

**POLICY REVIEW & PERFORMANCE
SCRUTINY COMMITTEE**

6 May 2014

CORPORATE RESOURCES DIRECTORATE DELIVERY PLAN

Reason for the Report

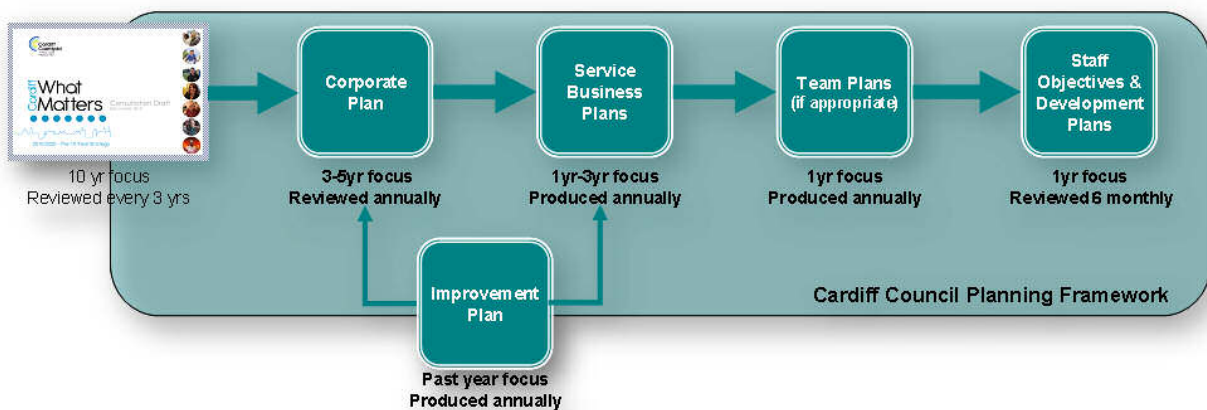
1. To enable Members to gain an overview of the Corporate Resources Directorate, the whole of which falls under the remit of this Committee. In addition, this item will enable the Committee to scrutinise the Directorate's key achievements during 2013/14, its contribution to delivering the Council's Corporate Plan 2014-17 as well as to delivering the Organisational Development Programme, and the challenges it faces as a Directorate.

Background

2. The Corporate Resources Directorate comprises:
 - Finance
 - Legal Services
 - Human Resources
 - Commissioning and Procurement
 - ICT
 - Enterprise Architecture
 - Health & Safety
 - Facilities Management
 - Central Transport Services and
 - Organisational Development.
3. The Corporate Plan 2014-17 was approved at Council on 27 February 2014. It set out three key priorities for Cardiff:
 - Economic development as the engine for growth and jobs;

- Education and skills for people of all ages to fulfil their potential and be well prepared for employment in the Cardiff economy and beyond; and
- Supporting vulnerable adults, children and young people in times of austerity.

4. The accompanying report stated that as part of the integrated corporate approach to support the implementation of the Corporate Plan, Directorate Delivery Plans would be developed containing more detailed objectives and outcomes. They would also further integrate financial and service planning. Directorate Delivery Plans should allow directorate, team and individual employee objectives to be aligned, thus supporting the Council's drive to improve. The Council's planning framework is set out below:



Issues

5. The Corporate Resources Directorate Delivery Plan is attached at **Appendix A**.

Following a standard format, it covers:

- Directorate Introduction
- Priorities
- Achievements in 2013/14
- Resources – Staff (e.g. number of Full Time Equivalent posts, staff composition, estimated leavers and number of vacant posts)
- Resources - Finance
- Action Plan and Performance Measures, including:
 - I. Corporate Plan and Cardiff Partnership Priorities
 - II. Key Management Priorities
 - III. Planning for the Future

IV. Key Performance Indicators.

Previous Scrutiny

6. This Committee has scrutinised a number of specific items relating to the Corporate Resources Directorate in the past year:
 - Members considered Facilities Management (FM) and Central Transport Services (CTS) in January 2014, following the reporting of unfavourable budget monitoring positions in both services, particularly in terms of their achievement of 2013/14 budget savings. The Committee was informed that CTS had been undertaking Service Improvement activity and were addressing working patterns to reduce levels of overtime. The Committee was also informed that CTS was investigating the feasibility of becoming a Trading Company. With regards to FM, the Committee noted that collaborative avenues were being pursued;
 - During that meeting Members also queried the budget proposal assessment process, as some CTS and FM savings for 2013/14 had been judged to be unachievable over the course of the year;
 - When it considered the draft 2014/15 Budget proposals in February 2014, the Committee expressed concern about the loss of capacity in the Resources Directorate and in particular from ICT, Finance and Legal Services. The Committee recommended that opportunities should be explored to expand CardiffWorks into the provision on non-clerical staff and to providing staff to other public sector bodies.

7. Members will also recall that the Committee considered proposals to create an Organisational Development Programme in May 2014, much of which will have an impact on the Resources Directorate. Underneath this overall Programme, sit five individual Programmes, including:
 - Strategic Commissioning
 - Customer & Community Focus
 - Assets/Infrastructure
 - Governance
 - Engagement & Improvement.

8. A copy of the agreed Programme is attached at **Appendix B**.

Scope of the Scrutiny

9. This item will provide the Committee with an opportunity to gain an understanding of the operations of the Corporate Resources Directorate and its objectives for this year.

It will also enable Members to enquire as to:

- How the Directorate is supporting delivery of the Corporate Plan and the Council's three key priorities;
- How the Directorate is contributing to the delivery of the Organisational Development Programme;
- How the Directorate is planning for the medium term;
- The key challenges facing the Directorate and how it is planning to meet them;
- The Directorate's resource levels and workforce planning;
- How it has been determined that the actions included in the Action Plan will help either improve the service, make it more effective, or enable it to deliver within the Council's financial context;
- How performance indicators and targets have been selected.

Way Forward

10. The Cabinet Member for Corporate Services and Performance, Councillor Graham Hinchey, has been invited to attend for this meeting. Christine Salter, Corporate Director Resources will be in attendance to answer Members' questions.

Legal Implications

11. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct legal implications. However, legal implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any legal implications arising from those recommendations. All decisions taken by or on behalf of the Council must (a) be within the legal powers of the Council; (b) comply with any procedural requirement imposed

by law; (c) be within the powers of the body or person exercising powers on behalf of the Council; (d) be undertaken in accordance with the procedural requirements imposed by the Council e.g. Scrutiny Procedure Rules; (e) be fully and properly informed; (f) be properly motivated; (g) be taken having regard to the Council's fiduciary duty to its taxpayers; and (h) be reasonable and proper in all the circumstances.

