td>new</td><td>30</td><td>20</td><td>15</td></tr>
<tr><td>P4: increased turnover with YPO</td><td>7%</td><td>8%</td><td>9%</td><td>10%</td></tr>
<tr><td>P5: no of fraud investigators per 1000 HB claims</td><td>0.51</td><td>0.51</td><td>0.51</td><td>0.51</td></tr>
<tr><td>P6: no of fraud investigations per 1000 HB claims</td><td>44</td><td>45</td><td>46</td><td>46</td></tr>
<tr><td>P7: no of fraud prosecutions or sanctions per 1000 HB claims</td><td>4.9</td><td>5.0</td><td>5.1</td><td>5.1</td></tr>
<tr><td>P8: FoI requests answered in 20 working days</td><td>new</td><td></td><td></td><td></td></tr>
<tr><td>P9: subject access enquiries answered in 40 days</td><td>New</td><td></td><td></td><td></td></tr>
</table>

Finance based improvement

Outcomes	Measures					Actions

Outcomes	Actions
Savings & income targets are achieved Increased investment in the divisions functions, systems & staff Contribution to the divisions budget form external fees income is optimised Opportunities to minimise external audit fees are identified Insurance liabilities continue to be reduced	Continue to monitor budgets on an ongoing basis Identify opportunities for increased income and savings across all ARM's services Continue to develop and implement the insurance strategy, including the ongoing monitoring of insurance claims history to ensure trends can be quickly identified and actioned. Identify and secure new corporate procurement savings

Measure	Current	2007/08 Target	2008/09 Target	2009/10 Target
F1: insurance external income target	£12k	£15k	£17k	£20k
F2: delivery of procurement savings target	£217k	TBA	TBA	TBA
F3: audit income target	£15k	£16k	£17k	£18k
F4: value of fraudulent overpayment identified	£140k	£150k	£160k	£170k
F5: VFM savings target	£4k	£4k	£4k	£4k

Staff based improvement

Outcomes	Measures					Actions

Outcomes	Measure	Current	2007/08 Target	2008/09 Target	2009/10 Target	Actions
Improved staff satisfaction and retention	**S1:** How satisfied are staff with their job	60%	63%	66%	70%	Ensure all staff are appraised
A well trained motivated and professional workforce	**S2:** Minimum number of training and development days per staff member	2.3	3	3	3	Take action with PDP's Provide regular team briefs Carry out skills audit Provide team building days Hold regular 121's with staff
An improved understanding of the purpose and relevance of corporate and service objectives	**S4:** % of staff who have received an appraisal	86%)	90%	92.5%	95%	Ensure staff contribute to work planning and strategy development Ensure staff have access to professional training
Opportunities for personal training and development identified and supported	**S6:** Maintain % of staff turnover (+/- 2%)	10%	10%	10%	10%	Continue to monitor sickness absence levels Continue to provide a safe environment through complying with relevant health and safety regulations
Staff competencies and specialist skills developed through investment in appropriate training and development	**S7:** Number of staff motivated to do their job well	89%	91%	93%	95%	Ensure staff are encouraged to develop ideas and act on them
	S8: days lost through sickness per FTE	10 (Projected)	7	6	5	

SECTION 6: Corporate Issues

Actions /Evidence	Deadline
Equalities action/s	
The Division is committed to achieving equality of opportunity in everything it does. This includes when it is providing services, when it is recruiting people and when it is working with its partners and stakeholders. The Division is committed to ensuring the implementation of the general and specific duties of the Race Relation Amendment Act and the Equality Standard through its adoption of the Equality Impact Assessments. To ensure this happens Phase 2 of the Councils Equality Impact Assessment tool has been completed and is available for inspection. The division also ensures that its procurement practices take account of the requirements of the Race Relations Amendment Act in accordance with the non-statutory codified best practice issued by the ODPM	Ongoing
Safer City action/s	
The Division will continue to support the Council's corporate priority for making the city safer through reductions in crime. The fraud team will identify links between benefit fraud and residents involved in committing street crime. The improved information will support future targeted fraud detection work.	Ongoing
Operational Risk – Red Risk Actions	
Fraud team fail to investigate all cases where HB fraud exists. Action's been undertaken to mitigate this risk include undertaking increased proactive fraud detection work and a targeted fraud awareness campaign.	Ongoing
Delivery of the Audit Plan is inadequate resulting in S151 Officer/District Audit/Members etc being unable to place sufficient reliance on work. Action's been undertaken to mitigate this risk include closer joint working and planning with the external auditors and the continued focus on high risk areas	Ongoing
Audit work fails to identify control weaknesses and/or does not follow up to ensure recommendations are implemented. Action's been undertaken to mitigate this risk include closer links between corporate risk management systems and the audit planning process, continued staff training and development and further enhancements to the audit follow up process	Ongoing
Procurement team fail to identify sufficient level of savings. Action undertaken to mitigate this risk include developing a procurement forum to lead on strategic procurement issues, the rollout of a procurement toolkit and the development of a procurement training model	Ongoing
Gershon - Efficiency improvement	

