

Access Selby Board MINUTES



Date: 3 December 2012

Time: 5pm

Place: Meeting Room 2, Civic Centre, Doncaster Road, Selby, YO8 9FT

Present: Councillor Inness (BI) (Chair); Councillor Pound (AP); Peter Williams; Deputy Chief Executive (JL) and Managing Director Access Selby (MS)

Attending: Executive Director - S151 (KI), Director of Community Services (KD); Director of Business Services (JB); Mike James, Marketing and Communications (MJ) and Richard Besley (RB)

Item	Business	Action
1.	<p>Apologies for Absence</p> <p>Councillor Shaw-Wright.</p>	
2.	<p>Minutes of the Previous Meeting.</p> <p>The Board received the minutes from the meeting of 22 October 2012.</p> <p>DECISION: Minutes are confirmed as a correct record.</p>	
3.	<p>Work Programme Items:</p> <p>3.i Update on Commercial Development Work</p> <p>Mike James, Marketing and Communications Officer, presented the report that updated the Board on the progress since the last meeting.</p> <p>The report identified two broad themes of the approach with maximising the opportunities with Access Selby's main client, SDC, as one and work to progress new opportunities with alternative clients.</p> <p>Programme for Growth is Access Selby's biggest priority and work is currently being done to bring the quickest income with potential and future customers. Work already secured has been received favourably by the customer.</p>	

<p><u>Lifeline</u> There has been an increase in interest from new customers and work is being done to secure these.</p> <p><u>Room Bookings</u> There has been a small increase in numbers.</p> <p><u>Grounds</u> Costs here may not be in line with the market. Officers are working with Enterprise on revised costing.</p> <p><u>Property Maintenance</u> Work in progress. Officers are looking at pricing structure to maximise income.</p> <p>Needing to see profit the Board felt that it would not benefit running at cost and asked whether a minimum profit margin had been indentified.</p> <p>It was confirmed that overall work is progressing and Officers are still learning. Work so far has been to establish realistic costs and to recognise those projects that are not worth pursuing.</p> <p>To help this Access Selby has identified lead people to manage projects as financial Account Managers.</p> <p>Mark Steward, Managing Director, stressed the need to work with the SLA to understand operating costs against works; to consider in-house resources and to identify and consider seasonal fluctuations and variations.</p> <p>The Board hoped to ensure a balance to maintain sustainable projects and that marginal work will flow, though loyalty must stay with our primary customer Selby Council.</p> <p>It is hoped to see some percentage of income within this financial year and more expected in the next year.</p> <p><u>Change of pricing of Commercial Waste</u> Customers have increased however profit has gone down slightly.</p> <p><u>Service Areas – potential extra work</u> As part of the Open for Business programme internal workshops identified potential opportunities.</p> <p>As well as generating new income the Board accepted the need to also look at reducing costs of existing service delivery.</p> <p>The Chair asked for a presentation before the next Board meeting on 4 March 2013 to consider what options are</p>	<p>BI/MS /MJ</p>
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	<p>available.</p> <p>DECISION: The report was noted.</p>	
3.ii	<p>Draft Budget 2013/14 to 2015/16</p> <p>Presented by Karen Iveson, Executive Director (s151) the report forecasts a break even, subject to some savings being achieved.</p> <p>The detailed budgets showed that while further savings had been identified, a number of income and cost pressures had also been included.</p> <p>Significant in those pressures is the Government's withdrawal of localised planning fees, well documented at this Board.</p> <p>The Executive Director also confirmed that Insurance premiums are going up, which is out of Access Selby's control. The finance team are looking at improvements. The Executive is already planning for this and any impact on Access Selby will be borne by the Council.</p> <p><u>NNDR</u> The cost for this was higher than expected and the Council have appealed to seek a reduction and are awaiting the outcome.</p> <p>Further budget risk is the Government's Welfare Reform Agenda while the fragile economy continues to challenge.</p> <p><u>Savings Action Plan</u> Good progress so far but becoming more difficult to achieve savings on a reducing cost base. The Executive are mindful of pressures and are considering mitigating steps.</p> <p>The Executive Director confirmed that there was an annual review of all fees and charges but warned that with many we are only allowed to recover costs.</p> <p>DECISION: The draft Budget was approved and bids be submitted to the Executive.</p>	
3.iii	<p>Access Selby Risk Register</p> <p>The Director of Business Services, Janette Barlow, presented the report and highlighted 4 risks for the Board's consideration.</p>	

	<p><u>Risk 002</u> Ongoing work to identify and fully understand business costs, productivity and opportunities has seen the risk reduce.</p> <p><u>Risk 018</u> This risk has risen slightly mainly due to impact on localised planning fees.</p> <p>Both the Director of Business Services and the Executive Director (s151) confirmed that if the Budgets, discussed earlier, are passed by the Executive Risk 018 should go back down.</p> <p><u>Risk 013</u> Horizon Scanning has raised awareness of legislated changes and this has affected score. Risk likelihood had risen but risk impact has dropped.</p> <p><u>Risk 010</u> Due to good progress in delivery of the strategy the risk now falls within tolerance and the score has gone down.</p> <p>The Director confirmed that the Staff Survey response had risen to 58% this year.</p> <p>DECISION: The report was noted.</p>	
3.iv	<p>PI Exceptions Report</p> <p>The Director of Community Services, Keith Dawson, presented the report and was pleased to confirm there was just the one red light item, which remains SLA 018 Benefit Claims processing.</p> <p>The Director reported continuing good progress and forecasted the PI being on target for end of year.</p> <p>The Director identified 2 amber flag PIs:</p> <p>SLA 014 – Inspection of Premises, this was due to one site that could not be accessed.</p> <p>SLA 019 – Council Tax Debt Recovery, at 0.13% below target is well within normal variance. Collection rate remains good and on track for year end target.</p> <p>Asked about the former Planning backlog exception the Director confirmed that good progress continues and he highlighted the next Planning Committee which is due to review 20 applications.</p>	

	<p>Mr Dawson still expected the backlog to be cleared by the end of the year and he felt that it had been a valuable learning exercise.</p> <p>Planning had identified issues where discrepancies on an application occur, local planners are able to negotiate with the applicant/developers to resolve the issues. This was not available with those applications forwarded to consultants.</p> <p>This will of benefit for any future need to outsource.</p> <p>DECISION: The report was noted.</p>					
4.	<p>Next meetings of Access Selby Board</p> <table><tr><td>21 January 2013</td><td>4 March 2013</td></tr><tr><td>22 April 2013</td><td></td></tr></table>	21 January 2013	4 March 2013	22 April 2013		
21 January 2013	4 March 2013					
22 April 2013						

The meeting closed at 6.40pm.

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Agenda Item No: 3.

To: Access Selby Board
Date: 21 January 2013
Author: John Barnett; Audit Manager; VNY

Title: Internal Audit Progress Report 2012/13

Summary

The purpose of the report is to present the Internal Audit Progress Report for the period April to December 2012.

Recommendation

It is recommended that the attached report be approved.

1. Background

- 1.1 The provision of Internal Audit is a statutory requirement (Accounts & Audit Regulations).
- 1.2 The Audit Committee approved the internal audit plan for 2012/13 at the meeting of Committee held on the 18th April 2012. The purpose of the report is to inform Members of the progress made to date in delivering the 2012/13 Internal Audit Plan and any developments likely to have an impact on the Plan throughout the remainder of the financial year.
- 1.3 Within the report there is a summary of progress made against the plan and a summary of the audit opinions for the individual audits completed thus far.
- 1.4 Veritau carried out its work in accordance with the Cipfa Code of Practice for Internal Audit in Local Government.
- 1.5 There is no direct linkage to any of the Council's Priorities, as internal audit is a support service, which provides internal control and activity assurance to Directors on the operation of their services, and specifically to the Council's S151 Officer on financial systems.

2. Conclusion

- 2.1 Veritau are making good progress in the delivery of the agreed internal audit plan and there are no significant delays anticipated. Thus far, 15 audits have been completed to final report stage out of 27. This represents 56% of the plan completed. Based on our work thus far, we are satisfied that an opinion of **Substantial Assurance** can be given. However, as the plan is still in progress, this opinion may change to reflect the findings emerging from audit reviews later in the year.

3. Legal/Financial Controls and other Policy matters

3.1 Legal Issues

ii. None.

3.2 Financial Issues

iii. None.

4. Background Documents

Contact Officer: *John Barnett; Audit Manager; Veritau North Yorkshire;*
John.barnett@veritau.co.uk
01757/292281

Roman Pronyszyn; Client Relationship Manager; Veritau
roman.pronyszyn@veritau.co.uk

Appendices: - Internal Audit Progress Report 2012/2013 – Veritau



Selby District Council
Internal Audit Progress Report 2012-13
Period to 31 December 2012

Audits Completed to 31 December 2012	
High Assurance	6
Substantial Assurance	6
Moderate Assurance	1
Limited Assurance	2
No Assurance	0

Emerging Audit Opinion

Substantial Assurance

Audit Manager: John Barnett
Client Relationship Manager: Roman Pronyszyn
Head of Internal Audit: Max Thomas

Circulation List: Member of the Audit Committee
Chief Executive
Executive Director (S151 Officer)

Date: 31 December 2012

Background

- 1 The work of internal audit is governed by the Accounts and Audit Regulations 2011 and the CIPFA Code of Practice for Internal Audit in Local Government (2006). In accordance with the Code of Practice, the Head of Internal Audit is required to regularly report progress in delivery of the internal audit plan to the Audit Committee and to identify any emerging issues which need to be brought to the attention of the Committee.
- 2 Members approved a three year Audit Plan covering the period 2012/13 – 2014/15 at their meeting on the 18th April 2012. The total number of planned audit days for 2012/13 is 375. This report summarises progress made in delivering the agreed plan.

Internal Audit Work Carried Out 2012/13

- 3 A summary of the internal audit reports issued is attached at **Appendix A**. This is the second progress report to be received by the committee during 2012/13.
- 3.1 Veritau officers are involved in a number of other areas relevant to corporate matters:
 - **Support to the Audit & Governance Committee;** this is mainly ongoing through our support and advice to Members. We assist by facilitating the attendance at Committee of managers to respond directly to Members' questions and concerns over the audit reports and the actions that managers are taking to implement agreed recommendations.
 - **Contractor Assessment;** this work involves supporting the assurance process by using financial reports obtained from Dunn & Bradstreet (Credit Rating Agency) in order to confirm the financial robustness of contractors.
 - **Risk Management;** Veritau facilitate the Council's Risk Management process and advised Access Selby on their processes.
 - **Systems Development;** Internal Audit attend development group meetings in order to ensure that where there are proposed changes and new ways of delivering services, the control environment is not overlooked which could lead to the Council being exposed.
 - **Investigations;** Special investigations into specific sensitive issues.
- 3.2 As with previous audit reports an overall opinion has been given for each of the specific systems under review. The opinion given has been based on an assessment of the risks associated with any weaknesses in controls identified.
- 3.3 The opinions used by Veritau are provided for the benefit of Members below:

High Assurance	Overall, very good management of risk. An effective control environment appears to be in operation.
Substantial Assurance	Overall, good management of risk with few weaknesses identified. An effective control environment is in operation but there is scope for further improvement in the areas identified.

Moderate Assurance	Overall, satisfactory management of risk with a number of weaknesses identified. An acceptable control environment is in operation but there are a number of improvements that could be made.
Limited Assurance	Overall, poor management of risk with significant control weaknesses in key areas and major improvements required before an effective control environment will be in operation.
No Assurance	Overall, there is a fundamental failure in control and risks are not being effectively managed. A number of key areas require substantial improvement to protect the system from error and abuse.

3.4 The following categories of opinion are also applied to individual actions agreed with management:

Priority 1 (P1) – A fundamental system weakness, which represents unacceptable risk to the system objectives and requires urgent attention by management.

Priority 2 (P2) – A significant system weakness, whose impact or frequency presents risk to the system objectives, which needs to be addressed by management.