Financial Implications

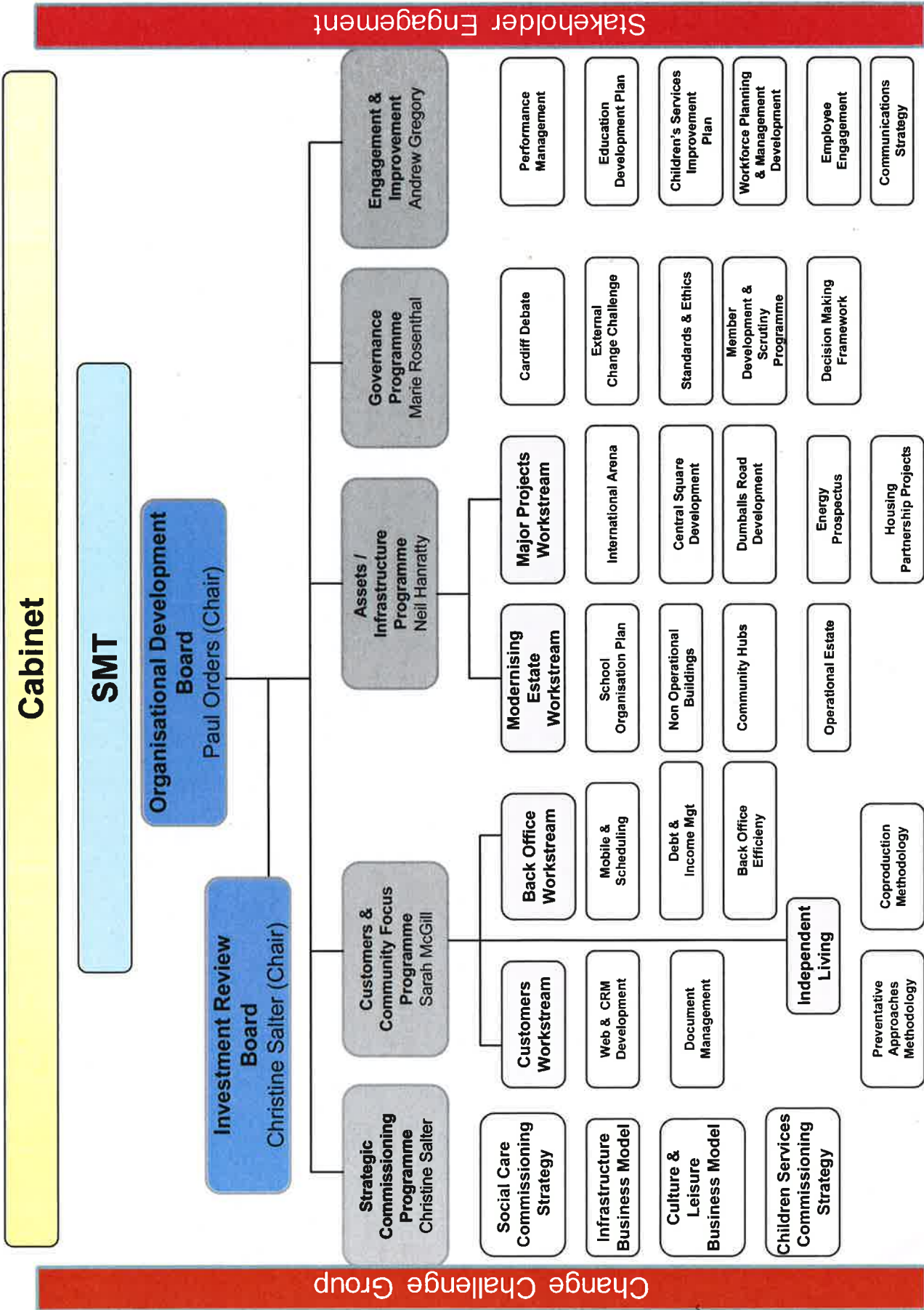
12. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct financial implications at this stage in relation to any of the work programme. However, financial implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any financial implications arising from those recommendations.

RECOMMENDATIONS

13. The Committee is recommended to:
- i. consider the information presented to them in this report and at the meeting;
 - ii. decide whether it wishes to build any of the issues discussed into its work programme for 2014/15;
 - iii. decide whether it wishes to make any recommendations to the Cabinet.

MARIE ROSENTHAL

County Clerk and Monitoring Officer
28 May 2014





Corporate Resources Directorate Delivery Plan 2014-2017

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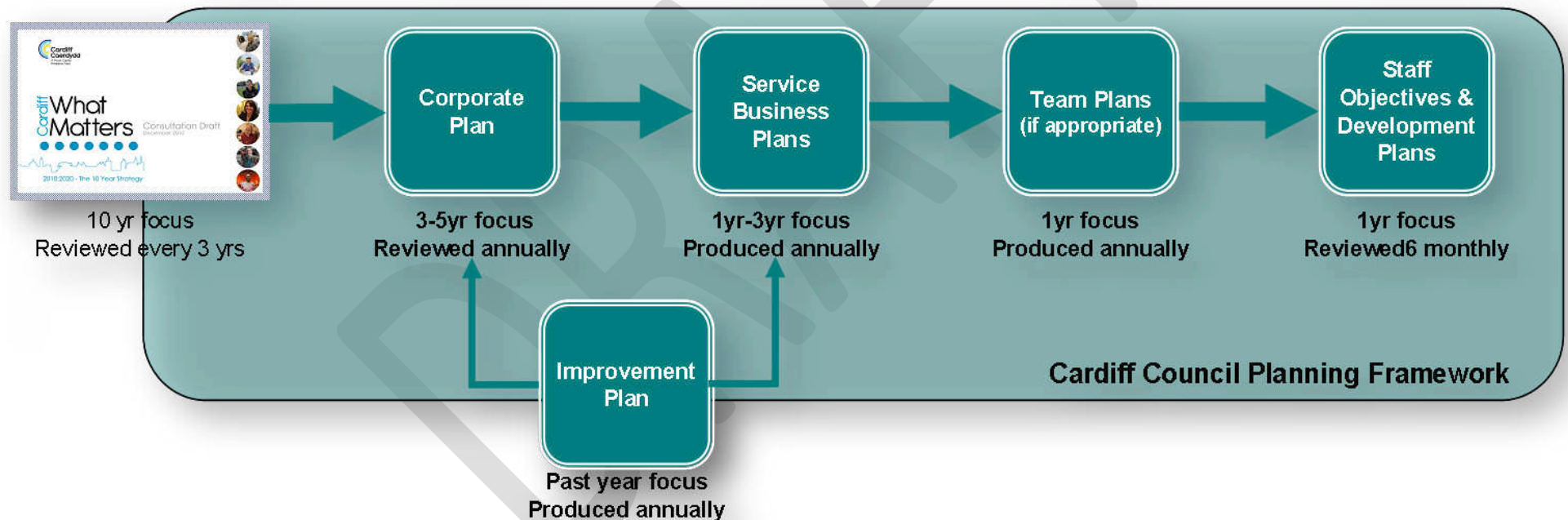
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Introduction

Cardiff's Corporate Plan 2014-17 sets out the Council's key improvement priorities for the next four years and focuses on delivering our vision in order to achieve better outcomes for our citizens.