The division has achieved the following savings:
   a) Negotiated reduction in insurance premium £140K (Cashable)
   b) Insurance Fund Interest £75K (Est.) (Used to maintain reserve/Non-cashable)
   c) Increased external income above budgeted income £5K (Est.) Cashable
   d) Achieved corporate savings of £306,888 (05/06) and identified savings of £349,494 (06/07) and £56, 426 (07/08)
   e) Improved Audit efficiency 90% of Audit Plan completed 04/05 compared to 69% 03/04 (Non-Cashable)
   f) Improved Fraud efficiency 30 Sanctions & Prosecutions 04/05 compared to 25 03/04 (Non-Cashable)	

Section7: Resources

```
                    ┌─────────────────────────┐
                    │   Assistant Director     │
                    │   (Audit & Risk Mgt)     │
                    │        I FTE             │
                    └─────────────────────────┘
         ┌──────────────────────┐
         │   Admin assistant    │
         │       2 FTEs         │
         └──────────────────────┘
```

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

Audit	Fraud	Procurement	risk management officer	Insurance manager
6 FTE'S	6 FTE'S	4 FTE'S	I FTE	2 FTE
1 Trainee				

Budget

	2006/07	2007/08	
	£'000	£'000	There has been
Employees	896	981	a 20% increase
Premises	0	0	in budgeted
Transport	3	3	gross cost. This
Supplies and Services	137	309	due to the
Miscellaneous			reduction of the
– Recharges	236	238	procurement
– Other	0	0	savings target
Capital Financing	0	0	and the transfer
			of a procurement
Gross cost	1,272	1,531	post from IT.
Less Income	(1,338)	(1,407)	
Net cost	**(66)**	**124**	

Section 7: Monitoring and reporting arrangement

Interim and outturn reports on progress of Audit against the Audit Plan Resources EMAP

Corporate annual Risk Management report to Executive

Resources monitoring reports

Agenda Item 6

Meeting of Executive Member for Corporate
Services and Advisory Panel

20th March 2007

Report of the Director of Resources

NATIONAL NON-DOMESTIC RATES/SUNDRY DEBTORS/COUNCIL TAX AND OVERPAID HOUSING BENEFIT ACCOUNTS SUBMITTED FOR WRITE-OFF

Summary

1. This report asks for Member approval to write-off irrecoverable accounts each one over £2,000 in value, for National Non-Domestic Rates (Annex A), Sundry Debtors (Annex B) and Housing Benefit Overpayments (Annex C) as per the attached Schedules.

2. The report provides details of the value of other irrecoverable accounts under £2,000 that have been written off under delegated authority in the current financial year. These accounts are for NNDR, Sundry Debts, Council Tax and Housing Benefit Overpayments.

3. This is the second submission of write-offs for 2006/07 by the Director of Resources, in line with arrangements to report on a regular basis, in order to keep accounts more up to date. The Executive Member for Resources approved the last report on 12th September 2006.

4. Cases where the debt is under £2,000 have been written off under the delegated authority given to the Head of Finance, debts identified as irrecoverable this year are as follows (amounts rounded). The 'year to date' figures refer to amounts written off under delegated authority since April 2006.

Fund	Year to Date £	This submission (Cases under £2000)	This submission (Cases over £2000)	Total in 06/07 £	Value of Bills Raised in 2006/07 £
National Non-Domestic Rates	184,020	6,479	141,615	332,114	74.7m
Sundry Debtors	39,612	63,143	4,720	107,475	52.8m
Council Tax	98,390	643,420	nil	741,810	70.3m

Overpaid Housing Benefit	49,879	58,864	6,902	115,645	0.84m
Overall Total	**371,901**	**771,906**	**153,237**	**1,297,044**	**198.64m**

Background

5   Since April 1990 the rates levied on all non-domestic properties have been set nationally and all monies collected are paid into the National Pool.