Priority 3 (P3) – The system objectives are not exposed to significant risk, but the issue merits attention by management.

3.5 It is important that agreed actions are formally followed-up to ensure that they have been implemented. Agreed actions are recorded within Covalent therefore assurance should be gained through the performance management framework, with appropriate testing carried out.

3.6 In the period between April and December inclusive, we have completed **15** out of **27** internal audit reviews to final report stage. In addition, draft reports for a further **3** reviews have been issued. This represents **56%** of the plan delivered to final report stage.

3.7 In only two instances were final audit reports issued which gave a less than satisfactory opinion (Limited Assurance): Mobile Telephones and ICT Contingency Planning (11/12). In both cases we are satisfied that management are implementing appropriate action to address the weaknesses identified.

3.8 Based on that work, our initial opinion is that a **Substantial Assurance** can be given. However, this opinion may be subject to change in the light of findings emerging from work carried out later in the year.

Table of 2012/13 audit assignments completed

Audit	Status	Audit Committee
<i>Material Systems (AC definition)</i>		
Benefits	In Progress	
Council House Repairs	Completed ~ Substantial Assurance	January 2013
Council Tax/NNDR	In Progress	
Creditors	Not Started	
Debtors	Draft	
General Ledger	Not Started	
Housing Rents	Completed ~ Substantial Assurance	January 2013
Income (Cash Receipting) System	In Progress	
Treasury Management	Completed ~ High Assurance	January 2013
Capital Accounting/Asset Management	Completed ~ High Assurance	January 2013
Payroll	Draft	
<i>2012/13 Audit plan work</i>		
Members Allowances	Completed ~ Substantial Assurance	September 2012
The Business – Access Selby	In progress	
Disabled Adaptations	Completed ~ Moderate Assurance	September 2012
Sheltered Accommodation	Completed ~ Substantial Assurance	September 2012
Development Control	In Progress	
ICT	In Progress	
ICT 2011/12	Completed ~ Limited Assurance	January 2013
Civil Contingencies (Business Continuity)	Completed ~ High Assurance	January 2013
Land Sales	Completed ~ High Assurance	January 2013
Closed Burial Grounds	Completed ~ Substantial Assurance	September 2012
Officers Allowances	Completed ~ Substantial Assurance	September 2012
Equalities	Completed ~ High Assurance	January 2013
Partnership Arrangements	Draft	
Performance Management/Data Quality	In Progress	
Mobile Telephones	Completed ~ Limited Assurance	September 2012
Tax Management	Completed ~ High Assurance	September 2012
<i>Follow Ups:</i>	Completed ~ see below for follow up action against 'key weaknesses'.	

Summary of Key Issues from audits completed to 31 December 2012; not previously reported to Committee

	System/Area	Opinion	Area Reviewed	Date Issued	Comments	Management Actions Agreed & Follow-Up
	Council House Repairs	Substantial Assurance	A review to ensure that Council houses are appropriately maintained in line with the Right to Repair Scheme 1994.	20 November 2012	<p>Strengths The systems and controls have not changed significantly since the last audit when the overall control environment was rated as “satisfactory”.</p> <p>The allocation of jobs to tradesmen and contractors worked effectively with little evidence of delayed repairs. Customer satisfaction surveys were generally very positive.</p> <p>Key Weaknesses The asset team does not undertake any post completion inspections, relying on customer satisfaction survey feedback. This issue had also been raised by the Audit Commission in their recently issued Pre-statements report</p>	<p>A 5% sample of completed works for contractors will be inspected to ensure that work has been carried out as planned and that any materials invoiced appear to have been utilised. For SDC tradesmen, sample checks will be introduced if satisfaction survey responses dip below 95% satisfied. <i>31 December 2012</i></p> <p><i>F/U - confirmed that Asset Coordinators have been requested annotate invoices on DIP when inspections have been undertaken and Lead Officer will monitor these.</i></p>

	System/Area	Opinion	Area Reviewed	Date Issued	Comments	Management Actions Agreed & Follow-Up
	Housing Rents	Substantial Assurance	To provide assurance that the management of the systems is secure and efficiently administered.		<p>Strengths The systems and controls have not changed significantly since the last audit when the overall control environment was seen to be of a good standard. Officers working on Rents were seen to be experienced in their roles and this has helped to maintain controls at a high standard.</p> <p>Key Weaknesses The reconciliation of the Rent Income general ledger account had not been regularly undertaken. This was said to be due to timing differences between the Financial Management System (COA;); the rents system (Genero); and the cash receipting system (Paris) i.e. rents paid weekly so no direct comparison with month end figures on COA. The Technical Officer had done a one off exercise to reconcile the systems earlier this year but there is still no agreed procedure in place for this to be undertaken on a regular basis.</p>	<p>From next month the COA download will be a year to date report rather than just the transactions in the period making the reconciliations easier to complete. Once this has been achieved procedure notes will be prepared to detail the process for reconciliation of the Rent Income General Ledger with reconciliations being undertaken, and reviewed by management, each month <i>31 December 2012.</i></p> <p><i>F/U - still "work in progress"</i></p>

	System/Area	Opinion	Area Reviewed	Date Issued	Comments	Management Actions Agreed & Follow-Up
	Treasury Management	High Assurance	To ensure that funds are securely and wisely invested/borrowed.	14 September 2012	<p>Strengths Treasury Management duties are undertaken by a small team of experienced officers within Finance under the guidance of the Lead Officer. The systems and controls have not changes significantly since the last audit when the overall control environment was seen to be a 'good' standard.</p> <p>Key Weaknesses There were no key weaknesses identified.</p>	
	Capital Accounting/Asset Management	High Assurance	To confirm that the 'capital' and Assets are treated, in the accounts, with agreed/legislative standards.	14 November 2012	<p>Strengths Capital Accounting is controlled effectively by the small experience Finance Team under the direction of the Lead Officer.</p> <p>Key Weaknesses There were no key weaknesses identified.</p>	Only verbal recommendations.

	System/Area	Opinion	Area Reviewed	Date Issued	Comments	Management Actions Agreed & Follow-Up
	ICT 2011/12	Limited Assurance	To ensure that physical security and disaster recovery arrangements are robust.	29 November 2012	<p>Strengths It systems are efficiently supported by able officers.</p> <p>Key Weaknesses Officers are unaware of how to operate the FM200 Fire Suppression system control panel. In addition someone (thought to be the Building Manager) switches the extinguishing system from 'automatic' to 'manual' before entering the suite, but forgets to switch it back again when leaving.</p> <p>The back up media, which is stored at the Vivars, is carried out every 4th week. In the worst scenario if the Civic Centre was lost immediately lost just before a new 4 week tape was to be taken off-site, then 4 weeks worth of data could be lost.</p> <p>The key to the Vivars store is kept in the IT Suite at the Civic Centre. In the event of a disaster, this room would not be accessible, staff would therefore find it difficult to access the tapes required to restore the systems.</p>	<p>Key staff to be trained in the use of the FM200 Control Panel. <i>Complete.</i></p> <p>Discussions to be held with the Building Manager. <i>August 2012.</i></p> <p><i>F/U – completed.</i></p> <p>Timing sensitivity and storing of back-up tapes will be reviewed as part of BCP/DR update. <i>Immediate.</i></p> <p><i>F/U – linked to the formation of the BC and DR Plans.</i></p> <p>Additional keys to be held at Vivars. <i>Complete.</i></p>

	System/Area	Opinion	Area Reviewed	Date Issued	Comments	Management Actions Agreed & Follow-Up
					<p>ICT Business Continuity and Disaster Recovery Plans are out of date and it is unclear if they have been formally adopted and tested.</p> <p>Selby currently has a contract with a contractor for the provision of a trailer and power supply in the event that the Civic Centre is lost. This does not, however, include the supply of servers. It is the intention that Craven will provide a 'mirror site' which will, in the long term, mitigate the risk.</p>	<p>Business Continuity and Disaster Recovery Plans to be reviewed, updated, formally adopted, responsibility clearly allocated and contents communicated to all appropriate staff. <i>31 January 2013</i></p> <p>Selby are currently undertaking Business Impact Analysis in the Service Areas which will come to IT to formulate a DR Plan. This will also inform the Business as to the cost of the solution. <i>31 March 2013</i></p>
	Civil Contingencies	High Assurance	Compliance with the Civil Contingencies Act 2004	12 September 2012	<p>Strengths Management are progressing towards compliance</p> <p>Key Weaknesses Up to date Business Continuity and Disaster Recovery plans, to reflect the changes since the authority moved to its new site and the recent business re-organisation are not yet in place, however management are working</p>	

	System/Area	Opinion	Area Reviewed	Date Issued	Comments	Management Actions Agreed & Follow-Up
					on them.	
	Land Sales	High Assurance	To ensure that the sale(s) of land are conducted in accordance with established procedures.	27 September 2012	<p>Strengths Very few land sales have been undertaken since the last audit with the only major capital receipts resulting from the sales of the old civic centre site and a plot of land at Riccall. However, for those sales that have taken place they were conducted in an effective and efficient manner.</p> <p>Key Weaknesses There is no register or suitable record of land sales. It was said that the previous senior solicitor (who has now left SDC) may have had such a list but this could not be traced. Sales were identified from general ledger records and knowledge of the legal team. Although there are compensating controls ie Asset Register, they do not eliminate the risk altogether.</p>	<p>A register detailing all applications for the sale of land and their fate will be set up and maintained. <i>31 October 2012</i></p> <p><i>F/U - As yet there have been no further applications to purchase land and as such no register is yet in place.</i></p>
	Equalities	Substantial Assurance	To ensure compliance with the Equalities Act 2010 and 'good practice'.	21 September 2012	<p>Strengths The Authority is seen to comply with the requirements of the 2010 Equality Act.</p>	

System/Area	Opinion	Area Reviewed	Date Issued	Comments	Management Actions Agreed & Follow-Up
				<p>Key Weaknesses Key areas requiring attention are in Training, where a more focused approach is required; also in the completion and ongoing management of Equality Impact Assessments.</p>	<p>The issues raised will be addressed. <i>30 September 2012.</i></p> <p><i>F/U - HR confirmed that no new training has been undertaken. Work on EIAs is still ongoing.</i></p>

Summary of Key Issues from audits previously reported to Committee

System/Area	Opinion	Area Reviewed	Date Issued	Comments	Management Actions Agreed & Follow-Up
Members Allowances	Substantial Assurance	A review to ensure that expenses claimed by Members are bona fides and calculated correctly.	5 July 2012	<p>Strengths The officers dealing with Members Allowances are well experienced and trained with adequate records maintained to evidence controls in place.</p> <p>There was one area where we identified 'over control' in the checking of claim forms.</p> <p>Key Weaknesses There were no key weaknesses identified.</p>	<p>One P3 action agreed – claims checking will be limited to a defined sample. <i>Immediate.</i></p> <p><i>F/U - Implemented - has been in force since end of the audit.</i></p>
Housing Improvement Grants – Disabled Adaptations	Moderate Assurance	To ensure that controls are in place around the processes employed in identifying and paying Disability Facilities Grants.	15 August 2012	<p>Strengths The lead officer responsible for grants administration is capable and well experienced; however, as the audit findings show there</p>	

	System/Area	Opinion	Area Reviewed	Date Issued	Comments	Management Actions Agreed & Follow-Up
					<p>is a need to widen this resource capability.</p> <p>Key Weaknesses There is no written/IT procedural guide/policy in place with the work, relying on one individuals knowledge.</p> <p>One officer is responsible for all aspects of the process. This presents a lack of 'segregation of duties' and a risk to business continuity.</p> <p>There is a lack of clarification as to the categorisation of VAT and the issues around how the Council and Selby Home Improvement Agency account for VAT with the Inland Revenue.</p>	<p>A set of procedure notes will be completed by <i>31 March 2013.</i></p> <p>Agreed that another officer(s) will be involved in the process to provide continuity support and to strengthen the internal control. <i>31 October 2012.</i></p> <p><i>F/U - Implemented , additional staff now involved</i></p> <p>Agreed that VAT will be clearly categorised in the future and confirm that the methods employed to account for VAT, with the Selby Home Improvement Agency, will be clarified. <i>Immediate.</i></p> <p><i>F/U – Implemented in part. Still unclear re. vat.</i></p>
	Sheltered Accommodation	Substantial Assurance	To review the risks/controls in the administration of the service and the monitoring and charging mechanisms.	26 July 2012	<p>Strengths Support Officers are under the supervision of a Customer Services Officer and provide invaluable assistance to residents. The raising of invoices was seen to be well</p>	