This Directorate Delivery Plan identifies the contribution that we will make in 2014-15 to the Council's improvement priorities, and Corporate Plan. The Plan describes the continuing core services that we provide, contains an assessment of our achievements in 2013-14 and presents the service's priorities and commitments for 2014-15. The action plan details what actions will be taken and how success will be measured. Links are made to the Council's Medium Term Financial Strategy and the collaborative arrangements that will help us to deliver services in the future.

The diagram below shows the link between the long-term outcomes the Council wants to achieve for citizens and this Plan



Throughout the year, the Council will monitor progress against the commitments and measures of success that are detailed in this Plan and our achievements will be published in the Annual Improvement Report.

Key Issues

The Council, like all UK local authorities is facing the impact of the UK Government's austerity measures. Since 2010 £1.7 billion has been cut from Welsh Government funding, and inevitably these cuts are now having an impact on local government. Subsequently the Council is facing a significant funding reduction and will need to meet a budget shortfall of over £50 million in 2014-15 and an estimated £100 million shortfall over the next three years.

The Corporate Plan sets out three priorities for Cardiff:

- Economic development as the engine for growth and jobs;
- Education and skills for people of all ages to fulfil their potential and be well prepared for employment in the Cardiff economy and beyond; and
- Supporting vulnerable adults, children and young people in times of austerity

The Corporate Resources Directorate plays a vital role in the delivery of these priorities as well supporting other directorates in the delivery of their services. There is the aspiration within the Directorate to continue to provide a high level service acting as "Gatekeepers for Value for Money", "Making Cardiff good to do business with" and providing professional business support insight and guidance on Financial, Health & Safety, HR, Legal, Commissioning & Procurement and Technological issues to all Services, as well as the delivery of its objectives identified in the Corporate Business Plan. This enables Resources Directorate supports the three council priorities and improved outcomes for its citizens through supporting and for the Outcomes in the Corporate Plan

Our Priorities

Keys aspirations within the Directorate for 2014-15 include:

- Explore alternative delivery methods and other opportunities to increase profitability and provide a more performance focussed approach to efficient service delivery
- Establish a new partnering approach in relation to external Legal advise to secure better value for the Council
- Assist with key projects in relation to the Commissioning & Procurement work
- That the financial monitoring process will support directorates in achieving a balanced position against their budget in 2014/15 including achievement of budget savings
- That effective support will be provided to directorates both in relation to the 2015/16 budget process and in managing change and identifying alternative delivery models

- The automation of online forms to decrease the number of customer contacts, enable increased self service and increase income generation
- Effective support is provided to schools in ensuring that they maintain sustainable budgets during 2014/15 and the medium term
- Development and implementation of SharePoint ERDMS and Customer Relationship Management system (CRM)
- Support Directorates and work within the Resources Directorate to identify skill gaps to enable robust Workforce Planning for future service delivery
- Move all schools to Office 365 Cloud based solution to enable all teachers and pupils to access email and information
- Lead and develop the Council's approach to Strategic Commissioning to ensure the Council's services are planned and delivered based on an understanding of community and citizen need
- Establish a consistent and robust methodology for Service Reviews and consideration of Alternative Delivery Models
- Supporting the Schools Organisational Programme
- Implement the new PROACTIS and sourcing solution to improve buyers and suppliers
- Embed Category Management approach to manage external spend and to drive innovation through the strategic sourcing approach
- Continue to provide a professional, competent health & safety advisory and auditing service to the Council

Core Business

The Corporate Resources Directorate comprises of, Finance, HR People Services, ICT, Enterprise Architecture, Central Transport Services & Facilities Management (CTS & FM), Health & Safety, Legal, Commissioning & Procurement and Organisational Development. Corporate Resources support each of the three Corporate Priorities through supporting the Operations Directorate as well through delivery of its objectives.

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Our Achievements

During 2013-14 the authority was presented with significant challenges around delivery of services with decreased budgets and resources. The Resources Directorate supported Council wide activity undertaken through the budget monitoring and setting process, increased financial monitoring allowed issues to be flagged up early and actions be taken to mitigate these issues. The Directorate also provided professional & technical support and expert advice for project delivery, procurement, legal, health & safety and HR. Some key achievements underpinning the directorate were:

- Supported the implementation of organisational change through the schools organisational plan closure of Llandedryn School and the establishment of Eastern High
- Developed the workforce planning approach and tool to support revised work force planning as evidenced within the Peer review and embedded within the Directorate Delivery plan for 2014/15
- Cardiff Council was the first Council in Wales to undergo a Welsh Government Procurement fitness check and received a very positive classification 'as developing to advanced'
- Continued to support Directorates to deliver £10 million of cashable General Fund Savings over the last 3 years
- Worked with prime contractors to deliver community benefits on major contracts where applicable. 39 people, who had previously been unemployed for 6 months or longer, were employed and apprentice opportunities provided through the St Teilos School and Surf Centre projects
- Led and managed the successful Source Regional project, some of the Project successes include developing:
 - A Selling to the Council Guide template which has now been adopted by 3 other Councils
 - A Self Certification Form to make it easier for SMEs to bid for procurement opportunities. This was successfully piloted and is now being rolled out. The report on the pilot features as University of South Wales best practice academy
 - A Guide to Advertising Procurement Opportunities with Value Wales, this is to be used as a Policy Advice Note by Welsh Government
- Statement of Accounts for 2012/13 closed without qualification
- The financial monitoring process provided an early indication of significant directorate overspends. This enabled action to be taken at both a corporate and directorate level which significantly reduced the projected directorate overspends and enabled a balanced position to be reported at month 9
- Improvements to Council Tax recovery which include increasing the frequency of billing, introduction of rolling instalments, issuing reminders sooner and more frequent court action. In addition to this all Liability Orders are issued to bailiffs within 3 weeks for action. The combination of these matters has resulted in a predicted increase to the in year collection rate for this year
- Established the project to do the Blueprint of how the CRM can be implemented included the associated organisational change, on time, on quality and on budget
- Significant changes made in the way services are delivered through the Building Maintenance Framework. Procedures and processes have been developed/amended to support the framework