6   The amounts written-off for NNDR are offset against contributions to the Pool and, as such, all sums written off are met by Central Government rather than by local Council Tax payers.

7   Sundry Debtor charges are raised for goods and services that have been provided by the individual departments within the Authority. These charges include such services as commercial waste collection, shop rents, works carried out by DLO, housing repairs, homecare and warden call.

8   Housing Benefit overpayments occur when a customer receives more benefit than they are legally entitled to. The main reason why these occur is usually due to a failure by customers to report changes in their circumstances (whether fraudulent or otherwise). When it is not possible to recover the overpayment by reducing future payments of benefit, the customer is sent an invoice for payment.

9   During the process of collection of all debts, it is apparent to Managers within Financial Services that, for a number of reasons, particular debts will not be honoured by the debtor concerned. These debts become irrecoverable and must be considered for write-off to allow prudent management of the debt portfolio.

10   Members have given delegated authority to the Head of Finance to write-off debts up to a maximum value of £2,000 per debt. The purpose of this report is to advise Members of the amount written off by the Head of Finance under delegated authority and to propose the write-off of a number of other debts in excess of this delegated limit.

NATIONAL NON-DOMESTIC RATES

11   There are several accounts for fourteen individual businesses totalling £141,615 the individual accounts are listed in Annex A, which are put forward for write off under the following category:

Customer Bankrupt – No Dividend likely

12   It is proposed that the Executive Member approve write-off of these Non-Domestic accounts as all the fourteen businesses listed are bankrupt or in liquidation and no dividend is likely. The total amount written off under this category is £141,615 (Table shown in para. 4) (The Executive Member should note that all monies written off under this category have had claims registered with the appropriate bodies. If a dividend is forthcoming in future financial years, then that value will be credited back to the Government's accounts and reduce the overall amount of the debts that have been written off.)

SUNDRY DEBTS

13   For the 11 months to the end of February 2007, £52.8m of accounts have been sent out. It is proposed to write-off the £4,720 in an individual account. The debt falls into the following category.

Judgement Awarded – Enforcement Failed To Obtain Payment

14   SDREF 21 owes £4,720 including legal fees, which relates to private residential care in respect of the debtors relation. The debt is outstanding from March 2003.   A County Court Judgement was obtained, after which, the bailiffs failed to obtain payment from the debtor.

HOUSING BENEFIT OVERPAYMENTS

15   It is proposed to write off £6,902 in respect of housing benefit overpayments, the Benefits Agency has given approval for any debt, not already being recovered, over 7 years old to be written off.

Customer Bankrupt – No Dividend likely

16   The overpayment in respect of HBREF 24 is for a period in 1999 with the original debt being £4,355. The debtor had an outstanding balance of £2000 when made bankrupt in November 2006.

Uneconomical to Pursue Further – unable to establish means after reasonable attempts

17   HBREF 25 owes £2,435 for a period relating to June 2002.   There has been no response from letters and tracing agencies. Since August 2002 the debt has been in dispute until November 2004 after which time we have been unable to trace the claimants whereabouts after the normal traces and bailiffs have failed to locate the debtor.

18   The overpayment for HBREF 26 dates back to April 1999, the original debt was for £3,611, some recovery was made by 'claw back' from the debtors benefit, this reduced the debt to £2,466. Unfortunately, since June 2005 we have been unable to trace the debtor and as the debt is over 6 years old it is uneconomical to pursue further.

Consultation

19   Not relevant to this report.

Options/Analysis

20   The very nature of debt recovery inherently involves the identification of debts that will not be paid and a recognition that such debts become irrecoverable and must be written off. As illustrated above there are a number of reasons why debts become irrecoverable and are written off.

21   Financial regulations and prudent financial management dictate that provision for bad debts is made in the Council's accounts. The following provision has been made in the Council's accounts in 2006/07 (rounded to the nearest '000):

	£k
NNDR	1,440
Sundry Debtors	448
Council Tax	2,957
Community Charge	2
Overpaid HB	1,798