	System/Area	Opinion	Area Reviewed	Date Issued	Comments	Management Actions Agreed & Follow-Up
					<p>administered although it was highlighted that chasing non-payments had been a problem in the past but had been addresses resulting in a reduction in the outstanding balances.</p> <p>Key Weaknesses All Lifeline invoices are raised 'vat free/exempt', however it is only those residents who meet certain criteria which fit into this category – the others are subject to VAT.</p>	<p>Agreed to reassess all those receiving the service to ensure they are correctly treated under the VAT regulations <i>30 September 2012.</i></p> <p><i>F/U - Implemented – process changed.</i></p>
	Closed Burial Grounds	Substantial Assurance	To ensure the risks around CBG are minimised and that the Council as abiding by legislation in the maintenance of these 'grounds'.	12 July 2012	<p>Strengths The risks around the maintenance of CBG use to be high on the Corporate Risk Register but improvements in control and compliance with the relevant legislation has reduced the risk.</p> <p>There was one area where we identified 'over control' in the practice of checking all monuments on a six monthly basis.</p>	<p>Agreed that a review of the regularity of site inspections will be undertaken in line with the perceived risks identified <i>31 October 2012.</i></p> <p><i>F/U - implemented – verbally confirmed.</i></p>

	System/Area	Opinion	Area Reviewed	Date Issued	Comments	Management Actions Agreed & Follow-Up
					<p>Key Weaknesses There were no key weaknesses identified.</p>	
	Officers Allowances	Substantial Assurance	To ensure that controls are in place to reduce the risk of allowances/claims being paid, are not bona fides and authorised.	21 June 2012	<p>Strengths The day to day control of officer's allowances has shown to be effective. It was identified that details of officers registered vehicles may not have been up to date and that this may result in the incorrect mileage rate being applied. Prompt action was taken when this was highlighted to rectify the records held.</p> <p>There was one area where we identified 'over control' with 100% of claims being checked to the Payroll system even though NYCC do this under the Payroll SLA.</p> <p>Key Weaknesses There were no key weaknesses identified.</p>	<p>Agreed that only a 20% sample of claims will be checked to the Payroll system <i>Immediate.</i></p> <p><i>F/U - Implemented .</i></p>
	Tax Management	High Assurance	A review to ensure compliance with the Construction Industry Scheme as governed by the HMRC.	7 August 2012	<p>Strengths The business administration assistant dealing with CIS invoices is very experienced and has a good understanding of how the scheme works for sub-contractors used by SDC. Some inputting errors were</p>	One P3 action agreed.

	System/Area	Opinion	Area Reviewed	Date Issued	Comments	Management Actions Agreed & Follow-Up
					<p>noted but control checks in place had identified most of these prior to submission of the monthly return to HMRC.</p> <p>Key Weaknesses There were no key weaknesses identified.</p>	
	Mobile Telephones	Limited Assurance	A review to ensure that the controls are in place to reduce the risks around the procurement, usage and monitoring of mobile telephones.	15 August 2012	<p>Strengths Although the day to day administration of the processes have been neglected in recent years, the Lead Officer – Business Support has recognised these fundamental deficiencies inherited by her and has already set about introducing controls to minimise the risk. This has been recognised but until the measures are firmly in place, the audit opinion is that only a 'limited assurance' can be given.</p> <p>Key Weaknesses There is an absence of a written agreement between the Council and the service provider.</p>	<p>The original contract will be located. If this is not possible, copies will be drawn up and executed by the parties involved. <i>Immediate.</i></p> <p><i>F/U – Implemented, verbal confirmation received. Contract extension agreed to 31/3/13 and new contract soon to be in place</i></p>

	System/Area	Opinion	Area Reviewed	Date Issued	Comments	Management Actions Agreed & Follow-Up
					<p>There is no single comprehensive record of mobile phones in place and the transfer of phones from one officer to another, are not recorded.</p> <p>Aspects of inappropriate call charge billing is not investigated. One such example included charges paid by a phone now known to be lost or stolen (now blocked). In one month alone charges amounted to over £260 on this phone.</p> <p>Possible failure to address the subject of security on SDC mobile phones, tablets and other mobile devices such as PDA's and on officers own devices for work purposes.</p>	<p><i>for 01/04/13 onwards.</i></p> <p>Since the completion of the audit a comprehensive record has now been established and the Orange website, definitive record, is up to date. This will monitor mobile transfer between officers <i>Completed.</i></p> <p>A monthly report will be drawn down from the Orange website to identify any premium rate calls or texts. All numbers will be investigated and where possible/appropriate, blocked <i>31 August 2012.</i></p> <p><i>F/U - Implemented</i></p> <p>A risk assessment will be carried out to ascertain the security risk in officers using mobile device. <i>Yet to be agreed with Business Manager.</i></p> <p><i>F/U - Remains under consideration.</i></p>



Agenda Item No: 4i.

To: Access Selby Board
Date: 21 January 2013
Author: Jackie Humphries Lead Officer – HR

Title: Organisational Development Strategy - A Progress Report

Summary

The Organisational Development Strategy was agreed and implemented in November 2011.

The purpose of the Strategy is to inform and influence the approach to Organisational Development (OD) and importantly to serve to support Access Selby in its development at the sharp end of the business by way of relevant development programmes.

The OD Strategy has provided a structured programme to take this forward with an emphasis around employee development and it is built around four themes:

- Developing Leadership
- Managing Performance
- Changing and Learning
- Engaging our People

The Strategy is supported by an Action Plan which identified a number of key actions and performance measures for each theme. Significant progress has been made to date in delivering the action plan and this report highlights key areas of achievement and the subsequent benefit to the Organisation.

Recommendation

To receive the Organisation Development Strategy report and note progress made so far in the delivery of the Action Plan.

1. Background

- 1.1 With the introduction of Access Selby and a new approach to service delivery, it was vital to put a strategy in place which would support the development of the organisation through its people.
- 1.2 An Organisation Development Strategy was developed and implemented in November 2011 which focused on the following themes;
 - Developing Leadership
 - Managing Performance
 - Changing and Learning
 - Engaging our People
- 1.3 The Strategy which is supported by an Action Plan was agreed at the Access Selby Board. It identified a number of key actions and performance measures for each theme.
- 1.4 Such a significant change to the Organisation and the shift in culture required to take Access Selby forward presented a huge challenge, however great progress has been made in driving the organisation forward through the delivery of the Strategy. **The key achievements and benefits to the organisation are outlined in Appendix 1.**

2. Conclusion

- 2.1 Significant progress has been made in the delivery of the OD Strategy. Numerous initiatives and actions have taken place during the past 12 months, however some of the major achievements have been:
 - Leadership Programme established & implemented
 - A number of employees being successful in the ILM & Yorkshire Accord Mentoring Schemes
 - Performance Contracts Rolled-out
 - Communication Strategy Implemented
 - New Employee Recognition Scheme Implemented (TeSA)
 - Staff Survey undertaken in October 2011 & October 2012 - with numbers completed and returned up by 15% from 2011. A separate report gives full details relating to this
 - Opportunities for working across the Organisation through secondment & flexible working
 - Training & Development Plan
 - Employee Volunteer Scheme Pilot
 - Investors in People Accreditation Review

The recent Staff Survey will set out some of the key priorities for the next 12 months however, some of the areas for future focus of the OD Strategy include;

- Continued development of staff through delivery of the training plan with particular focus on succession planning and leadership development
- Further consolidation of Performance Contracts across the Organisation – review and improve effectiveness
- Further embedding of a proactive Performance Management culture across the Organisation
- Build on the positive experience of adopting a flexible approach to resources
- Continue to develop business skills and awareness

3. Legal/Financial Controls and other Policy matters

- 3.1 Equal Opportunities are always taken into consideration when employees are offered development opportunities.

Contact Details: Jackie Humphries
Lead Officer – Human Resources

Appendices: Appendix 1 - OD Action Plan

Appendix 1 – Progress against OD Action Plan

OD Theme	Achievements to Date	Benefit to the Organisation
Leadership	<p>Established the baseline of leadership competencies from the Competency Framework which was used in developing the Access Selby Manager booklet which will identify potential areas for development</p> <p>Agreed and implemented a leadership programme which includes a number of development activities including;</p> <ul style="list-style-type: none"> ❖ Institute of Leadership & Management Diploma ❖ Yorkshire Accord Mentoring Scheme ❖ Access Selby Management Framework ❖ Involvement in cross-cutting projects ❖ Business case development to support improvements in key business areas ❖ Opportunities to work across the organisation 	<p>To ensure a consistent standard of leadership and management is developed and implemented across the organisation.</p> <p>Targeted support to Lead Officers and other managers leading to increased performance.</p> <p>Managers have a wider organisational perspective which supports more flexible use of resources.</p>

OD Theme	Achievements to Date	Benefit to the Organisation
Managing Performance	<p>Performance Contracts have been developed and roll-out across the Organisation</p> <p>We have received over 65% of Performance Contracts which has allowed a review of the applications to be carried out to ensure consistency of approach and provide opportunity to refine going into year 2.</p> <p>Investors in People (IiP) accreditation scheme has been reviewed and commitment given to continue with this scheme going forward. A review of our progress against the IiP Action Plan has been carried out which will be agreed with the assessor for 2012. Full re-accreditation is due in 2013.</p>	<p>Staff are aware of what is expected of them in terms of contributing to the Business and it establishes a platform for effective performance management.</p> <p>Retaining the IiP accreditation demonstrates our continued commitment to our staff and makes them feel valued. This leads to a more positive culture.</p> <p>Customer satisfaction in the</p>

	<p>Customer Pledge developed & rolled out and performance is reflected in key performance indicator SLA001. To develop this in order to obtain an accreditation mark in respect of customer service.</p> <p>SLA KPIs are monitored and reported through Covalent</p>	<p>community is extremely high (98.3% at quarter 2) demonstrating that the organisation is delivering customer focused public services.</p> <p>Access Selby has a culture of proactive performance management which allows more effective use of resources & allows early intervention plans to be put in place for those areas where performance is at risk e.g. voids and Planning where recovery plans were implemented</p>
OD Theme	Achievements to Date	Benefit to the Organisation
Changing and Learning	<p>A Training and Development Plan has been developed for 2012/13 which not only takes into account the training needs identified from the Performance Contracts but also the changing needs of the organisation going forward. Individual training needs analysis was undertaken in Business Support which has assisted with team development and identifying skills</p> <p>A new employee recognition scheme (Team Selby Award 'TeSA') has been introduced.</p> <p>New Ways of Working have been introduced and operating</p>	<p>Skills gaps are identified and plans put in place to equip our workforce to deliver the business and build resilience going forward.</p> <p>The new scheme enables employees to nominate their colleagues and see them recognised. By recognising our employees and celebrating the success it will assist in motivating and inspiring them.</p> <p>This has supported the move to</p>

	<p>well across a number of business areas e.g. Team development work was undertaken with the Revenues and Benefits Team as well as Community Officers</p> <p>A number of staff lead initiatives have been introduced including the 'Children in Need' Fundraising Group which has been a great success in 2011 and 2012.</p>	<p>more generic, mobile and transient working which helps us to be more responsive and more flexible use of resources.</p> <p>This encourages 'One Team Selby' and brings people together from across the organisation and instils a 'feel good factor'.</p>
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OD Theme	Achievements to Date	Benefit to the Organisation
Engaging our People	<p>A new internal Communications Strategy was implemented in Spring 2012, bringing together a range of media and activities to promote the flow of information across all parts of the organisation in a more interactive format including;</p> <ul style="list-style-type: none"> ❖ Team Brief ❖ Access Selby Monthly Performance Updates ❖ Display Screen ❖ Staff Survey ❖ One-to-Ones ❖ Media Releases <p>The first Staff survey undertaken in October 2011 and repeated again in October 2012. This reflects performance against SLA KPI SDV_013. Participation in the survey increased from 43% in 2011 to 58% in 2012.</p>	<p>It is known that communications play a big part in engaging employees and therefore the Communication Strategy has been key in keeping employees informed regarding corporate information, new initiatives and up to date information.</p> <p>The Staff Survey provides an opportunity for staff to give direct feedback on specific aspects of the organisation. From this an Action Plan was developed to take forward some of the key messages that came out of the survey. A repeat of the survey has given us view on how we are progressing as an Organisation and will set out future</p>

	<p>Employer Supported Volunteering scheme has been successfully piloted with staff working with the voluntary sector.</p> <p>A review of Occupational Health requirements has been carried out and a procurement of a suitable provider is underway.</p> <p>A number of people related policies (e.g. retirement, maternity/paternity, fire, bomb and suspicious packages) have been reviewed and other reviews are in progress.</p>	<p>priorities for action.</p> <p>This demonstrates our commitment to Corporate Social Responsibility and leading by example.</p> <p>Ensuring 'value for money' is obtained as well as promoting preventative well being initiatives.</p> <p>Policies are up to date with legislation and reflect the current needs of the Organisation</p>
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Agenda Item No: 4i.