- A three year contract has been awarded for the hire and maintenance of refuse vehicles and the implementation of a new tyre contract has led to a better service and is predicting a saving of around £60,000 next year
- Identification of significant failings in the management and monitoring of contractors by the Council, and the shortfalls in the health and safety performance of contractors. Provided advice and guidance to address the failings
- Carried out health and safety inspections/audits in most Directorates/Service Areas and some schools. This included site visits to inspect contractors employed by the Council. This has been achieved despite a reduction in the number of Health and Safety Advisers
- Installation of Wifi in all Cardiff Schools
- Implemented SharePoint infrastructure to be used for Corporate Document Management and Web Content Management
- Office Rationalisation – relinquished 8 surplus office buildings realising £387,000 pa of revenue savings and £500,000 of capital receipts
- Positive progress from the ICO in regards to the Undertaking

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Resources

Staff

| | % | No. |
|---|--------|--------|
| FTE Posts * Occupied Posts excluding casual posts. | 0% | 826.22 |
| Number of Staff Headcount, including Temp and Perm staff. Excluding Casuals. | 0% | 924 |
| Male * Total number will be based on headcount, excluding casuals. | 51.73% | 478 |
| Female * Total number will be based on headcount, excluding casuals. | 48.27% | 446 |
| Temp * Temporary Contracts | 5.86% | 58 |
| Perm * Permanent Contracts | 94.14% | 931 |
| Estimated Leavers (excl Retirements (FTE)) Staff who have left the authority (individual posts) Leavers 2013/14 provided by HR Staff who are due to leave the authority 2014/ 2015 – Directorate to provide | 8.08% | 83 |
| Estimated Retirements (FTE) 65+ to be used (as no retirement age.) Normal retirements 2013/14 provided by HR Estimate to be provided by Directorates | 0.10% | 1 |
| Vacant Posts (FTE) Total number will be based on all vacant posts (funded or not); casual posts will be excluded. | 27.25% | 366 |

| Age Profile / Breakdown | 16-19 | 20-24 | 25-34 | 35-44 | 45-54 | 55-64 | 65-74 | 75+ |
|-------------------------|-------|-------|--------|--------|--------|--------|-------|-------|
| % of Staff * | 0.11% | 1.19% | 20.35% | 24.35% | 35.17% | 17.42% | 1.30% | 0.11% |
| Number of Staff * | 1 | 11 | 188 | 225 | 325 | 161 | 12 | 1 |

*Data correct on 14th March 2014

Context and Key Challenges

The Resources Directorate was formed in 2013/14 and has 924 staff across the nine areas providing a professional and technical service to the Authority. With 54% of the Directorate's workforce over the age of 45 and the risk of a reduction in staff, loss of expertise and a higher expectation of doing more with less, it is important that mitigations are in place to manage this. It is imperative that careful monitoring and prioritisation is undertaken in terms of core business and project support. This is particularly the case for financial, legal, HR and Commissioning & Procurement support for alternative delivery models.

The significant decreases in budgets and increased demand on services gives more emphasis to the importance of the work being undertaken by HR on Workforce Planning and for the Directorate to consider how it approaches and mitigates the loss of skills and plans for the future.

A key challenge for the Directorate is to retain, update and increase the skill mix across the Directorate to enable it to deal with the challenges ahead to support the organisation in the change agenda going forward. The Directorate also needs to ensure that there is the right skills mix sufficient to support the Commercial & Business Partnerships that will be required in line with the Alternative Service Delivery Models structures.

With an increased emphasis on Performance and Delivery, the key challenges the Directorate faces can be managed through the use of the Corporate Personal Performance and Development Reviews, it is important that all staff and teams can clearly identify and deliver their responsibilities and objectives that support the strategic priorities of the Authority. Management should also continue to manage sickness absence through monitoring and support to mitigate the increased pressure of service delivery with less resource and budget

Employee Budgets

The employee budget for 2014-15 is £36,524 million (including agency staff under the HR budget). This is a reduction of £3.3 million compared to 2013/14. The table below shows the expenditure analysis across the directorate.

| | Employees Expenditure 2013/14 £ |
|--|--|
| CTS/FM/Business Admin | 4,191,330 |
| Organisational Development | 987,290 |
| Commissioning & Procurement | 1,497,170 |
| Enterprise Architecture | 521,010 |
| Finance | 8,172,750 |
| Health & Safety | 231,420 |
| HRPS * | 10,347,110 |
| ICT | 4,191,330 |
| Legal Services | 2,060,990 |
| Grand Total | 36,524,390 |

*HRPS figure includes agency staff

Finance

| Budgets | Budget 2014/15 | | |
|-----------------------------|----------------------|-------------------|-------------------|
| | Expenditure £'000 | Income £'000 | Net £'000 |
| Business Admin | 620,780 | -435,110 | 185,670 |
| Organisational Development | 1,109,330 | -70,000 | 1,039,330 |
| Commissioning & Procurement | 1,627,110 | -751,000 | 876,110 |
| CTS | 1,052,140 | -479,450 | 572,690 |
| Enterprise Architecture | 676,880 | -16,000 | 660,880 |
| Finance | 8,831,000 | -3,623,440 | 5,207,560 |
| FM | 2,642,800 | -1,542,290 | 1,100,510 |
| Health & Safety | 269,070 | -62,690 | 206,380 |
| HRPS | 4,070,510 | -934,150 | 3,136,360 |
| ICT | 6,337,720 | -1,076,230 | 5,261,490 |
| Legal Services | 1,920,020 | -835,000 | 1,085,020 |
| Grand Total | 29,157,360 | -9,825,360 | 19,332,000 |

Key Context & Challenges

The net controllable budget for 2014/15 is £19,332,000. The Resources Directorate had to find savings of £5.4 million for 2014/15. This represents 30.4% of the net controllable budget and will be achieved by actions identified in the budget report. Increased financial monitoring and reporting will support other directorates in meeting their budgets savings as well as the Resources Directorates own savings. However further significant savings will need to be found for 2015/16.