22   The values for write off this financial year fall well within the bad debt provision.

23   In the context of the total charges raised by the Council, write offs to date represent:

Year	Total Charges Raised £	Total Value Written off £	Percentage written off
National Non-Domestic Rates			
2006/07	74,725,557	1,113	>0.00%
2005/06	69,540,029	79,836	0.11%
2004/05	68,200,000	169,595	0.24%
2003/04	67,624,223	185,416	0.27%
2002/03	62,559,370	136,853	0.21%
2001/02	60,840,448	100,712	0.16%
2000/01	56,766,000	20,825	0.03%
Sundry Debtors			
2006/07	52,876,432	1,551	>0.00%
2005/06	52,330,126	12,718	0.02%
2004/05	36,986,021	75,105	0.20%
2003/04	41,656,971	306,085	0.73%
2002/03	34,543,460	71,508	0.20%

2001/02	26,204,508	50,229	0.19%
2000/01	24,927,733	56,407	0.22%
Council Tax			
2006/07	70,388,994	1,399	>0.00%
2005/06	66,564,805	55,637	0.08%
2004/05	62,900,000	249,108	0.39%
2003/04	57,100,000	227,123	0.39%
2002/03	49,800,466	547,078	1.09%
2001/02	49,900,000	562,071	1.12%
2000/01	46,300,000	611,488	1.32%
Overpayment Of Housing Benefit			
2006/07	841,495	1,781	>0.21%
2005/06	1,653,350	9,423	0.56%
2004/05	725,982	36,701	5.05%
2003/04	665,271	88,887	13.36%
2002/03	516,204	76,618	14.84%
2001/02	608,528	120,528	19.80%

Corporate Objectives

24   It would be counter productive to try and chase debts that we are aware are irrecoverable and it is more efficient to utilise Officer resources in pursuing debts that are recoverable.

Implications

25   Not relevant to this report.

Risk Management

26   Not relevant to this report

Recommendations

27   That the Advisory Panel advise the Executive Member :

28   To approve for write-off the amount of £153,237 shown in para. 4, (the individual debts are listed in the attached annexes), taking note that each debt has a greater value than £2,000.

29   That the Advisory Panel advise the Executive Member:

30   To note the amount of £771,906 (shown in para. 4) of accounts valued
      at less than £2,000 written off in the 12 months to 31st March 2007 under
      the Head of Finance's delegated authority.

Contact Details

Author:	**Chief Officer Responsible for the report:**
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Payroll & Payments Manager	Head of Public Services
Resources	Resources
01904 551122	01904 551161

For further information please contact the author(s) of the report
Background Papers

Files can be found at the Local Taxation Section and Customer Accounts
Section City Finance Centre Library Square.

Annexes attached to the report:
Annex A – NNDR Write Offs Over £2,00 **Confidential**
Annex B – Sundry Debt Write Offs Over £2,000 **Confidential**
Annex C – HB Overpayments Over £2,000 **Confidential**

**Executive Member for Corporate Services
and Advisory Panel**

Additional Recommendation to be added to the Report of the Director of Resources

NATIONAL NON-DOMESTIC RATES/SUNDRY DEBTORS/COUNCIL TAX AND OVERPAID HOUSING BENEFIT ACCOUNTS SUBMITTED FOR WRITE-OFF

Summary

1.   This supplementary report to agenda item 6 asks for Member approval to write-off additional irrecoverable accounts each one over £2,000 in value, for National Non-Domestic Rates (Annex D), this amount is in addition to the figures reported in the main report..

Background

2   Since writing the report a further £557,025 NNDR amounts have been identified as needing Member approval for write off. Each account is over £2,000 as listed in Annex D

Recommendations

3   That the Advisory Panel advise The Executive Member :

To approve for write-off the further amount of £557,025 in respect of NNDR accounts shown in annex D.

Contact Details

Author:	**Chief Officer Responsible for the report:**
Jenny Smithson	James Drury
Payroll & Payments Manager	Head of Public Services
Resources	Resources
01904 551122	01904 551161

**For further information please contact the author(s) of the report
Background Papers**

Files can be found at the Local Taxation Section
Annex D attached

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

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

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20 March 2007

Meeting of Executive Member for Corporate
Services and Advisory Panel

Report of the Business Support Manager - Resources

FUTURE AGENDA FOR CORPORATE SERVICES EMAP

Summary

1.   This report provides an outline of the business currently scheduled for meetings of the Executive Member for Corporate Services and Advisory Panel during the forthcoming year, April 2007 – April 2008. Items for EMAP are listed at Annex 1 and items for other meetings, specifically the Executive and Audit & Governance Committee, are listed at Annex 2, which accompany this report.

