

PORTFOLIO PERFORMANCE REPORT

PORTFOLIO	PORTFOLIO STATUS																	
<p>PORTFOLIO VISION: By 2014, Cardiff Council will be recognised as a high-performing provider of value for money services for its citizens and customers by transforming ways of working to make better use of skills, knowledge and assets.</p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 33%;">Previous</th> <th style="width: 33%;">CURRENT</th> <th style="width: 33%;">Future</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;"><input type="checkbox"/> Red</td> <td style="text-align: center;"><input type="checkbox"/> Red</td> <td style="text-align: center;"><input type="checkbox"/> Red</td> </tr> <tr> <td style="text-align: center;"><input checked="" type="checkbox"/> Red/Amber</td> <td style="text-align: center;"><input checked="" type="checkbox"/> Red/Amber</td> <td style="text-align: center;"><input checked="" type="checkbox"/> Red/Amber</td> </tr> <tr> <td style="text-align: center;"><input type="checkbox"/> Amber/Green</td> <td style="text-align: center;"><input type="checkbox"/> Amber/Green</td> <td style="text-align: center;"><input type="checkbox"/> Amber/Green</td> </tr> <tr> <td style="text-align: center;"><input type="checkbox"/> Green</td> <td style="text-align: center;"><input type="checkbox"/> Green</td> <td style="text-align: center;"><input type="checkbox"/> Green</td> </tr> </tbody> </table>	Previous	CURRENT	Future	<input type="checkbox"/> Red	<input type="checkbox"/> Red	<input type="checkbox"/> Red	<input checked="" type="checkbox"/> Red/Amber	<input checked="" type="checkbox"/> Red/Amber	<input checked="" type="checkbox"/> Red/Amber	<input type="checkbox"/> Amber/Green	<input type="checkbox"/> Amber/Green	<input type="checkbox"/> Amber/Green	<input type="checkbox"/> Green	<input type="checkbox"/> Green	<input type="checkbox"/> Green		
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Original non-financial benefits	Current forecast non-financial benefits
<ul style="list-style-type: none"> Improve our services to deliver value for money Develop the skills, experience and motivation of all our staff Make best use of our assets (buildings, relationships, reputation, information etc) Improve outcomes for citizens and customers 	<ul style="list-style-type: none"> As original forecast

PORTFOLIO UPDATE FOR THIS PERIOD:
<p>As part of the 2011/12 budget strategy, a 'Transformation Portfolio' was established with the aim of accelerating the changes started under the Strategic Transformational Change programme, delivering savings and efficiencies at the same time as improving services. Comprising of a number of programmes of projects, each under the direction of a 'Senior Responsible Officer' (SRO) from the Senior Leadership Team, £8.713m of savings were included in the 2011/12 budget under the Transformation Portfolio, of which £8.538m were achieved.</p> <p>Indications at Month 3 of 2012/13 are that savings of £8.6m will be achieved against this year's Portfolio budget target. This target includes £10.2m of efficiency savings, plus a further £0.7m which was brought forward from 2011/12 as base budget efficiency savings still to be found, giving a total of £10.9m. The current projected shortfall is therefore £2.3m. Portfolio Management Board is monitoring this situation carefully and Project Executives have been reminded of the need to deliver their savings in full. Over-recovery of savings from other projects is also being investigated. Where it is not possible to release these savings, service areas will be required to identify alternative savings in order to balance their budget in the current year.</p> <p>Total expenditure to support the delivery of the Portfolio in 2012/13 is projected at Month 3 to be £1.126m under the £3.676m allocated as part of the 2012/13 budget. This projected underspend is the result of changes in the way in which the Portfolio is managed, including a significant reduction in the use of consultants and external support. Following an internal recruitment process, two Programme Managers have now been appointed to support delivery of existing savings targets.</p> <p>A framework of regular formal reporting to the Executive and Scrutiny members was established in the last municipal year. Performance monitoring, including cashable savings forecasts, was built into quarterly Council-wide performance reports, while the Policy Review and Performance Scrutiny Committee received its first six month Portfolio performance update at its September 2011 meeting. Separate to this, individual Scrutiny Committees considered specific Transformation projects as appropriate to their terms of</p>

reference, and the Independent Audit Panel and Works Council received quarterly monitoring reports. The content and format of regular reporting to the Cabinet and new Committee membership will be revised in the coming months to meet Members' requirements.