The breakdown of these savings for 2014/15 is documented below and set out in the Budget Proposals:

| | Total £ |
|--|----------------|
| Business Admin | -36,610 |
| Business Process Improvement | -147,000 |
| Organisational Development | -707,000 |
| Commissioning & Procurement | -218,000 |
| Facilities Management | -65,000 |
| Finance | -1,242,000 |
| Fleet | -313,390 |
| Human Resources | -1,350,000 |
| ICT | -1,091,000 |
| Legal Services | -273,000 |
| Summary & Balances | 0 |
| Grand Total | -5,443,000 |

In order to deliver services and projects linked to our strategic priorities we will commit to exploring new ways of working, including looking at:

- Alternative Service Delivery Models
- Partnerships/collaboration with other Public bodies
- Strong financial control and advice
- Income generation

Action Plan and Performance Measures

Corporate Plan and Cardiff Partnership Priorities

| Action | | Ref No | F&ED8 Provide Professional and technical support for all directorates in introducing new ways of working from 2014 onwards | | |
|---|---|--|--|--|-------------------------------------|
| Link to Medium Term Financial Strategy | | <i>Efficiency savings</i> | | | |
| Partners | | <i>Vale of Glamorgan Council, Cardiff and Vale UHB</i> | | | |
| Ref | Directorate/Service Commitments | Officer Responsible | Milestones | | Performance Measures / Evidence Ref |
| CR01 | Development of a Customer Relationship Management System (CRM) | Ross Maude | Q1 Creation and presentation of the Outline Business Case to both Investment Review Board and informal cabinet to gain approval to proceed | | Completion of milestones |
| | | | Q2 Support the procurement process for the deployment of phase 1 of the CRM roadmap | | |
| | | | Q3 Enterprise Architecture creating signed off architecture products to clearly capture the implementation design. Supporting the project through critical analysis for both business and technical changes. | | |
| | | | Q4 Creation of the phase 2 scoping in consultation with a wide range of stakeholder groups, and based on the delivery capability of the organisation | | |
| CR02 | Development and implementation of the SharePoint Electronic Document Record Management System (EDRMS) | Ross Maude/ Vivienne Pearson | Q1 Service operationally ready for use | | EA1 |
| | | | Q2 One Service Area in process of coming online for use of EDRMS | | |
| | | | Q3 One Service Area operational in use of ERDMS and one Service Area in migration for use | | |
| | | | Q4 Two Service Areas operational and a third Service Area in migration | | |

| | | | | |
|-------------|---|------------------|--|--------------------------|
| CR03 | Develop a Corporate Apprenticeship and traineeship programme | Philip Lenz | Q1 Establish Corporate apprenticeship programme | HRPS1 |
| | | | Q2 Commence recruitment to apprenticeship programme | |
| | | | Q3 Induction/commencement of apprentices to Cardiff Council | |
| | | | Q4 Monitor apprentice programme | |
| CR04 | Lead and develop the Council's approach to Strategic Commissioning | Steve Robinson | Q1: Establish Strategic Commissioning Programme Complete Service Review and Alternative Service Delivery Model Toolkits Commence roll out Service Review Programme Ensure that Councillors and Senior Managers have a shared understanding of Strategic Commissioning | Completion of milestones |
| | | | Q2: Complete 1 st phase of Service Reviews and Alternative Service Deliver Model options analysis Publish a Statement of Strategic intent in relation to Strategic Commissioning | Completion of milestones |
| | | | Q3: Complete an internal commissioning capability review Complete Strategic Needs Assessment Complete detailed Business Cases for 1 st phase projects and submit for scrutiny | Completion of milestones |
| | | | Q4: Approve 1 st phase detailed business cases Complete Strategic Commissioning Toolkit | Completion of milestones |
| CR05 | Procurement work at a Partnership level | Steve Robinson | Q1 Actively explore the potential for joint commissioning and procurement opportunities with the Vale of Glamorgan Council and Cardiff & Vale UHB | Completion of milestones |
| | | | Q2-4 activity to be confirmed | |
| CR06 | Explore joint working with Vale of Glamorgan Council in respect of Health & Safety provision | Christina Lloyd | Q1 Review all Health & Safety activity currently undertaken Undertake exploratory discussions with the Vale of Glamorgan Council | Completion of milestones |
| | | | Q2-4 activity to be confirmed | |
| CR07 | Income generation opportunities for CTS, maximise profitability and alternative model of service delivery | Lesley Ironfield | Q1 Review all activity in FM & CTS | CTS1 |
| | | | Q2 Identify possible alternative delivery methods/income generation opportunities | |
| | | | Q3 Recommendations of alternative delivery methods/income | |

| | | | | |
|-------------|--|-----------------------------------|---|---|
| | | | generation opportunities to be implemented and action plan put in place | |
| | | | Q4 Implementation of action plan | |
| CR08 | Providing knowledge and added value to services to challenge and enable change as the Council moves forward with its programme of Organisational Change. | Legal, Finance, HR, C&P, EA & ICT | Relevant officers to provide support into the Organisational Development Board, the Investment Review Board and the programmes of Strategic Commissioning, Customer & Back Office Support, Assets/Infrastructure and People & Organisational Development. Meetings monthly plus support in between these meetings. | Support for the completion of milestones, including expedient responses to issues allocated to officers with Corporate Resources. |
| CR09 | Support Directorates in identifying skill gaps to enable robust Workforce Planning for future service delivery | Philip Lenz | Q1 Support Directorates in discussion on workforce data and skill requirements including roll out of Managers Guide to Workforce Planning | Completion of milestones |
| | | | Q2 Strategic Business Case to be developed to support the Workforce Planning IT solution | |
| | | | Q3 Consultation with key stakeholders on workforce planning requirements | |
| | | | Q4 Workforce planning approach for 2015/16 designed and agreed | |

| | | | | |
|---|--|---|--|--|
| Action | Ref No | F&ED9 Improve Council Tax Online payment and account management services for people in Cardiff to maximise collection rate by the end of 2014 | | |
| Link to Medium Term Financial Strategy | <i>Efficiency savings</i> | | | |
| Partners | | | | |
| Ref | Directorate/Service Commitments | Officer Responsible | Milestones | Performance Measures / Evidence Ref |
| CR10 | Implementation of Income Management System | Gary Watkins | Q1 Agree detailed project plan by end of April 2014 with a forecasted "Go Live" date | Completion of Milestones |