Background

2.   Members of the Corporate Services EMAP Advisory Panel have expressed concerns in recent months about the dwindling number of agenda items for this meeting. At least one meeting has been cancelled because of insufficient business and, at other times, the number of agenda items is so low as to hardly make a meeting worthwhile. This report, provided at the request of Members, seeks to set out those items of forthcoming Resources business that are scheduled for Corporate Services EMAP.

Consultation

3.   Members of Resources Management Team have been consulted about which items of future business they will be putting forward to the Corporate EMAP meeting and which items are destined for other Member meetings.

Options

4.   Resources reports to Members currently go to Corporate Services EMAP, to the Executive and to the newly constituted Audit and Governance Committee.

A significant proportion of reports from the Finance, and IT&T Divisions of Resources have always been taken to the Executive; these include all corporate finance reports, strategic IT reports and IT Development Plan proposals. This is also the case for issues arising out of significant corporate projects, such as the Administrative Accommodation Review and the *easy@york* Project.   However, under the terms of the new Council

Constitution, almost all Property reports have now been moved to the Executive and Internal Audit and District Audit reports go to the Audit and Governance Committee.

Other corporate business, generated by the Chief Executive's department, is taken to City Strategy EMAP. As a result, less business remains for Corporate Services EMAP than was previously the case, and certainly not enough business overall for seven or eight full meetings a year.

There are seven meeting scheduled for Corporate Services EMAP in 2007/08 in the draft Council Diary. These are:

June 12th 2007, July 24th 2007, September 11th 2007, October 30th 2007, December 11th 2007, January 22nd 2008 and March 18th 2008.

Analysis

5. The Resources Forward Plan is submitted to Members at each meeting of the Corporate Services EMAP as a standing agenda item. Items listed on the Forward Plan are either generated as recurring Business Cycle items or are one-off or update reports at either the request of Members, Management Team or the report author.

   Items currently listed on the Forward Plan for Corporate Services EMAP from April 2007 to March 2008, which is attached at Annex 1 include:

   - Short Term Options for Investment in the Guildhall (deferred from this agenda)
   - Information Management Outturn Report
   - Resources Performance and Finance Outturn Report
   - Corporate Procurement Strategy
   - Treasury Management Annual Report & Prudential Indicators 2006-7
   - Accounts Submitted for Write-off
   - Resources Performance & Finance Monitors
   - Resources Departmental Strategy
   - Resources Service Plans (including Revenue & Capital Budget Proposals 2007/8-2009/10
   - Progress against the 2006/07 Internal Audit Plan
   - Resources Service Plans for Approval

   Members may wish to suggest additions to this list as they will observe that it represents only about a fifth of the business of Resources and, at present, there are no other reports scheduled for Corporate Services EMAP during the next financial year.

Corporate Priorities

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

Implications

7.
- **Financial** There are no financial implications

- **Human Resources (HR)** There are no HR implications

- **Equalities** There are no Equalities implications

- **Legal**

    There may be Legal implications if, as a result of this report, any decision is taken to alter the programme and business of Corporate Services or any other Member meeting.

- **Crime and Disorder** There are no Crime and Disorder implications

- **Information Technology (IT)** There are no IT implications

- **Property There** are no Property implications

- **Other There** are no other known implications

Risk Management

8. There are no known risks.

Recommendations

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

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

    Reason: There will not be sufficient business to sustain eight full EMAP meetings during 2007/08.

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Chief Officer Responsible for the report:

Chief Officer's name *Simon Wiles*

Title *Director of Resources*

Report Approved ✓ **Date** 7 March 2007

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

For further information please contact the author of the report

Background Papers: Resources Forward Plan 97

Annex 1 – Papers Scheduled for Corporate Services EMAP
Annex 2 – Papers Scheduled for Other Meetings

TITLE OF REPORT	RESPONSIBLE DIVISION/ REPORT AUTHOR	FIRST DEADLINE FOR REPORTS TO DIRECTOR & CHAIR OR EARLIEST DISTRIBUTION DATE	QCG	MT	EMAP	EBS	EXEC	COMMENTS
1 Information Management Outturn Report*	Public Services Robert Beane	**2605/2007**			Corporate EMAP 12/06/2007			Business Cycle
2 Resources Performance and Finance Outturn Report*	Business Management Sian Hansom	**04/05/07**	RMT 09/05/2007		Corporate EMAP 12/06/2007			Business Cycle
3 Short Term Options for Investment in the Guildhall	Property Services Neil Hindhaugh/ Elizabeth Ellis	**2605/2007**			Corporate EMAP 12/06/2007			Deferred from EMAP meeting of 31/10/2006 because of its cancellation. Deferred from EMAP meeting on 12/12/2006 - full survey due to be completed 23/01/2007. Deferred again on 20/03/2007 because the full condition and structural survey being undertaken by the appointed consultants was not sufficiently complete to be worthy of presentation to Members at that time.
4 Treasury Management Annual Report and Prudential Indicators 2006/07	Finance Tom Wilkinson				Corporate EMAP 24/07/2007			Business Cycle
5 Accounts Submitted for Write Off	Public Service Jenny Smithson				Corporate EMAP 11/09/2007			Business Cycle