To: Access Selby Board

Date: 21 January 2013

Author: Lead Officer – Marketing and Communications, Mike James

Title: Staff Survey 2012 results and next steps

Summary:

This year's Staff Survey results demonstrate the impact of actions taken over the previous twelve months in direct response to the 2011 survey. There has been a sizeable increase in the number of responses received and the measure of staff perception and confidence in the organisation has also seen improvement.

There remain issues of concern, however, and the survey data helps us to better understand these issues and potential solutions.

Recommendation:

- (i) The Board to accept the findings of the Staff Survey 2012 as a record of staff perception of the organisation.
- (ii) The Board to endorse the approach to managing the responses as part of the ongoing organisational development work.

1. Background

- 1.1 The Staff Survey was carried out at the end of October 2012, a year after the previous survey.
- 1.2 Responses were received primarily online, but paper copies were sent to all those without easy day-to-day online access.
- 1.3 The results have been tested through a number of one-to-one follow-up interviews; the themes picked up from these closely mirror the wider results.

2. The Report

- 2.1 There was a 15% increase in the number of surveys returned compared to 2011. The total number of responses received was 132, against a total headcount of 227: a 58% response rate against 43% in 2011.
- 2.2 There are two ways in which we gather data from the Staff Survey: we analyse the targeted questions in terms of a percentage of positive responses received against the total number of responses to that particular question (importantly, not as a percentage of the total number of responses received overall), and we review the comments made as part of the open-ended questions by considering these in themes.
- 2.3 **Appendix A** gives a summary of the data from the targeted questions, alongside an indication of the action we have taken over the past twelve months that we believe has influenced the result.
- 2.4 **Appendix B** gives a summary of the key issues raised through the open-ended questions.
- 2.5 Access Selby reports staff perception and confidence in the organisation as part of the service level agreement with the Core. For this measurement we use question 16: 'I am excited about being part of this organisation in the future'. Against the 2011 baseline figure we achieved a 4% increase in the number of staff recording a positive response to this question.
- 2.6 We have instigated a different approach to managing the results of the survey, compared to 2011. The results were initially reviewed by a small working group, comprising:
 - Access Selby Director of Business Support;
 - Selby District Council's Deputy Chief Executive;
 - Access Selby Lead Officer – HR; and
 - Access Selby Lead Officer – Marketing and Communications.This group looked at themes and trends emerging from the results, and which of these are of strategic importance to the organisation.
- 2.7 At the end of December 2012 we then brought together a wider Staff Survey group, comprising a range of people from across targeted business areas, to help draw-up proposals for practical actions we can take to address these strategic issues. This wider group was convened from staff groups we have identified as having lower levels of engagement. **Appendix C** gives an overview of the action plan agreed during the session with this group last month.

3. Legal/Financial Controls and other Policy matters

3.1 None.

4. Conclusion

- 4.1 We have seen an increase in overall return rate, but there is still work to do to encourage a greater level of participation. We have also identified the areas of the organisation with the lowest return rates, but have already taken practical action to increase engagement with these groups by getting them involved in the action planning process (see 2.7).
- 4.2 The new approach to managing the results this year will help us to engage more effectively with 'hard to reach' parts of the organisation, whilst ensuring that the actions we take have strategic importance.
- 4.3 Overall, the results show how the organisation has developed over the past twelve months, and there has been an increase in positive responses in 20 of the 27 targeted questions. We believe that the actions taken since the 2011 survey have helped to deliver this improvement.
- 4.4 We recognise, however, that there is more work to do and we have already started to address some of these issues, such as through the recent Corporate Session which focused on Access Selby's development work.

5. Background Documents

Appendices A, B and C attached to this report.

Contact Officer:

Lead Officer – Marketing and Communications, Mike James

mjames@selby.gov.uk

01757 292087

Appendix A: year on year comparison of targeted questions

Question	2011	2012	Link to action taken/indication of actions required (to be determined by working group)
Leadership and empowerment			
I understand how my role fits within the wider organisation	83.2	83.4	
I understand how my teams fits within the wider organisation	81.2	85.7	
I am given the freedom to act on my own initiative	60.4	76.5	Significant change , potentially driven by: (a) necessity to act on own initiative to deliver the business given changes to working environment and (b) increased confidence one year into new structure.
My manager talks openly and honestly with me	60.5	81.7	Potentially driven by increase flow of information to managers, following review of staff engagement process and creation of Lead Officer group
My manager cares about how satisfied I am with my job	56	71.1	1. Performance Contracts have facilitated more open discussion about job roles, targets and value of employees. 2. New TeSA helps to celebrate value, which can impact on job satisfaction.
Managers listen as well as tell	30.7	59.4	As above, as this is an equivalent increase.
People			
I understand what's expected of me in my role	76.3	84.2	1. Greater confidence and understanding one year into the new structure

			2. Introduction of Performance Contracts helping to clarify personal targets and expectations of each role.
I work to clearly defined objectives	53	75	Greater emphasis on strategic direction of each business area over recent months, with Lead Officers reporting directly to AS Management Group and increased use of Covalent systems for managing progress.
I feel I can make a difference to the organisation	59.4	72.9	The new TeSA is a practical way in which we now value people's contribution and highlight success.
I feel I can make a difference to our community	57.6	67.1	
I feel able to do the job I am being asked to do	70.7	79.6	
I have the support I need to do my job	47.2	62.4	1. Impact of targeted resources to support 'pinch points' in Benefits, Planning, Contact Centre, Community Officers. 2. Introduction of support such as the buddy scheme
At the end of most days I feel exhausted (agree)	78.3	78.9	1. This remains high – are there practical steps we can take to better support people? This should be seen in the context of previous answers showing an improved perception of support. 2. To better encourage individuals and teams to raise concerns, on the basis that where good business cases have been developed, extra support has been delivered.
I am under so much pressure at work I can't concentrate (disagree)	32	28.6	This remains at around 1/3 of the total responses (1/6 of the total headcount)
The organisation demonstrates its commitment to equality in everything it does	29.7	65.7	1. Equalities project group has set new equality objectives for the organisation. 2. Currently working on Equality Impact

			Assessments, helping to embed this across the organisation.
I am excited about being part of this organisation in the future	45.6	49.6	MEASUREMENT QUESTION: +4%
I have the information I need about how the new organisation works	44.5	53	
I know what each part of the organisation does	50	45.1	Need to encourage and facilitate greater interaction between different parts of the organisation, including a clearer definition between Core and Access Selby.
Strategy			<i>Some elements of the following are not comparable (indicated by *) as the questions have been split compared to last year's survey.</i>
We all engage with communities to understand their needs and build services around the needs of all our customers	52.5	51.9	
We are all efficient and professional and deliver on our promises	40	45.9	*See note above
We all ensure that everything we do adds value to the business and benefits our direct customers and the wider community	40	50.8	*See note above
We all value our residents and work with others to strive for excellence, building strong relationships with partners and communities	57.4	55.6	
We all value our staff and work together to strive for excellence	29	40.9	1. Introduction of TeSA 2. Monthly Access Selby Performance Updates 3. More people-focused use of entrance display screen 4. New engagement framework implemented
We're open to change and flexible in our approach to the changing needs of our business and our customers	51.6	51.2	
We all look for innovation to drive improvement and help customers to help themselves	37	47.7	Potentially driven by small-scale improvement with individual business areas as the new structure 'beds down'
We all develop and empower people to take responsibility; we're transparent and accountable to customers and shareholders	31.2	37.1	
All managers demonstrate the values of this organisation	36.7	29.5	Not clear as to whom this refers – needs further understanding

Q19 – open ended

By which method(s) do you prefer to receive information about your organisation and your colleagues

In order of preference

1. Team meetings, either formal or informal
2. Individual face-to-face meetings with your line manager
3. Email, either from line manager or from colleagues
4. Monthly Team Brief
5. Corporate sessions
6. Staff Survey magazine
7. Monthly Access Selby performance updates
8. Performance Contract update meetings
9. Council reports
10. Corporate documents
11. The Council or Access Selby's Twitter feed

Appendix B: overview of responses to open ended questions

(a) Q30 What are the top three things about working here?

1. Colleagues (support from, working environment)
2. Job satisfaction
3. Flexible working

(b) Q31 What three things would you improve and, importantly, how would you improve them?

The responses fall broadly into the following themes.

Theme	No. of responses	Overview of issues raised
Communication	31	Senior managers not speaking directly to staff, requests for more Corporate Sessions Managers not “walking the floor” No feedback on progress as an organisation
Leadership	26	Unclear about overall direction of the organisation, in particular the development of Access Selby
Roles	24	A number of concerns about duplication of work in different parts of the organisation Concerns about the organisation overlooking particular skills and experience in the drive for generic working
Resources	18	Generally comments about needing more staff Importance of interaction between civic centre and customer contact centre and suggestion of work shadowing
Technology	16	All concerning faster IT and systems used

The remaining issues, which have all recorded fewer responses overall are:

- Working environment
- Structure (management structure)
- Access to training

Appendix C: 2013 action plan

Theme	Action	Outcome	Timescale
Leadership/ Communications	Manager handbook to include competencies and behaviours	-Improve manager interactions -Positive management behaviours -Supporting managers to act as conduit for corporate information	Agree format of information – end of February 2013 Implement from April 2013 to coincide with Performance Contracts Monitor progress – November 2013
Communications	Managed programme to incorporate core values into internal comms, incl: -Cayin -AS Performance Updates -Team Brief -Performance Contracts Also to review new opportunities not covered above Align this with councillor communications	-Better understanding of how we demonstrate core values in what we do -Helps to embed these into organisational culture	February 2013 onwards for existing comms February 2013 onwards to align with councillor communications May 2013 – review new opportunities
Communications/ Roles	Include full list of new starters and job changes within quarterly Staff Survey magazine	Improved understanding of roles, responsibilities and structure	From April 2013 onwards
Resources/ Leadership	Open up new opportunities for project work	-Better staff retention, through improved motivation -Maximising opportunities for staff -Embedding strategically important work into ‘day-to-day’ of roles	February 2013 onwards
Roles/ Resources/	Managed programme of staff sessions to explain strategic direction and an opportunity for Q&A	Embedding a better understanding of strategic overview across all areas of the business	Decide format and approach – end of March 2013

Leadership	(Potentially to be run in the style of birthday forums)		Run sessions throughout 2013
Roles/ Resources	Ensure full roll-out of Performance Contracts across <u>every</u> business area Review Performance Contracts after first year	Every member of staff is clear about what is expected from them and how they fit into the bigger picture. To set pathways for personal development.	By end of June 2013
Roles/ Communications	'Best practice' workshops	Better understanding of roles and responsibilities across the organisation, supporting improved joint working Making the best use of talent Fostering an entrepreneurial culture	Agree format and approach – end of March 2013 Run sessions throughout 2013
Roles/ Communications	Who's who directory, including review of responsibilities and photos	Improved organisational understanding	Implement by end of May 2013
Communications	Weekly 'corrections and clarifications' circulated to staff relating to misleading press articles	Clarity and correction of potentially misleading information affecting staff	Implement from June 2013

REPORT

Reference: E/12/51

Item 4i (Access Selby Board)



To: The Executive
Date: 3 January 2013
Status: Non- Key Decision
Report Published: 21 December 2012
Author: Drew Fussey
Executive Member: Cllr. Cliff Lunn
Lead Director: Karen Iveson

Title: Employer Sponsored Volunteering

Summary:

In 2011, the Council adopted a new Organisational Development Strategy which recognised that Employer Sponsored Volunteering (ESV) could play a valuable part in the wider employee development picture and help deliver Corporate Social Responsibility (CSR) for the Council. This report sets out the results of a pilot ESV scheme in which the Core and Access Selby took part; it also explains the benefits of future involvement in ESV and associated costs.