| | | | | |
|-------------|--|--------------|---|-------------------------------|
| | | | Q2 Implementation of and launch of Income Management System Q2 "Go Live" in September 2014 | |
| | | | Q4 Undertake monitoring of Income Management System | |
| CR11 | The automation of Online Forms to decrease the number of customer contacts and enable increased self service | Gary Watkins | Q1 Online Direct Debit form to be live and fully functional | CFH/007 (F&EDH) CFH/008 |
| | | | Q2 Agree prioritisation of phase 2 of online forms | |
| | | | Q3 Phase 2 implementation | |
| | | | Q4 Phase 2 go live and review | |
| CR12 | Implementation of Bailiff Regulations to comply with new regulations and to improve the processes and approach to retrieving lost income | Gary Watkins | Q1 Agree and implement Communication strategy | Completion of Milestones |
| | | | Q2 Pilot 1 area of Cardiff with 1 single bailiff company for all Cardiff Council activities | |
| | | | Q3 Review outcomes of pilot area | |
| | | | Q4 Implement framework and strategy for working practice | |
| CR13 | Maintain and improve collection rates with decreased resources | Gary Watkins | Q1 Monitoring of collection rates and mitigating actions if collection rates are below target | CFH/007 CFH/008 |
| | | | Q2 Monitoring of collection rates and mitigating actions if collection rates are below target | |
| | | | Q3 Monitoring of collection rates and mitigating actions if collection rates are below target | |
| | | | Q4 Monitoring of collection rates and mitigating actions if collection rates are below target | |

Key Management Priorities

| Ref | Directorate/Service Commitments | Officer Responsible | Milestones | Performance Measures / Evidence Ref |
|------|---|--|---|--|
| CR14 | Engage with stakeholders to ensure that audit investigations , risk/governance and project assurance services are effective in adding value | Derek King | Q1 Establish Audit Relationship Managers for each Directorate | Completion of milestones |
| | | | Q2 Quarterly meeting with Directors | |
| | | | Q3 Quarterly meeting with Directors | |
| | | | Q4 Quarterly meeting with Directors | |
| CR15 | Achieve agreed Budget Savings of £5.443 million in 2014/15 | Director Level | Q1 Quarterly reporting & monitoring | Monitoring reports |
| | | | Q2 Quarterly reporting & monitoring | |
| | | | Q3 Quarterly reporting & monitoring | |
| | | | Q4 Quarterly reporting & monitoring | |
| CR16 | Implementation of Legal Toolkit to increase efficiency in respect of legal input for projects | Shaun Jamieson | Q1 Produce and implement one precedent document | Completion and implementation of 6 precedent documents |
| | | | Q2 Produce and implement second precedent document | |
| | | | Q3 Produce and implement third and fourth precedent documents | |
| | | | Q4 Produce and implement final two precedent documents Review of success of documents implemented | |
| CR17 | Provide financial expertise and advice to support the delivery of Major Projects including the consideration of alternative delivery models | Marcia Sinfield | Support for Major Projects in line with the key milestones included in the following projects, SOP / Organic Waste/Dumballs Rd/Super Connected Cities, Housing Partnership Project Q1 Monitoring report at month 3 | Monitoring reports |
| | | | Q2 Monitoring report at month 6 | |
| | | | Q4 Monitoring report at month 10 | |
| CR18 | Manage the transfer of the Payroll team to HRPS with minimal impact on service delivery | Deborah Morley/ Lynne David/ Steve Jenkins | Q1 Agree arrangements with HRPS to resolve future structure and grades | Merging of teams |
| | | | Q2 Preparation of transition and implementation plan | |
| | | | Q3 Implementation of transfer of staff from Payroll to HRPS | |
| | | | Q4 Review and monitoring arrangements | |

| Ref | Directorate/Service Commitments | Officer Responsible | Milestones | Performance Measures / Evidence Ref |
|------|---|---------------------|--|-------------------------------------|
| CR19 | Manage the transfer of Shared Services, Monitoring and Finance Team into Exchequer and Development | Steve Jenkins | Q1 Transfer of staff and responsibilities from Shared Services, Monitoring and Finance Team into Exchequer & Development | Merging of teams |
| | | | Q2 Initiate review of systems and procedures | |
| | | | Q3 Preparation of action plan | |
| | | | Q4 Implementation of action plan | |
| CR20 | Ensure that all staff complete a personal performance review | All | Q1 All staff to have PPDR initiated | OP3 |
| | | | Q2 All staff to have objectives finalised by Line Manager | |
| | | | Q3 All staff to have completed six month review | |
| | | | Q4 All staff to have completed end of year PPDR | |
| CR21 | Maximise profitability on income streams across the Directorate | OM Level | Q1 Increased number of successful bids for grants Identify opportunities in CTS for additional income with other public sector organisations | CTS1 |
| | | | Q2 Progress opportunities in CTS for additional income with other public sector organisations | |
| | | | Q3 Activity to be confirmed based on outcomes of Q1 and Q2 | |
| | | | Q4 Activity to be confirmed based on outcomes of Q1, Q2 & Q3 | |
| CR22 | Reduce levels of sickness absence through increased monitoring and support for staff and management | Philip Lenz | Q1 Reporting of quarterly result | OPA |
| | | | Q2 Reporting of quarterly result | |
| | | | Q3 Reporting of quarterly result | |
| | | | Q4 Reporting of quarterly result | |
| CR23 | Proactive Management of the Partial VAT exemption | Gary Watkins | Q1 Quarterly review meetings with Project & Technical Accountancy and Review of VAT exemption calculation to identify risk at an early stage to minimise potential impacts | VAT exemption not exceeding 5% |
| | | | Q2 Quarterly review meetings with Project & Technical Accountancy and Review of VAT exemption calculation to identify risk at an early stage to minimise potential impacts | |
| | | | Q3 Quarterly review meetings with Project & Technical Accountancy and Review of VAT exemption calculation to identify | |