6	Resources First Performance & Financial Monitor*	Business Management Sian Hansom				Corporate EMAP 11/09/2007			Business Cycle
7	FMS Project Update Report	Finance Tom Wilkinson				Corporate EMAP 30/10/2007			At the Request of the Author
8	Second Resources Finance and Performance Monitor	Sian Hansom/ Jon Pike				Corporate EMAP 11/12/2007			Business Cycle (To also include second Treasury Management Monitor)
9	Resources Departmental Strategy*	Simon Wiles				Corporate EMAP 11/12/2007			At the Request of the Author
10	Resources Service Plans, including Revenue & Capital Budget Proposals 2007/08 to 2009/10*	Sian Hansom/Patrick Looker				Corporate EMAP 22/01/2008			Business Cycle
11	Progress against the 2005/06 Internal Audit Plan	Audit & Risk Management Max Thomas				Corporate EMAP 18/03/2008			Business Cycle
12	Accounts Submitted for Write Off	Public Service Jenny Smithson				Corporate EMAP 18/03/2008			Business Cycle
13	Resources Service Plans For Approval	Business Management Sian Hansom			RMT February 2008		Corporate EMAP 18/03/2008			Business Cycle

	TITLE OF REPORT	RESPONSIBLE DIVISION/ REPORT AUTHOR	FIRST DEADLINE FOR REPORTS TO DIRECTOR & CHAIR OR EARLIEST DISTRIBUTION DATE	QCG	MT	EMAP	EBS	EXEC	COMMENTS
1	Efficiency Programme (incorporating Strategic Procurement)	Audit & Risk Management Simon Wiles	**16/03/07**		CMT 15/11/2006		EBS 20/03/2007	EXEC 27/03/2007	Report at the Request of the Author Initial discussion held at EBS on 28 November Deferred from the Executive Meeting of 19/12/2006 to allow for further consultation with other Departments. Deferred also from 16/01/2007, 13/02/2007 & 27/02/2007
2	Corporate Asset Management Plan	Property Services Neil Hindhaugh/ Philip Callow	**25/02/07**		CMT 07/03/2007		EBS 20/03/2007	EXEC 27/03/2007	Deferred from the Executive on 26/09/2006 to allow for guidance from central government to be incorporated into the report Deferred again from the Executive on 24/10/2006. on the advice of CMT, in order to allow for the plan to be redrafted in a different format and re-presented both to CMT and to CAMG . Deferred again from Executive on 5/12/2006, 30/01/2007 and 13/03/2007
3	Annual Audit Letter	Audit & Risk Management Liz Ackroyd/ Alastair Newell	**25/02/07**		CMT 07/03/2007		EBS 20/03/2007	EXEC 27/03/2007	Business Cycle
4	CPA Refresh	Audit & Risk Management Liz Ackroyd	**25/02/07**		CMT 07/03/2007		EBS 20/03/2007	EXEC 27/03/2007	Business Cycle