Recommendations:

To adopt ESV as a method of developing the workforce whilst improving the organisation's profile and reputation and making a difference in communities.

1. Reasons for recommendation

- 1.1 By engaging in ESV, the Council will be able to access an efficient and effective method of staff development that helps support local community and voluntary groups. It may also help support initiatives generated through the Community Engagement Forums (CEFs). ESV demonstrates an organisation's recognition of its CSR and helps it to raise a positive profile with employees, the community and the charitable organisations for whom they volunteer. ESV also helps improve the profile and reputation of the participating organisations in the community.

- 1.2 By allowing the workforce to volunteer, the employer has access to a wider range of opportunities and organisations thereby enriching development potential for the benefit of employees, teams and the Council.
- 1.3 As an organisation we will also benefit from the recognition and gratitude of the community or charitable organisations our employees have volunteered for.
- 1.4 ESV is recognised in the Council's Organisational Development Strategy as an effective method of developing the workforce and improving the organisations CSR.

2. Introduction and background

- 2.1 The Communities Selby team recognised ESV as an opportunity support and sustain the community and voluntary sector, helping people to help themselves, as expressed in the Corporate Plan. It also presents the opportunity to develop the skills of our workforce, and help the Council achieve its CSR. As a result Communities Selby led the development of a Pilot ESV scheme for the district.
- 2.2 Supported by Selby District Local Strategic Partnership (LSP) and securing funding from the Regional Improvement and Efficiency Partnership (RIEP); a pilot ESV scheme included employees from Drax Power, Access Selby and the Core, as the 'clients'. Selby District Association of Voluntary Services (AVS) acted as the 'broker' for the ESV, identifying and matching the voluntary placements then managing the process.

3. The Report

- 3.1 The Council's Organisational Development Strategy, which was adopted in 2011, recognised the potential ESV could have as part of a wider approach to organisational development and delivering on its Corporate Social Responsibility.
- 3.2 ESV is fast becoming a key component of organisations' employee development 'toolkit', business improvement plans and corporate social responsibility a cross the public and private sectors, ESV is providing employers with the ability to:
 - Attract, develop and retain staff;
 - Develop a greater understanding of customers and communities leading to tangible improvements in business performance.
 - Promote a positive image of the organisation amongst local communities, customers and its wider stakeholder environment; and

- Deliver visible activity as part of a wider corporate social responsibility strategy.
- 3.3 The Communities Selby Team developed the pilot programme working with Drax Power and AVS, and was able to secure external funding through the Regional Improvement and Efficiency Partnership (RIEP). The RIEP funding allowed an independent 'local improvement advisor' with experience of ESV to advise on the setting up of the pilot and then evaluate it. 'Really Corporate Leadership and Management' were commissioned by Communities Selby to carry out the work. Their evaluation was presented to the LSP in October 2012.
- 3.4 The Evaluation explains the process of the pilot and the outcomes from the pilot. Overall, the results were encouraging. The individual volunteers or 'Learners' enjoyed and valued the quality of the experience, utilising existing skills to benefit others whilst gaining a different perspective to the value of the skills they have and how they can be used.
- 3.5 Voluntary organisations were able to increase their reach and understanding, each partner built a greater awareness of the others working cultures and their impact on communities and customers. People and organisations, who would not normally work together, were brought together through the ESV benefiting the individuals and the organisations across the three sectors involved in the pilot. *(A short video will be played at Exec that captures people's experiences and the organisational benefits)*
- 3.6 Based on the success outlined in the evaluation, combined with the benefits highlighted, AVS has developed a business model. AVS intension is to expand the scheme to include other public sector organisations and district-based businesses.

4. How ESV will benefit the Council

- 4.1 Investing in ESV provides tangible benefits to the Council as part of our wider approach to employee development.
- 4.2 The employees get to interact with different people and organisations that will benefit from their input. With specific outcomes identified by the line manager, employees will be matched to charitable organisations or community projects, potentially CEF based, that will help develop the individual. It will help employees think how they can use their skills more creatively or help them develop management skills and leadership.
- 4.3 AVS, using the pilot evaluation, have had the scheme assessed by the Institute of Leadership and Management (ILM). Anyone completing a volunteering placement will receive an ILM accreditation in addition to the practical experience and learning gained.

- 4.4 ESV can help the Council fulfil its CSR by directly providing Council employee time, skills, knowledge and experience to support a variety of voluntary organisations / community projects within Selby district. This helps deliver community owned initiatives that in-turn has a positive influence on peoples perception and reputation of the Council and the people it employs.
- 4.5 It also helps to implement the Council's Corporate Plan, by helping people to help themselves, increasing capacity in community and charitable organisations, helping them grow and become more sustainable. It turn this may also assist in delivering the future Programme for Growth.

5. How will an ESV scheme operate?

- 5.1 If supported by the Executive, the ESV scheme will operate similar to the current Yorkshire Accord mentoring scheme the Council is a member of.
- 5.2 The scheme will require both HR and line management involvement. Line managers will need to ensure they are able to release the staff member, outline the benefit they wish to see come from the experience for the individual and the Organisation.
- 5.3 Human Resources (HR) will need to collate the application forms and ensure they have been completed correctly. HR may also want to be involved in the matching process, however, this is not essential, as it is the responsibility of the broker, in this case AVS.
- 5.4 The amount of time allotted by the employer/line manager will be at their discretion but within the time currently allowed for employee training so as not to increase the cost to the Council. The pilot ran for a period of three months, with each individual being allowed 10 hours of volunteering. It is recommended that for an individual it should not be less than this in order to ensure maximum benefit to both parties. Ideally, those selected should be allowed to complete a six month (20 hours) or twelve month (40 hours) placement.
- 5.5 For a team activity the time commitment will be for a half or a full day. The team's management would need to specify to the broker what the expected benefit / outcome was for the team, matched with the benefit for the charitable organisation / community project.
- 5.6 The time commitment to ESV will be created through 'Banked' training hours. For example, in the case of the individual allowed to volunteer for six months, they would carry out their normal duties during training hour for twenty weeks. The arrangement would be the same for a team. The direct cost paid to the Broker is explained below.

6. Legal/Financial Controls and other Policy matters

6.1 Legal Issues

There are no legal issues associated with this report

6.2 Financial Issues

Investing in ESV will have a direct cost to the Council, although this will be absorbed within the existing training budget. The inclusion of ESV will require reprioritisation of the current training and development programme. The costs are per placement and outlined in the table below is an illustration of the anticipated initial investment:

Placement type	Length of placement	No. of placements	Unit Cost £	Total Cost
Individual Learning	12 months	15	£199.00	£2,985.00
Community Challenge	2 x 1 day	2 x 8	£900.00	£1,800.00
TOTAL				£4,785.00

7. Conclusion

7.1 ESV provides the Core and Access Selby with an opportunity to widen workforce development whilst enhancing organisational profile and reputation. It helps to deliver the Organisational Development Strategy, the Corporate Plan and can assist delivery of the future Programme for Growth.

7.2 Finally, investing in this particular scheme helps Selby District Volunteer Centre to be a more sustainable social enterprise.

8. Background Documents

None

9. Contact Details

Drew Fussey
Development Manager (communities)
Selby District Council
dfussey@selby.gov.uk
01757292151

Agenda Item No: 4ii.

To: Access Selby Board
Date: Monday 21 January 2013
Author: Rob Williams - Business Transformation Officer

Title: Business Case – Mobile Working Procurement

Summary

To support the business case for the implementation of a new mobile working solution to mobilise the community officers team in the first instance and future development to incorporate other business areas and give authority for the procurement process to begin.

Recommendation

- i. That the go ahead is given by the ICT strategy board for the business case to go before the executive for the go ahead to go through procurement
- ii. And in turn an endorsement to start building a detailed project plan and put together a project team to work on the project.

1. Background

- 1.1 In August 2011 the community officers' team officially went live with the remit of managing most of the outside officer duties including tenancy and estate management, fly tipping and environmental health complaints and taxation exemptions and discounts.
- 1.2 It was seen as a priority to look at the mobile options available to help make the community officers' structure work as originally intended by giving them the necessary tools to do the job. The officers deliver a wide range of services, but contend with a number of system issues and the constant problem of receiving work from many different sources. In addition to this, the amount of administration and double handling occurring within the team is seriously reducing the amount of 'value' adding time.
- 1.3 To build the capacity necessary, a solution that fully integrates to the back office is required which eliminates the need to spend time in the office updating systems by using smart integrations so that other

business areas are informed of any actions they be required to do and involve a full trail of all undertakings, while removing the need to organise and prioritise workloads.

- 1.4 This was also seen as an opportunity to look at expanding the mobile platform, so other business areas with outside duties could benefit from the mobile platform.
- 1.5 By implementing a mobile working solution, it will help Access Selby achieve its key priorities as outlined in the business plan.

2. Conclusion

- 2.1 The implementation of a new mobile working solution will enable the community officers to work in the way it originally intended and will offer the opportunity for other business areas to utilise mobile working in the future.
- 2.2 A new mobile working solution will allow outside officers to work flexibly, making the most of every visit and providing a service that is better value for money.

3. Legal/Financial Controls and other Policy matters

3.1 Financial Issues

The table below shows a summary of the financial implications and potential savings.

Purchase and implementation costs are estimated at **£211K**, taking all costs into consideration including annual maintenance and anticipation savings, pay-back is expected in **year 2, 2014/15**.

Year	2013/14 (£000's)	2014/15 (£000's)	2015/16 (£000's)	2016/17 (£000's)	2017/18 (£000's)	Total
Set up Cost	81	130				211
Maintenance / Tariff	7	28.5	28.5	36.5	60.5	161
Maintenance / Other Saving		(5)	(16)	(16)	(16)	(53)
Net Total	88	153.5	12.5	20.5	44.5	319
Capacity Savings* (Staff Costs)		(158)	(158)	(158)	(158)	(632)
Total Cost / (Saving)	88	(4.5)	(145.5)	(137.5)	(113.5)	(313)

Contact Details: Rob Williams
Business Transformation Officer

Appendices: Appendix 1 - Mobile Working Business Case
Appendix 2 – Support Workers Case Study

Title **Business Case – Mobile Working Procurement**
To **ICT Strategy Board**
From **Rob Williams – Business Transformation Officer**
Date **18 December 2012**

1 **Introduction**

- 1.1 In August 2011 the community officers' team officially went live with the remit of managing most of the outside officer duties including tenancy and estate management, fly tipping and environmental health complaints and taxation exemptions and discounts.

It was seen as a priority to look at the mobile options available to help make the community officers' structure work as originally intended by giving them the necessary tools to do the job. The officers deliver a wide range of services, but contend with a number of system issues and the constant problem of receiving work from many different sources. In addition to this, the amount of administration and double handling occurring within the team is seriously reducing the amount of 'value' adding time.