Accountancy and Review of VAT exemption calculation to identify

| Ref | Directorate/Service Commitments | Officer Responsible | Milestones | Performance Measures / Evidence Ref |
|------|---|--------------------------------|---|---|
| | | | risk at an early stage to minimise potential impacts | |
| | | | Q4 Quarterly review meetings with Project & Technical Accountancy and Review of VAT exemption calculation to identify risk at an early stage to minimise potential impacts | |
| CR24 | Implement a formal Framework for external expert VAT advice | Gary Watkins | Q1 Evaluate tender exercise for external expert VAT advice and award contract | Awarding of contract |
| | | | Q2 Monitor performance of contract | |
| | | | Q3 Monitor performance of contract and close action | |
| CR25 | Providing financial monitoring which aids Services to proactively manage change. Identifying early those schools causing financial concern and ensuring that all deficit applications are supported by robust medium term plans and are responded to promptly | Allan Evans | Q1 Financial monitoring undertaken with directorates including early identification of pressures | Monitoring reports |
| | | | Q2 Reports for months 3 to 5 provided to Directors and Cabinet Members. Report to Cabinet in September | |
| | | | Q3 Reports for months 6 to 8 provided to Directors and Cabinet Members. Report to Cabinet in December | |
| | | | Q4 Reports for months 9 to 10 provided to Directors and Cabinet Members. Report to Cabinet in February | |
| CR26 | Provide Capital and Revenue monitoring and management information for member and corporate reporting | Allan Evans /Marcia Sinfield | Q1 Cabinet and individual cabinet member monitoring report at month 3 | Submission of reports |
| | | | Q2 Cabinet and individual cabinet member monitoring report at month 6 | |
| | | | Q3 Cabinet and individual cabinet member monitoring report at month 8 | |
| | | | Q4 Cabinet and individual cabinet member monitoring report for outturn figures | |
| CR27 | Improve awareness and the understanding of commissioning and procurement policies and procedures | Steve Robinson/ Shaun Jamieson | Q1 Develop revised draft Contract Standing Orders and Procurement Rules (CSOPR) Roll out 1 Passport to Procurement modules starting with Buying Responsibly Produce quarterly compliance report for SMT, Directorates and | Quarterly Compliance Figures and monitoring |

| Ref | Directorate/Service Commitments | Officer Responsible | Milestones | Performance Measures / Evidence Ref |
|------|--|---------------------|--|-------------------------------------|
| | | | <p>Cabinet Lead</p> <p>Q2 Develop and deliver a Contract Standing Orders and Procurement Rules (CSOPR) training programme with Internal Audit as part of Passport to Procurement Programme Publish revised Contract Standing Orders and Procurement Rules (CSOPR) Roll out 1 Passport to Procurement module Produce quarterly compliance report for SMT, Directorates and Cabinet Lead</p> <p>Q3 Roll out 2 Passport to Procurement modules Produce quarterly compliance report for SMT, Directorates and Cabinet Lead</p> <p>Q4 Produce quarterly compliance report for SMT, Directorates and Cabinet Lead Roll out 2 Passport to Procurement modules</p> | |
| CR28 | Embed the category management approach to the way we procure external goods, services and works that will release cashable savings through our Commissioning and Procurement Programme | Steve Robinson | <p>Q1 Pilot draft Category Management Toolkit Ensure that a Procurement Plan is completed for all procurements over £150,000(Goods/Services) and £1m for Works Produce Procurement Forward Plan for Cabinet Support the delivery of annual General Fund cashable savings of £4 million</p> <p>Q2 Release Category Management Toolkit Ensure that a Procurement Plan is completed for all procurements over £150,000(Goods/Services) and £1m for Works Support the delivery of annual General Fund cashable savings of £4 million</p> <p>Q3 Ensure that a Procurement Plan is completed for all procurements over £150,000 (Goods/Services) and £1m for Works Support the delivery of annual General Fund cashable savings of</p> | C&P1 |

| Ref | Directorate/Service Commitments | Officer Responsible | Milestones | Performance Measures / Evidence Ref |
|------|--|---------------------------------|---|-------------------------------------|
| | | | £4 million | |
| | | | Q4 Ensure that a Contract Management Plan is completed for all procurements over £150,000 (Goods/Services) and £1m for Works. Support the delivery of annual General Fund cashable savings of £4 million | |
| CR29 | Maximise local gains from public service procurement arrangements by progressing the Source Cardiff initiative to improve access for local companies | Steve Robinson | Q1 Submit Source Regional bid for to Welsh Government Trainee and agree work programme for 2014/15 Launch PROACTIS sourcing solution and roll training | Completion of milestones |
| | | | Q2 PROACTIS – further develop project functionality Pilot the advertising of tender opportunities between £25,000 and OJEU (Official Journal of the European Union) thresholds | |
| | | | Q3 PROACTIS – further develop project functionality Advertise the majority of tender opportunities between £25,000 and OJEU thresholds to regional companies through PROACTIS | |
| | | | Q4 Advertise the majority of tender opportunities between £25,000 and monitor OJEU thresholds to regional companies through PROACTIS | |
| CR30 | Development of the 2015/16 Budget strategy and medium term financial strategy Supporting Directorates with the Budget Setting process to identify savings | Allan Evans/ Marcia Sinfield | Q1 Facilitate the identification of an updated budget strategy including budget information packs and workshops Support provided as required depending on budget strategy. | Completion of milestones |
| | | | Q2 Put forward a Budget Strategy to Cabinet and Council which should include further consideration of both the budget timetable and budget consultation process. Finalise guidance on the identification of savings by directorates Support provided as required depending on budget strategy. | |
| | | | Q3 Collate and review savings proposals for both revenue and capital Support provided as required depending on budget strategy | |

| Ref | Directorate/Service Commitments | Officer Responsible | Milestones | Performance Measures / Evidence Ref |
|------|---|---------------------|---|--|
| | | | Q4 Prepare the 2015/16 Budget Report for February Council Finalise directorate budgets. | |
| CR31 | Bring the Legal aspect of insurance cases in-house to be resolved internally to divert money from external companies by year end | Shaun Jamieson | Q1 Identify and undertaken training needs | Number of cases dealt with internally |
| | | | Q2 Seek independent review of process to ensure cases will be handled in appropriate and secure manner | |
| | | | Q3 Identify cases to be dealt with internally | |
| | | | Q4 Three cases to have been taken on | |
| CR32 | Contribute to the development of the Single Fraud Service through liaising with the Department for Work and Pensions & other Local Authorities | Derek King | Q1 Pilot Scheme | Completion of milestones |
| | | | Q2 Monitor scheme and expand | |
| | | | Q3 Undertake review of scheme | |
| | | | Q4 Report success of scheme to Management | |
| CR33 | Provide Programme Management expertise and advice to support the delivery of the strategic projects within the Assets Programme of Organisational Development | Janine Nightingale | Q1 Support for major projects including Office Rationalisation, Dumballs Road and Alternative Delivery Models Monitoring of progress through highlight reports, financial monitoring, programme boards and the effective use of Governance | Monitoring through highlight reports and programme board |
| | | | Q2 Support for major projects including Office Rationalisation, Dumballs Road and Alternative Delivery Models Monitoring of progress through highlight reports, financial monitoring, programme boards and the effective use of Governance | |
| | | | Q3 Support for major projects including Office Rationalisation, Dumballs Road and Alternative Delivery Models Monitoring of progress through highlight reports, financial monitoring, programme boards and the effective use of Governance | |
| | | | Q4 Support for major projects including Office Rationalisation, Dumballs Road and Alternative Delivery Models Monitoring of progress through highlight reports, financial monitoring, programme boards and the effective use of | |