Portfolio Management Board and the Transformation Management Office have undertaken a review of existing projects during Quarter 1, in order to 're-base' those which are ongoing, clarifying in-year activity. This has considerably reduced the number of ongoing projects, in addition to which a significant number of projects are planned to close in the next six months. Following this, proposals are under development in order to meet the identified need to reduce Council spend by at least £55 million over the medium term. Going forward, Cabinet members and senior officers will engage their entire teams in exploring how services can be re-shaped, prioritising essential services; simplifying processes and ensuring that services are designed and delivered for the benefit of service users and citizens.

Attached to this report is a 'dashboard view' of the current Portfolio structure, showing existing projects and programmes. Adhering to the Council's Risk Management Methodology, the programmes and projects are given a 'Red', 'Red/Amber', 'Amber/Green' or 'Green' status, based on a number of factors including the confidence that they will delivery their forecast benefits; their progress towards their project plan, and their current risk level. A brief summary of the current status of each programme is given below.

PROGRAMME UPDATE FOR THIS PERIOD:			
Prog ref	Programme Name	Programme Highlights	Status
CP	Commissioning & Procurement	<p>The C&P programme was set up to improve value for money through effective Commissioning & Procurement, by adopting new ways of working, and enhancing the capability of its staff and driving collaboration.</p> <p>The programme successfully delivered £1.615 of savings in 2011/12, against a target of £1.777.</p> <p>The Programme's overall status is at Red at Month 3 in 2012/13, as current projections are that there will be a £1m shortfall against this year's £3.6m budget target savings. Although it is anticipated that this shortfall will decrease through the year as Category Management savings opportunities plans become more robust. Recruitment to the Commissioning & Procurement structure is now largely complete, through delivery of the Procurement, Process, Organisation & Technology Process project, which has subsequently closed. This will assist in driving forward Category Management Opportunity Plans this year, helping the service to work towards meeting budget target savings. The programme has been considerably condensed in recent months, with the Category Management Process and Commissioning & Procurement Strategy projects having been successfully completed. The Stores & County Supplies project has been re-scoped, with the Stores element moving into the Facilities Management project, in order to</p>	Red

		ensure that its dependencies with the Shared Services programme are managed effectively. The County Supplies element has been developed into a stand-alone project within the Commissioning & Procurement programme.	
CS	Customer Service	<p>The former Citizen Focus programme was established with the aim of ensuring that citizens to access the services they need where they need/ want to and how they want to through joined up services and closer working between Cardiff Council and its partners.</p> <p>Following the addition of the former Service Redesign Customer Management project to the Citizen Focus programme, the programme was restructured into a 'Customer Service' programme in order to allow it to better prioritise the projects under its remit. A number of Customer Management workstreams were given project status in order to ensure effective delivery.</p> <p>The programme currently has a 'Red/Amber' status, as projections at Month 3 are that there will be a £272k shortfall against the programme's £463k 2012/13 budget target saving.</p>	Red/Amber
ETTC	Enabling Technology & Transformation Capability	<p>This programme was set up as an enabler programme to help the Cardiff Council develop the necessary technology and governance platforms to enable large scale transformation of the Council's infrastructure and services. Its aims have been to make the Council's ICT spend more effective, and to put in place more flexible reusable technology. As it is an enabler programme, no budget target saving was set for the programme in either 2011/12 or in 2012/13.</p> <p>Having put in place the Enterprise Architecture and Transformation teams in 2011/12, the programme has shifted focus to support projects' technology requirements to the end of the current financial year.</p>	Amber/ Green
LB	Land & Buildings	<p>The Land & Buildings programme was established to ensure that will be fewer buildings doing a better job for Cardiff Council, its partners and the community. Its aims have been to reduce the cost of running the office estate; improve the environmental performance and accessibility of office buildings; and create a better working environment for staff. The programme had no budget target saving in 2011/12 or 2012/13. As part of the Our Space project, in 2011/12 the programme achieved the relinquishment of</p>	Amber/ Green