To build the capacity necessary, a solution that fully integrates to the back office is required which eliminates the need to spend time in the office updating systems by using smart integrations so that other business areas are informed of any actions they be required to do and involve a full trail of all undertakings, while removing the need to organise and prioritise workloads.

This was also seen as an opportunity to look at expanding the mobile platform, so other business areas with outside duties could benefit from the mobile platform.

By implementing a mobile working solution, it will help Access Selby achieve its key priorities as outlined in the business plan.

2 **Mobile Working Options**

2.1 **Procurement Brief**

To help differentiate between the different options available, a brief specification was assembled detailing the requirements we should be looking for in a Mobile Working Solution:

- Solution should integrate with back office systems to remove double inputting
- Provide the visiting officer with enough information to perform visit
- Allow officers to spend more time out in the field instead of inside the office
- Should prioritise workload for officers
- Job queuing through a work tray function
- Offer appointments
- Should function with a signal and without
- Solution should be flexible enough to be developed
- Should mobilise all business areas
- Solution should work on any device
- Any added functionality or features the solution offers that we have not considered

2.2 Business Options

Below are the options presented to the ICT Strategy board held on the 14 May:

1. Do Nothing
2. Civica Mobile – developing the current mobile repairs function further
3. NDL 3rd party integration and mobile working software
4. Victoria Forms – Mobile eforms
5. Firmstep using the online user portal and offline eforms
6. 1st Touch Mobile
7. Go back to market

2.3 Preferred Option

Using the procurement brief above we were able to decide upon a solution we felt would help deliver our vision of modernising our work practices, allow us to move resources across the business to meet demand and offer a higher level of service for our customers while delivering it in an efficient manner.

This led to a solution like 1st Touch mobile being identified as an example of what is available and was seen as a viable example in principle to base the business case on.

The solution identified would help the users by giving them the necessary information to conduct each visit without the need of any prior research or information gathering while enabling them to deal with any ad hoc enquiries that may occur while out on site and would compliment the current ongoing CRM project.

The ICT board agreed that in principle the system looked like it could help us deliver our vision and recommended that potential users of the system were given the opportunity to see the solution in action and to offer opinion. On receipt of positive feedback we could begin to build a business case.

3 Project Delivery

3.1 Procurement

One of the options available to us is to procure a mobile working solution through the 'buying solutions framework' agreement. This EU compliant framework would allow us to run a mini tendering exercise without the need to go through a full pre qualification of suppliers etc – resulting in a much shorter tendering process than if we ran an open tender process ourselves. The process should take between 6 – 8 weeks to complete. This route to market is in line with Selby District Council Contract Procedure Rule (CPR) 20.3 – whereby no exemption is required due to the procurement through a rules compliant framework agreement.

Contracts have advised the competition would last for 4 weeks and would require some pre and post work which would equate to between 2 - 4 weeks work.

Potential tenders would go through a weighted evaluation and be invited to demonstrate their product. Their tender would be based upon a detailed procurement specification that would be assembled if the project was given the go ahead.

Procurement should take up to 8 weeks.

3.2 Position with Contracts

Due to the project being wholly reliant on mobile technology and mobile signals, the mobile phone contract is vital. Contracts have been involved and are aware of the amount of data

usage required and this will be considered if/when a new mobile contract is negotiated.

3.3 **Project Delivery**

A detailed project plan will be drawn up to ensure the project is executed correctly and is delivered in a controlled manner, due to the potential risk the project carries.

The plan will detail how the project will be delivered, the distribution of resource and list all major milestones.

It would be beneficial to approach this project in phases, with the community officers' team going first. An order of when business areas should be mobilised would be drawn up on approval of the project.

In addition to this, a detailed communication strategy will be drawn up describing how all stakeholders will be kept up to date, as this would be an opportunity to help buy in and adoption from business areas by promoting all success stories.

3.4 **Project Team**

The project delivery will form part of the Transformation Team's work plan. From discussions with other authorities that have implemented similar sized mobile working projects we have learnt that they have incorporated a 'Mobile working delivery team' made up of users and IT technicians (Data and Systems equivalents).

3.5 **Project Implementation**

Suppliers have indicated that implementation of systems typically takes between 8 - 12 weeks when current processes are carried across to the new system and a full time project team is in place.

Implementation would take longer if processes required improving as part of the delivery, if this was a requirement, this would require some careful scoping.

Future system developments would be identified as part of every improvement project conducted by the Transformation Team, plus any improvements identified by business areas and executed by the Data and Systems team.

4 **Resources**

4.1 Within the Transformation team work plan, one officer has been set aside to work on the delivery of the CRM and Mobile working projects full time.

4.2 By following the lessons learnt from other authorities, I would suggest assembling a dedicated project team to ensure a smooth project delivery.

The budget set by the ICT strategy board for the project would determine the project team size. Section 5.2 proposes a project team and cost based on other councils' experiences.

5 **Mobile Working Implementation Costs**

The costs and benefits listed within this report use 1st Touch Mobile as the example as this solution supported our vision more than any other system. However, this is only used as an example and the eventual supplier would be dependent upon procurement.

5.1 The table below shows the expenditure / savings plan (please see appendix 1 for realisation plan):

Year	2013/14 (£k)	2014/15 (£k)	2015/16 (£k)	2016/17 (£k)	2017/18 (£)	Total (£k)
Community Officer Roll-out:-						
Set up Capital	47					47
Hardware	8			8		15
Back-Filling Project Team	22					
Other Costs	4					4
Set up Costs	81			8		89
Maintenance	4	4	4	4	4	19
Mobile ariff T	3	3	3	3	3	15
On-going evenue Costs	7	7	7	7	7	34
Total Cost (CO's)	88	7	7	15	7	123
Capacity Saving		(85)	(85)	(85)	(85)	(339)
Net Cost / (Saving) CO's	88	(78)	(78)	(70)	(78)	(216)
Other Business Areas Roll-out:-						
Set up Capital		82				82
Hardware		32			32	63
Other Costs		16				16
Set up Costs		130			32	161
Maintenance		9	9	9	9	34
Mobile Tariff		13	13	13	13	50
On-going evenue Costs		21	21	21	21	84
Total Cost (OBA)		151	21	21	53	245
Capacity Saving		(73)	(73)	(73)	(73)	(291)
Maintenance Saving		(2)	(13)	(13)	(13)	(40)
Other Savings		(3)	(3)	(3)	(3)	(12)
Total Savings (OBA)		(77)	(88)	(88)	(88)	(343)
Net Cost / (Saving) OBA		73	(67)	(67)	(36)	(97)
Grand Total	88	(5)	(145)	(137)	(114)	(313)

5.2 Project Team Costs

The budget set by the ICT strategy board for the project would determine the number of team members and the amount of time dedicated to delivery.

Using a similar project team as proposed for the CRM implementation:

- 1 Project Manager (Transformation Team 4a equivalent)
- 2 IT Technicians (Data and Systems equivalent 2c)
- 2 Business Area representatives (in the first instance community officers 2c)

6 Expected Benefits

6.1

Benefit	Link to Business Plan
Improved Customer Service delivery through better use of resources	<ul style="list-style-type: none"> Right first time Improved demand management Increased flexible working based around CEF areas
Reduced expenditure on paper and storage of files and reduction in data protection risk	<ul style="list-style-type: none"> Understanding business cost
Reduced administration costs	<ul style="list-style-type: none"> Minimising back office process Build capacity to deliver more with less
Increased efficiency through automation of manual tasks	<ul style="list-style-type: none"> Minimising back office process Build capacity to deliver more with less Investment in ICT
Reduced IT costs through integration	<ul style="list-style-type: none"> Investment in ICT
Flexible and adaptable	<ul style="list-style-type: none"> Increased flexible working Implementing generic working Build capacity to deliver more with less
More time out of office and in the CEF areas	<ul style="list-style-type: none"> Increased flexible working based around CEF areas Investment in ICT

6.2 By procuring and implementing a new mobile working solution the following application savings could be made (please see appendix 1 for realisation plan):

Civica Mobile – Annual Maintenance	£6846
You Track Annual Maintenance	£1762
Langdales Parking Ticket Software Annual Maintenance	£4040
Total	£12,648 (3 systems removed)

6.3 **Capacity Benefits Identified so far** (please see appendix 1 for realisation plan):

Potential Action and business area	Investment needed to attain capacity gain	Capacity Time Gain (per year)	Capacity Gain Staff Cost***
Removal of administration (community officers)	Part of initial mobile working implementation + est. 256 hours tailoring	5000* hours Approx 3 FTE, 2c	£84,690
Sub Total for Community Officers	-	5000* hours 3 FTE, 2c	£84,690
Risk assessments automatically update back office system (Support Officers)	Part of mobile working set up + est 128 hours tailoring	3120 hours Approx 2 FTE, 1b	£36,360
Data input from customer visits (Support Officers)	Part of mobile working set up + est 128 hours tailoring	3120 hours Approx 2 FTE, 1b	£36,360

Subtotal for Support Officers	-	6240 hours 4 FTE, 1b	£72,720
Total	576 hours	5,000hrs / 3fte 2c 6,240/ 4fte 1b	£84,690 £72,720

*Supplier's estimation after looking at the work conducted by the community officers and the mobile modules they can offer.

*** Cost to the authority as a result of inefficient processes or systems

The table below shows the capacity savings over the next 5 years:

Year	2013/14	2014/15	2015/16	2016/17	2017/18	Total
Ongoing Capacity Savings (in Hours)	-	11,240	11,240 -	11,240 -	11,240 -	44,960 -
Ongoing Capacity Savings (in Staff costs for Access Selby)	-	£157,410	£157,410	£157,410	£157,410	£629,640

6.4 Further Benefits

Further benefits would be achieved by mobilising other business areas and these would be identified at the start of each project phase.

6.5 Realisation of Benefits

The capacity gains listed within section 6.3 and 6.4 have been identified through previous improvement projects and highlight the potential savings within the community officers and support officer's teams. These capacities puts Access Selby in the position to offer other commissioned services, develop business opportunities and in the case of the support officers have the capacity to build up a higher client base as outlined within our marketing plan.

7 Conclusion

- 7.1 The implementation of a new mobile working solution will enable the community officers to work in the way it originally intended and will offer the opportunity for other business areas to utilise mobile working in the future.

A new mobile working solution will allow outside officers to work flexibly, making the most of every visit and providing a service that is better value for money.

8 Recommendation

- 8.1 That the go ahead is given by the ICT strategy board for the business case to go before the executive for the go ahead to go through procurement
- 8.2 And in turn an endorsement to start building a detailed project plan and put together a project team to work on the project.

Appendix 1

Maintenance Savings and estimated realisation:

Potential Saving	2014/15
You Track Annual maintenance	£1762
Total	£1762

Potential Saving	2015/16
Langdales Parking Ticket Software	£4040
Civica Mobile	£6846
Total	£10,886

Capacity Savings and estimated realisation:

2014/15	Business Area	Hours	Staff Cost to Access Selby
Removal of administration	Community Officers	5000	£94,006
Risk Assessments	Support Officers	3120 2.08fte 1b	£37,814
Data Input	Support Officers	3120 2.08fte 1b	£37,814
Move to electronic files	Planning/Business Support	279 0.19fte 1b	£3,381
Total		6,519 4.35fte 1b	£173,015

Other Savings

2013/14	Business Area	Cash Saving
Removal of paper form printing	Support Officers	£2996.84
Total	-	£2996.84

Support Workers Case Study:

Background

The support service look after customers that require different levels of support to allow them either peace of mind or to stay in their homes on behalf of Selby District Council and North Yorkshire County Council, their role is to offer a range of care needs to the residents of Selby depending upon their care requirements.

Currently the support service supports 1112 customers through one of the following three ways:

- Lifeline service – which is based around a special pendant which can be pressed if the customer is in distress and requires assistance
- Level 1 – where they receive the lifeline service plus a initial assessment and a visit from a support officer every 6 weeks
- Level 2 – which is more intensive than level 1 as it includes weekly visits and daily phone calls.