5	Thin Client/Competition Strategy*	Simon Wiles	**01/04/07**		CMT 04/04/2007		EBS 17/04/2007	EXEC 24/04/2007	Report at the Request of the Author Initial discussion held at EBS on 28 November Deferred from the Executive Meeting of 19/12/2006 to allow for late additions to the report and for further
6	Sale of Lendal Bridge Sub Station	Property Services Paul Fox	**01/04/07**		QCG 10/04/2007		EBS 17/04/2007	EXEC 24/04/2007	Deferred from November 2006 Executive Meeting to allow interested parties time to investigate the issues.
7	Update on Equal Pay Issues*	Finance Steve Morton	**01/04/07**		QCG 10/04/2007		EBS 17/04/2007	EXEC 24/04/2007	Report at the Request of the Author
8	Outturn Client Monitoring Report on the Annual Audit Plan	Audit & Risk Management Liz Ackroyd	**11/03/07**		CMT 21/03/2007	Audit & Governance Committee 03/04/2007			Business Cycle
9	The Action Plan Arising from the Annual Letter of the District Auditor	Audit & Risk Management Liz Ackroyd				Audit & Governance Committee 03/04/2007			Business Cycle
10	The Annual Audit & Inspection Plan (Audit Commission)	Audit & Risk Management Liz Ackroyd/ Audit Commission				Audit & Governance Committee 03/04/2007			Business Cycle
11	The Annual Outturn Report of OGG (Progress against annual work Plan) - including delivery of the SIC and awareness raising of the work of the OGG.	Liz Ackroyd	**11/03/07**		CMT 21/03/2007	Audit & Governance Committee 03/04/2007			Business Cycle
12	Mid Point Follow Up Review of Implementation of IAS Audit Recommendations	Audit & Risk Management Richard Smith				Audit & Governance Committee 03/04/2007			Business Cycle

13	Statement of Internal Control (SIC)	Audit & Risk Management Max Thomas	**11/03/07**		CMT 21/03/2007	Audit & Governance Committee 03/04/2007				Business Cycle
14	Internal Audit & Fraud Plan 2007/08	Audit & Risk Management Max Thomas	**11/03/07**		CMT 21/03/2007	Audit & Governance Committee 03/04/2007				Business Cycle
15	Risk Management Outturn Report	Audit & Risk Management David Walker				Audit & Governance Committee 03/04/2007				Business Cycle
16	Admin Accommodation Update Report	Property Services Maria Wood	**26/02/07**		CMT 16/05/2007			EBS 05/06/2007	EXEC 12/06/2007	Requested by Report Author
17	easy@york Update Report*	easy@york Project Manager Tracey Carter	**28/04/07**	RMT 02/05/2007	CMT 16/05/2007			EBS 05/06/2007	EXEC 12/06/2007	Business Cycle
18	IT Strategy 2007-2012	IT&T Tracey Carter/ Jane Collingwood	**28/04/07**	RMT 02/05/2007	CMT 16/05/2007			EBS 05/06/2007	EXEC 12/06/2007	Requested by Report Author
19	Corporate Procurement Strategy	Audit & Risk Management Liz Ackroyd/David Walker	**28/04/07**	RMT 02/05/2007	CMT 16/05/2007	Corporate EMAP 12/06/2007		EBS 05/06/2007	EXEC 12/06/2007	Deferred from November 2006 & March 2007
20	Monk Bar Garage Future Use of Site	Property Services John Urwin	**28/04/07**		QCG 29/05/2007			EBS 05/06/2007	EXEC 12/06/2007	Deferred from May, September & October Executive Meetings. Deferred again from the meetings on 31/01/2007 and 27/03/2007 in order to consider further development options.
21	Revenue Outturn Report*	Finance Janet Lornie/Peter Steed	**20/05/07**		CMT 13/06/2007			EBS 19/06/2007	EXEC 26/06/2007	Business Cycle

22	Capital Outturn Report*	Finance Tom Wilkinson	**20/05/07**		CMT 13/06/2007		EBS 19/06/2007	EXEC 26/06/2007	Business Cycle
23	Treasury Management Outturn Report*	Finance Tom Wilkinson	**20/05/07**		CMT 13/06/2007		EBS 19/06/2007	EXEC 26/06/2007	Business Cycle
24	The Statement of Accounts	Finance Janet Lornie/Peter Steed				Audit & Governance Committee 25/06/2007	EBS 19/06/2007	EXEC 26/06/2007 Full Council 28/06/2007	Business Cycle
25	The Annual Report of the Chief Internal Auditor	Audit & Risk Management Liz Ackroyd				Audit & Governance Committee 25/06/2007			Business Cycle
26	The Statement of Internal Control	Audit & Risk Management Max Thomas				Audit & Governance Committee 25/06/2007			Business Cycle
27	Breaches & Waivers of Financial Regulations	Audit & Risk Management Liz Ackroyd/ Richard Smith				Audit & Governance Committee 25/06/2007			Business Cycle
28	Finance Strategy 2008/09 to 2010/11 (including impact of CSR 2007)*	Finance Peter Steed	**01/07/07**		CMT 11/07/2007		EBS 17/07/2007	EXEC 24/07/2007	Business Cycle
29	Risk Management The Council's Perspective	Audit & Risk Management David Walker	**17/06/07**		CMT 27/06/2007				At CMT's Request
30	Mid-point Review of the Implementation of Internal Audit Service Recommendations (Jan 07 - June 07 Audits)	Audit & Risk Management Richard Smith				Audit & Governance Committee 24/09/2007			Business Cycle
31	Mid-term Client Monitoring Report on the Annual External Audit Plan	Audit & Risk Management Liz Ackroyd				Audit & Governance Committee 24/09/2007			Business Cycle