		<p>three office buildings; an extensive communications with staff and the establishment of a 'Pilot Office' in County Hall to show staff the new 'Our Space' working environment; and the completion of the Wilcox House project resulting in a 74% uplift in occupation of that building. The programme also undertook a review of non-operational property.</p>	
PL	People & Leadership	<p>This People & Leadership programme was established primarily as an enabler for the other programmes within the Portfolio and to support the Council's staff during the transition process, by providing support, training, and the tools to enable projects and managers to achieve such goals.</p> <p>In 2011/12, the Programme established the Cardiff Council Academy, putting in place First Steps and Leadership training for Council staff. The programme also implemented the new Pay & Grading structure and the Employee Support Strategy.</p> <p>As an enabler programme, no budget target saving was allocated in 2011/12 or in 2012/13.</p>	Amber/ Green
SRI	Service Redesign - Improving Cardiff Environment	<p>As was briefed to the Policy Review & Performance Scrutiny Committee membership in January 2012, Portfolio Management Board approved the split of the former Service Redesign programme into three separate programmes in order to accommodate a number of additional 'Wave 2' projects. This strand aims to improve standards of open space maintenance and customer service.</p> <p>In 2011/12 the Service Redesign Improving Cardiff Environment programme delivered £4.323m of savings against a budget target of £4.139m. At Month 3 of 2012/13 it is forecast to achieve its full £2.540m target saving. As a result of difficulties in resourcing the programme in the first quarter of the year, the programme has a 'Red/Amber' status. It is anticipated that support arrangement put in place following the appointment of Programme Managers will improve this situation.</p>	Red/Amber
SRPS	Service Redesign - People	<p>As was briefed to the Policy Review & Performance Scrutiny Committee membership in January 2012, Portfolio Management Board approved the split of the former Service Redesign programme into three separate programmes in order to accommodate a number of additional 'Wave 2' projects.</p> <p>The Service Redesign – People programme currently</p>	Red

		<p>comprises the second phase of the Assessment & Care Management project, which is looking at the START service. In 2011/12 this project delivered £440k savings, a shortfall of £41k against its budget target. In 2012/13 it is currently projected to achieve £595k of savings.</p>	
SRPL	Service Redesign – Place Services	<p>As was briefed to the Policy Review & Performance Scrutiny Committee membership in January 2012, Portfolio Management Board approved the split of the former Service Redesign programme into three separate programmes in order to accommodate a number of additional ‘Wave 2’ projects.</p> <p>The Place Services programme, which includes Venues & Catering and Transport & Traffic Management projects, delivered £150k savings in 2011/12 and is forecast to achieve £703k savings in 2012/13, a shortfall of £273k. This shortfall, and programme resourcing issues has given the programme an overall ‘Red’ status. It is anticipated that support arrangement put in place following the appointment of Programme Managers will improve this situation.</p>	Red
SS	Shared Services	<p>The Shared Service programme was established to aid the Council in providing its back office services professionally and consistently using standardised processes and appropriate technology solutions to channel dispersed services along a single route, allowing the majority of staff time to be focussed on core service delivery to its citizens and customers.</p> <p>In 2011/12 the programme delivered significant savings of £2.124m, exceeding its budget target saving by £167k. It is currently projected to achieve an additional £1.931m savings in 2012/13. As a result, the status of this programme is Amber/Green.</p> <p>Non-cashable benefits delivered in 2011/12 included the creation of a centralised Communications & Media service; the roll out of Digigov technology solution to manage recruitment, Personal Performance & Development Reviews, Discipline & Grievance; the roll out of ‘Print Smart’ to core Council buildings; and the creation of a central ‘Service Desk’, bringing together ICT, facilities management and business administration support.</p>	Amber/ Green