Issue

The service is centred on a number of manual processes and double entry. The team has previously gone through a BPR project and has seen some positive improvements implemented such as start work from home; however the team is still spending many thousands of hours on manual data entry onto in some cases Microsoft office products instead due to not having a suitable IT solution on place.

- Currently **3120 hours per year** is taken up inputting the information gathered (again from a hand written form) at the assessment visit
- Another **3120 hours per year** is taken up inputting as a result of each check up meeting (again from a hand written form)
- A further **156 hours per year** is spent calling the contact centre to report repairs on behalf of the tenants
- Lastly **312 hours per year** is spent coming to the civic centre to drop paperwork off

Solution

The implementation of the new customer management system and mobile working solution would help modernise the service and reduce the need for paper forms and

Description of task currently	Frequency & Time Taken	Potential Change	Potential Saving
Risk/Needs assessments, SAP and Support Plan data input	Daily 20 hours per week per team	Information could be collected while on the visit and saved into the customer record through mobile working solution	20 hours per week per team 60 hours per week 3120 hours per year Staff time cost £29,390.40
Data input of customer reviews	Weekly 20 hours per week per team	Information could be collected while on the visit and saved into the customer record as with the assessment and support plan data through mobile working	20 hours per week per team 60 hours per week 3120 hours per year Staff time cost £29,390.40
Transporting paperwork to the Civic Centre for deletions etc	Weekly 2 hours per week per team	Information could be captured using eforms instead of being filled in by hand and then transferred electronically through the	2 hours per week per team 6 hours per week 312 hours per year

		customer management system	Staff time cost £2939.04 + petrol cost
Reporting Repairs	Daily 1 hour per week per team	Repairs could be reported using self service portal via web site whilst on site using both the customer management system and mobile working solution	1 hour per week per team
Details of repair taken while on visit, then phoned through to Contact Centre, who log the repair on the system			3 hours per week 156 hours per year Staff time cost £1469.52

Benefits

- Through the implementation of a new Customer management system and mobile working, up to 6708 hours of capacity could be built which equates to a staff cost of £63,189
- The capacity built would allow the support team to serve (based on a 3 way split) 319 further customers on level 1 support and another 106 customers on level 2 support and 559 new customers on lifeline.
- Remove the need for forms to be printed as the eForms would be used instead, currently conservatively 49 pages of forms are used per customer per year which equates to a printing saving of £2996.84 per year.
- Potentially reduce the amount of time each visit lasts – Reviews can take up to 2 hours, while a check up visit between 15 – 20 minutes

Opportunity

For Ryecare to be given access to the new customer management system so they follow our scripts and collect the information we require, it could also help to decide whether a situation is an emergency or if an officer is required.

Conclusion

The introduction of a new customer management system and mobile working would help automate a number of current manual processes, it would remove the need for officers to print and fill out paper forms then come back to the office to input, instead the mobile solution would allow them to fill out the necessary form electronically and this would then update the back office system.

This would also allow information to be passed to other business areas or partners (e.g. NYCC) automatically if this needs to be shared. Other processes such as delivering information to the civic centre and reporting repairs can also be automated by using the potential new software.

The capacity gained could be used to help reach our commercial lifeline aspirations or to encourage new users to take up one of the support packages, or the capacity could be used as part of a staff redeployment plan depending upon the needs of the business.

Agenda item No: 6.

To: Access Selby Board

Date: 21 January 2013

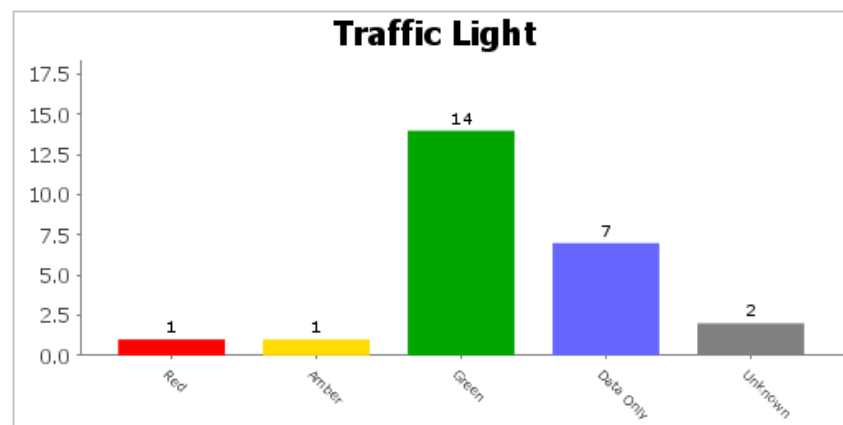
Author: Chris Smith - Lead Officer – Data & Systems

**Title: Access Selby 3rd Interim Key Performance Indicator Progress Report:
April 2012 – December 2012 (Quarter 3)**

1. Introduction and background

- 1.1 The Access Selby Business Plan contains key measures of business performance. These are managed across business areas by Business Managers and Lead Officers. Performance is measured using a traffic light sequence through the covalent performance management system.
- 1.2 A total of twenty-five key performance indicators were identified as a means to assess Access Selby Business Performance throughout the year. These are monitored against the targets set at the beginning of the year and are contained in the SLA.
- 1.3 Business managers continue to work with Lead Officers and The Core to develop new descriptions and measures of performance to meet with the timeframes contained with the SLA development plan.

2. Reported Performance against Target



- 2.1 Based on the performance data, results are above target on fourteen indicators with one indicator reported at Amber (SLA_019) and one indicator at Red status (SLA_018).
- 2.2 The number of indicators not reaching target is at a low level, however where underperformance is present, it is in the business area where an ongoing issue is recorded and where a plan has been implemented to improve performance in Benefits.

3. Conclusion

- 3.1 In summary, performance has been maintained in those indicators where data has been provided with improvements evident. Mechanisms have been put in place to resolve ongoing performance issues and these will continue throughout quarter 4.
- 3.2 Work continues in key project areas such as Business Intelligence, which will further deliver on the SLA requirements.

Contact Details: Chris Smith
Lead Officer – Data & Systems Access Selby

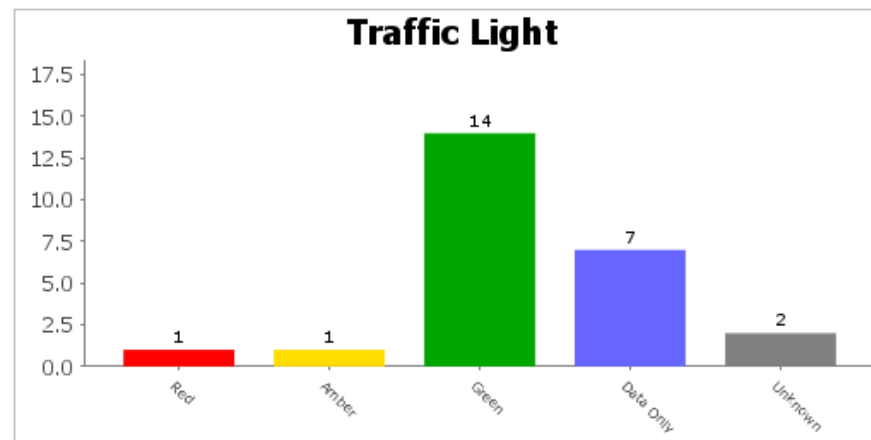
Appendices: Access Selby 3rd Interim Key Performance Indicator Progress Report:
April 2012 – December 2012

Access Selby 3rd Interim Key Performance Indicator Report: April 2012 – December 2012 (Quarter 3)









Report Type: PIs Report
Report Author: Data & Systems
Generated on: 10 January 2013

PI Status		Long Term Trends		Short Term Trends	
	Alert		Improving		Improving
	Warning		No Change		No Change
	OK		Getting Worse		Getting Worse
	Unknown				
	Data Only				


















Code	Short Name	Direction of Travel	Current Target	Current Value	Short Term Trend Arrow	Long Term Trend Arrow	Traffic Light	3 rd Quarter performance 2011-2012	Latest Note
SLA_001	% of satisfied customers	Aim to Maximise	60.00%	98.35%	↑	↑	🟢	97.04%	<p>How are we doing/Moving Forward?</p> <p>The scope has now been broadened to measure satisfaction across all public facing business areas following successful roll out of the customer pledge in accord with the approved timescale & project plan. The year to date results are therefore, extremely positive. As business intelligence emerges arising from the pledge we will be able to review the target.</p>
SLA_002	% of contact 'right first time'	Aim to Maximise	80.00%	90.50%	↓	↓	🟢	91.65%	<p>How are we doing/Moving Forward?</p> <p>Total of 32578 contacts were made to the CCC for the period 01/10/12 - 18/12/12. A total of 28991 were dealt with at 1st point of contact. This SLA indicator was calculated on the 18th December due to the Christmas holidays and the tight reporting deadline in January 2013. This good performance links to SLA001.</p>
SLA_003	% satisfied with street cleanliness	Aim to Maximise	70.00%	85.00%	↑	—	🟢		<p>How are we doing/Moving Forward?</p> <p>There has been an improvement in performance right across the service compared to Q2 with a reduction in the number of overall complaints and complaints about litter and dog bins, and an improvement in response times. This is as a result of targeted improvement work and proactive planning coming into leaf fall season.</p> <p>This resulted in the achievement of 85%</p>

Code	Short Name	Direction of Travel	Current Target	Current Value	Short Term Trend Arrow	Long Term Trend Arrow	Traffic Light	3 rd Quarter performance 2011-2012	Latest Note
									for the service for the third quarter. This is the first year we have calculated this KPI using this weighted method and we will continue to monitor it to ensure we are providing a fair and accurate picture of the service.
SLA_004	% satisfied with leisure facilities provided on behalf of the Council	Aim to Maximise	70.00%	78.00%					<p>How are we doing/Moving Forward?</p> <p>This is an annual target and is measured through an external suit of satisfaction surveys WLCT commission for all their sites and is carried out in March.</p> <p>In the meantime, we report interim results based on monitoring of complaints, which provides some measure of satisfaction until the formal survey results are reported.</p> <p>Complaints Between October and December just 2 complaints were received by the leisure service. One was related to a member of staff and one to the cancellation of a class. All complaints were responded to with the target of 7 days.</p>
SLA_009.1	% or repairs to council-owned properties completed within agreed timescales (EMERGENCY/URGENT REPAIRS combined)	Aim to Maximise	90.00%	95.88%				84.50%	<p>How are we doing/Moving Forward?</p> <p>Target continues to be met and sustained with a further improvement over last two months.</p> <p>A total of 4105 emergency/urgent repairs have been generated for the period April - December that is an increase of 315 repairs for the same period in 2011/12</p>

Code	Short Name	Direction of Travel	Current Target	Current Value	Short Term Trend Arrow	Long Term Trend Arrow	Traffic Light	3 rd Quarter performance 2011-2012	Latest Note
SLA_009.2	% or repairs to council-owned properties completed within agreed timescales (NON-URGENT REPAIRS)	Aim to Maximise	85.00%	98.81%	↑	↑	🟢	91.40%	How are we doing/Moving Forward? Target continues to be met and sustained with minimum variance month on month.
SLA_010	Average time taken to re-let local authority housing	Aim to Minimise	26 days	21.2 days	↑	↑	🟢	38 days	How are we doing/Moving Forward? Target continues to be met with processes constantly looked at for any areas of possible improvement. For January a possible dip in the figures may occur following the holiday period and the advertising cycle being extended but still expect to stay within the required target.
SLA_012	% of employees attaining behavioural competency key milestones	Aim to Maximise	90.00%						How are we doing/Moving Forward? This PI is currently under review to agree an appropriate measure of staff development and competence. In the meantime, we can report that performance contracts have been carried out for all staff and development plans are in place. Staff development is also supported by the Organisation Development Strategy which has a range of actions and measures to support the personal and professional development of the workforce
SLA_013	% increase in employees confidence and perception of the organisation	Aim to Maximise	Baseline	49.60%	↑	↑	📈	45.60%	How are we doing/Moving Forward? The overall percentage increase demonstrates the total number of people recording a positive response to the following question: I am excited about