No	Report	Author			CMT	Committee	EBS	EXEC	Cycle
32	Consultation & Shaping Session on the IAS Strategic Audit Plan	Audit & Risk Management Max Thomas				Audit & Governance Committee 24/09/2007			Business Cycle
33	Risk Management Mid Term Monitor	Audit & Risk Management David Walker				Audit & Governance Committee 24/09/2007			Business Cycle
34	Strategic Risk Register - Annual Report and update on Risk Management Strategy	A&RM David Walker			CMT August 2007		EBS 18/09/2007	EXEC 25/09/2007	Business Cycle
35	Annual Risk Management Report*	Audit & Risk Management David Walker			CMT January 2008		EBS 18/09/2007	EXEC 25/09/2007	Business Cycle
36	First Corporate Finance & Performance Monitor	Finance/Janet Lornie PIT/Peter Lowe			CMT September 2007		EBS 02/10/2007	EXEC 09/10/2007	Business Cycle
37	First Capital Monitor	Finance Tom Wilkinson			CMT September 2007		EBS 02/10/2007	EXEC 09/10/2007	Business Cycle
38	Second Corporate Performance & Finance Monitor	Finance/Janet Lornie PIT/Peter Lowe			CMT January 2008		EBS 22/01/2008	EXEC 29/01/2008	Business Cycle
39	Second Capital Monitor	Finance Tom Wilkinson			CMT January 2008		EBS 22/01/2008	EXEC 29/01/2008	Business Cycle
40	Revenue Budget 2007/08 to 2009/10	Finance Peter Steed			CMT January 2008		EBS 05/02/2008	EXEC 12/02/2008	Council 21/02/2008
41	Capital Budget 2007/08 to 2009/10	Finance Tom Wilkinson			CMT January 2008		EBS 05/02/2008	EXEC 12/02/2008	Council 21/02/2008

42	Trrasury Management Policy 2007/08 to 2009/10	Finance Tom Wilkinson			CMT January 2008		EBS 05/02/2008	EXEC 12/02/2008	Council 21/02/2008
43	Annual Audit Letter	Audit & Risk Management Liz Ackroyd/ Alastair Newell			CMT March 2008		EBS 18/03/2008	EXEC 25/03/2008	Business Cycle
44	Bids for Funding from the Council's Venture Fund	Finance Tom Wilkinson			CMT March 2008		EBS 01/04/2008	EXEC 08/04/2008	Business Cycle
45	The Action Plan Arising from the Annual Letter of the District Auditor	Audit & Risk Management Liz Ackroyd				Audit & Governance Committee 01/04/2008			Business Cycle
46	The Annual Audit & Inspection Plan (Audit Commission)	Audit & Risk Management Liz Ackroyd/ Audit Commission				Audit & Governance Committee 01/04/2008			Business Cycle
47	The Annual Internal Audit Plan	Audit & Risk Management Max Thomas				Audit & Governance Committee 01/04/2008			Business Cycle
48	The Annual Outturn Report of OGG (Progress against annual work Plan)	Simon Wiles/ Liz Ackroyd				Audit & Governance Committee 01/04/2008			Business Cycle
49	Mid Point Follow Up Review of Implementation of IAS Audit Recommendations (July 2007-December 2007 Audits)	Audit & Risk Management Richard Smith				Audit & Governance Committee 01/04/2008			Business Cycle
50	Outturn Client Monitoring Report on the Annual Audit Plan	Audit & Risk Management Liz Ackroyd				Audit & Governance Committee 01/04/2008			Business Cycle
51	Annual Risk Management Report*	Audit & Risk Management David Walker			CMT September 2008		EBS September 2008	EXEC September 2008	

| 52 | First Corporate Finance & Performance Monitor | Finance/Janet Lornie PIT/Peter Lowe | | | CMT September 2007 | | EBS October 2007 | EXEC October 2008 | Business Cycle |
| 53 | First Capital Monitor | Finance Tom Wilkinson | | | CMT September 2007 | | EBS October 2007 | EXEC October 2008 | Business Cycle |

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