Code	Short Name	Direction of Travel	Current Target	Current Value	Short Term Trend Arrow	Long Term Trend Arrow	Traffic Light	3 rd Quarter performance 2011-2012	Latest Note
									<p>being part of this organization in the future.</p> <p>There are 27 targeted questions in the survey, for which we can measure the positivity of the result. In 2012, 20 of these showed an increase in positive responses. The other questions relate to a range of issues, for example the organisation's core values. The Staff Survey action plan 2013 is designed to address these issues, alongside the themes picked up through the open-ended questions. The increase in positive responses in the 2012 survey can be mapped to work undertaken in direct response to the 2011 survey.</p>
SLA_014.1	Inspection of premises in accordance with statutory code of practice (High Risk)	Aim to Maximise	100.00%	97.22%	▬	↓	🟢	100.00%	<p>How are we doing/Moving Forward?</p> <p>Inspections of high-risk premises: Food hygiene, health and safety and PPC (environmental permits). Resources are focussed upon higher & medium risk premises (SLA14.1 & 14.2 respectively) in accord with risk-rating schemes contained in Statutory Codes of Practice thus protecting consumers' public health and supporting businesses. Resources and plans in place to achieve final quarter demand and performance in relation to annual inspection programme. Demand is comparable to previous years.</p>


Code	Short Name	Direction of Travel	Current Target	Current Value	Short Term Trend Arrow	Long Term Trend Arrow	Traffic Light	3 rd Quarter performance 2011-2012	Latest Note
SLA_014.2	Inspection of premises in accordance with statutory code of practice (Medium Risk)	Aim to Maximise	95.00%	95.48%					<p>How are we doing/Moving Forward?</p> <p>Inspections of medium risk premises: Food hygiene, health and safety and PPC (environmental permits). Resources are focussed upon higher & medium risk premises (SLA14.1 & 14.2 respectively) in accord with risk-rating schemes contained in Statutory Codes of Practice thus protecting consumers' public health and supporting businesses. Resources and plans in place to achieve final quarter demand and performance in relation to annual inspection programme. Demand is comparable to previous years.</p>
SLA_015	% Response to Environmental Health enquiries and complaints	Aim to Maximise	100.00%	100.00%				100.00%	<p>How are we doing/Moving Forward?</p> <p>Strong performance & compares well with sub regional target which is 95% through North Yorkshire Quality Management System (ISO accredited). Access Selby's performance in 2011/12 was 100%. Environmental Health business area has maintained this performance by focussing on specialist environmental health complaints with excellent support from community officers in respect of general environmental health enquiries & service requests. Demand is comparable to previous years.</p>

Code	Short Name	Direction of Travel	Current Target	Current Value	Short Term Trend Arrow	Long Term Trend Arrow	Traffic Light	3 rd Quarter performance 2011-2012	Latest Note
SLA_016	Number of high risk enforcement issues resolved	Aim to Maximise	60.00%	100.00%				100.00%	<p>How are we doing/Moving Forward? The enforcement team has achieved a 100 % resolution rate for high risk enforcement cases for the period 01st October 2012 – 31st December 2012.</p> <p>Year to date the Enforcement team have resolved</p> <ul style="list-style-type: none"> • 283 High Risk Enforcement Cases • 161 Medium/low Risk Enforcement Cases
SLA_018	% of new benefit claims and changes processed within 5 days upon receipt of complete application	Aim to Maximise	90.00%	80.73%				83.70%	<p>How are we doing/Moving Forward? Access Selby Management Group have agreed and implemented a benefits recovery plan directing additional resources to this area of the business in the context of national welfare reform and demand in accord with the priority to support vulnerable residents. Performance in December 2012 was 83.91% giving a year to date performance of 80.73%. The recovery plan projections are to achieve "amber" by March 2013 as improved performance in the fourth quarter impacts upon the annual cumulative performance.</p>
SLA_019	% of Council Tax debt recovered	Aim to Maximise	86.97% (97.90%)	86.70%				86.97%	<p>How are we doing/Moving Forward? Collection rate is currently 0.27% below target that equates to £114k in financial terms.</p> <p>The collection rate remains within normal monthly tolerances with robust recovery measures in force.</p>

Code	Short Name	Direction of Travel	Current Target	Current Value	Short Term Trend Arrow	Long Term Trend Arrow	Traffic Light	3 rd Quarter performance 2011-2012	Latest Note
SLA_020	% of Council Rent debt recovered	Aim to Maximise	97.38% (97.90)	97.92%	↑	↓	🟢	97.96%	<p>How are we doing/Moving Forward? Collection rate is ahead of target by 0.54% and slightly under year to date figure for December 2011 by 0.08%.</p> <p>We continue to proactively collect rent arrears by contacting tenants promptly. We have encouraged tenants in arrears to pay through the two non rent weeks in December and work closely with the Community Officers to support tenants and the Homeless Prevention team to prevent homelessness. We also work with the Benefits team and other external partner agencies to provide information, support and financial advice.</p>
SLA_021	% of applications considered within time under scheme of delegation	Aim to Maximise	70.00%	71.63%	↓	↓	🟢	84.04%	<p>How are we doing/Moving Forward?</p> <p>The main bulk of the backlog was determined within December (74.51%) this explains why the monthly performance has dipped slightly. However despite the monthly performance dipping the team still met its monthly target.</p> <p>With no significant designated backlog to deal with it is forecast that for the remainder of the year the monthly performance will be approximately 80%.</p> <p>It is forecast that the team will continue to build from the firm base that it now has to exceed the 70% target for year 2 and to be on course for attaining the 80% target for the commencement of year 3.</p>

Code	Short Name	Direction of Travel	Current Target	Current Value	Short Term Trend Arrow	Long Term Trend Arrow	Traffic Light	3 rd Quarter performance 2011-2012	Latest Note
SLA_022	Development of work program for policy development (Approve Priority)	Aim to Maximise	Baseline						<p>How are we doing/Moving Forward? There has been slippage in the work programme due to a further suspension by the Inspector to the LDF Examination in Public. At the request of Councillors Access Selby have brought forward the Anti Social Behaviour Policy plus providing additional support to developing the Countryside and Green Space Strategy.</p> <p>We have been working with Core with regard to the 5 big things which will inform the work programme for 2013/14.</p>
SLA_023	% of invoices paid on time	Aim to Maximise	80.00%	90.16%				76.66%	<p>How are we doing/Moving Forward? The year to date performance remains above target. The focus continues to be put on Business areas to ensure prompt payment of invoices to ensure that performance is maintained.</p>
SLA_025	% internal rate of return on commercial assets	Aim to Maximise	Baseline						<p>How are we doing/Moving Forward? This is an annual indicator and we are currently collecting the base data as part of the Asset Management Strategy. Target will be linked to the interest rate within the MTFS. A review of assets achieving less than 3% IRR will be undertaken in 2013/14</p>
SLA_026	Reducing internal costs on non operational sites	Aim to Maximise	Baseline						<p>How are we doing/Moving Forward? This is an annual indicator and we are currently collecting the base data as part of the Asset Management Strategy.</p>

Code	Short Name	Direction of Travel	Current Target	Current Value	Short Term Trend Arrow	Long Term Trend Arrow	Traffic Light	3 rd Quarter performance 2011-2012	Latest Note
SLA_027	% increase in income generation	Aim to Maximise	Baseline						<p>How are we doing/Moving Forward?</p> <p>The new and increased charges agreed in November and introduced in April 2012 are expected to exceed estimated additional income. A report was presented to Executive in November to consider exemptions to the MTFs for 2013/14. These have been agreed and will be implemented from 1 April 2013.</p>
SLA_028	Efficiency and productivity improvements (Delivering within Cost Envelope)	Aim to Maximise	Baseline						<p>How are we doing/Moving Forward?</p> <p>This is a KPI to be developed as part of the SLA with the CORE – to bring together all productivity and efficiency targets (currently SDV 28, 29 & 30).</p> <p>Access Selby has taken a number of steps to deliver effective and efficient services within the cost envelope. This includes the delivery of a range of BPI projects, robust financial management by Budget Officers and also the application of a flexible approach to the use of our resources which is a key value of Access Selby.</p>
SLA_029	% increase in productivity	Aim to Maximise	15.00%						<p>How are we doing/Moving Forward?</p> <p>Ongoing work to develop relevant and robust productivity measures across the business. This is integral to the Business Intelligence project and builds on the time recording project.</p>

Code	Short Name	Direction of Travel	Current Target	Current Value	Short Term Trend Arrow	Long Term Trend Arrow	Traffic Light	3 rd Quarter performance 2011-2012	Latest Note
SLA_030	% efficiency gain in commissioned services, whether financial or added value	Aim to Maximise	Baseline						<p>How are we doing/Moving Forward?</p> <p>Access Selby has achieved over £70k efficiency savings through smarter procurement and commissioning so far in 2012/13. Further efficiency savings are identified for 2013/14 through negotiated efficiencies with Enterprise. Full details are highlighted in the Access Selby Savings Plan</p>

Access Selby Monthly Performance Indicator Report: April 2012 – December 2012

Code	Short Name	Current Target	Apr 12	May 12	Jun 12	Jul 12	Aug 12	Sep 12	Oct 12	Nov 12	Dec 12	Jan 13	Feb 13	Mar 13	YTD
SDV009.1	% or repairs to council-owned properties (URGENT REPAIRS)	90.00%	88.09%	89.66%	100%	98.30%	99.73%	98.69%	97.10%	97.72%	98.54%	%	%	%	95.88%
SDV009.2	% or repairs to council-owned properties (NON-URGENT REPAIRS)	85.00%	98.03%	98.90%	98.82%	97.77%	99.63%	99.47%	99.02%	99.52%	98.41%	%	%	%	98.81%
SDV_010	Average time taken to re-let local authority housing	26 days	16.2 days	17.3 days	25.7 days	24.7 days	21 days	23.1 days	18.8 days	21.8 days	14.6 days	days	days	days	21.2 days
SDV_014.1	Inspection of premises in accordance with statutory code of practice (HR)	100%	100%	100%	100%	83.33%	100%	96.0%	100%	100%	100%	%	%	%	97.22%
SDV_014.2	Inspection of premises in accordance with statutory code of practice (MR)	95.00%	87.50%	100%	100%	89.66%	95.24%	98.23%	95.46%	100%	82.35%	%	%	%	95.48%

Code	Short Name	Current Target	Apr 12	May 12	Jun 12	Jul 12	Aug 12	Sep 12	Oct 12	Nov 12	Dec 12	Jan 13	Feb 13	Mar 13	YTD
SDV_015	% Response to Environmental Health enquiries and complaints	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	%	%	%	100%
SDV_018	% of new benefit claims and changes processed within 5 days upon receipt of complete application	85.00% (90.00%)	83.65%	79.82%	80.19%	81.67%	84.44%	77.93%	79.52%	76.55%	83.91%	%	%	%	80.73%
SDV_019	% of Council Tax debt recovered (these are YTD figures)	86.97% (97.90%)	11.75%	21.35%	30.48%	39.79%	49.06%	58.41%	68.30%	77.59%	86.70%	%	%	%	86.70%
SDV_020	% of Council Rent debt recovered (these are YTD figures)	97.38% (97.90%)	87.20%	92.04%	94.04%	94.68%	95.32%	95.76%	96.06%	96.39%	97.92%	%	%	%	97.92%
SDV_021	% of applications considered within time under scheme of delegation	70.00%	38.89%	52.06%	74.58%	62.79%	76.62%	80.44%	77.78%	80.95%	74.51%	%	%	%	71.63%
SDV_023	% of invoices paid on time	80.00%	94.63%	94.27%	84.21%	81.33%	92.91%	88.03%	90.04%	91.48%	93.68%	%	%	%	90.16%