| Ref | Directorate/Service Commitments | Officer Responsible | Milestones | Performance Measures / Evidence Ref |
|------|--|---------------------|---|-------------------------------------|
| | | | Governance | |
| CR34 | Replacement of ageing hardware, servers and desktops to support the core elements of the IT strategy | Phil Bear | Q1 Migrate all staff to new Microsoft Exchange 2010 email | 25 % migrated by end June |
| | | | Q1 Replace corporate tape back-ups library with disc to disc back ups | 50% completed by end June |
| | | | Q1 Upgrade all PCs and thin clients to Windows 7 and Office 2010 | 75% completed by end June |
| | | | Q1 Replace current corporate Wi-Fi | New model defined by end June |
| | | | Q2 Migrate all staff to new Microsoft Exchange 2010 email | 50 % migrated by end Sept |
| | | | Q2 Replace corporate tape back-ups library with disc to disc back ups | 100% completed by end Sept |
| | | | Q2 Upgrade all PCs and thin clients to Windows 7 and Office 2010 | 100% completed by end Sept |
| | | | Q2 Replace current corporate Wi-Fi | 33% completed by end Sept |
| | | | Q3 Migrate all staff to new Microsoft Exchange 2010 email | 75 % migrated by end Dec |
| | | | Q3 Replace corporate tape back-ups library with disc to disc back ups | 100% completed by end Dec |
| | | | Q3 Upgrade all PCs and thin clients to windows 7 and office 2010 | 100% completed by end Dec |

| Ref | Directorate/Service Commitments | Officer Responsible | Milestones | Performance Measures / Evidence Ref |
|-------------|---|---------------------|---|-------------------------------------|
| | | | Q3 Replace current corporate Wi-Fi | 66% completed by end Dec |
| | | | Q4 Migrate all staff to new Microsoft Exchange 2010 email | 100 % migrated by end March 15 |
| | | | Q4 Replace corporate tape back-ups library with disc to disc back ups | 100% completed by end March 15 |
| | | | Q4 Upgrade all PCs and thin clients to Windows 7 and Office 2010 | 100% completed by end March 15 |
| | | | Q4 Replace current corporate Wi-Fi | 100% completed by end March 15 |
| CR35 | Move all schools to Office 365 Cloud based solution to enable all teachers and pupils to access email and information | Phil Bear | Q1 50% of schools to be complete by end of Quarter 1 | 50% of schools complete |
| | | | Q2 100% of schools to be complete by end of Quarter 2 | 100% of schools complete |
| CR36 | Improve awareness of Information Governance and Records Management across the Council | Vivienne Pearson | Q1 Full suite of Policies (7) approved by Cabinet by June Roll out Information Governance training (ongoing from March) SharePoint Implementation Strategy/Plan by June | Completion of milestones IG1 |
| | | | Q2 Information Strategy and linkage of governance of ERDMS/CRM by end of July Roll out SharePoint Implementation Strategy | |
| | | | Q3 Establish data sets requirements and publication arrangements | |
| | | | Q4 Establish Corporate ownership of all CCTV devices by March 2015 | |

Planning for the future

| Ref | Potential Impacts | Officer Responsible | Mitigating Actions | Performance Measures / Evidence Ref |
|------|---|---------------------|---|-------------------------------------|
| CR37 | Further decrease in Budgets | Director / OM Level | Carry out Service Reviews to seek alternative delivery models | |
| | | | Identify the statutory functions of the business, analyse how they are delivered and identify areas where alternative delivery models could be adopted | |
| | | | Re-prioritisation of strategic Commissioning & Procurement work | |
| CR38 | Ability to generate income to support the directorate/Council functions | Director / OM Level | Analysis of cost of providing services demanded and exploration of bringing income through provision of services to other bodies | |
| CR39 | Increased demand on services provided | Director / OM Level | Analysis of demand for service, volumes of customers seeking services (internally and externally) and types of service demand | |
| | | | Exploit technology solutions in regards to Online Payments, CRM "Single view of the customer" and "One Council" Technology | |
| | | | Create/further explore systems/processes for internal and external customers to be able to access services through a self serve platform (Legal, HRPS, ICT and Finance) | |
| | | | Development/introduction of self help tool kits | |

Key Performance Indicators

The suite of indicators below link to actions being delivered that support the three Corporate Outcomes for Cardiff Citizens. There are a number of indicators across the nine areas of the directorate at a local indicator level and these feature in team plans.

| Ref | Performance Indicator | 2012-13 Outcome | 2014-15 Target | 2015-16 Target | 2016-17 Target | Action Ref |
|---------------------|---|--------------------|------------------------------|----------------|----------------|--------------|
| CFH/007 (F&EDH) | Council Tax Collection rates - The percentage of council tax due for the financial year which was received by the authority | 95.34% | 96.2% | 96.3% | 96.5% | CR11 CR13 |
| CFH/008 | NNDR Collections - The amount of non-domestic rates received during the year, net of refunds | 94.91% | 96.5% | 96.75% | 97.0% | CR11 CR13 |
| FS/CORK PI 29 | The percentage of final grant claims processed and submitted by the service area within externally set deadlines | 87% | 95% | 95% | 95% | CR21 |
| EA1 | Number of users operationally using the ERDMS | N/A | 300 | 1,000 | 3,000 | CR02 |
| OPA | Reduce levels of sickness absence through increased monitoring and support for staff and management | 11.71 days per FTE | 9 FTE days lost per employee | TBC | TBC | CR22 |
| OP3 | Ensure that all Staff complete a personal performance & development review | TBC | 100% | 100% | 100% | CR20 |
| ICT02_ Applications | Reliability of top 10 applications | 99.65% | 99.9% | 99.9% | 99.9% | CR34 |
| ICT01 | Internal Customer Satisfaction of ICT services | 90.25% | 90% | 90% | 90% | CR34 |
| C&P1 | Ensure that a Procurement Plan is completed for all procurements over £150,000(Goods/Services) and £1m for Works | N/A | 90% | 92% | 95% | CR28 |
| F&EDG | Qualifications on Cardiff accounts | N/A | N/A | N/A | N/A | F&ED8 |
| IG01 | Compliance of Freedom of Information, Subject Access and Environmental Information Regulation Requests | 61.5% | 85% | 85% | 85% | CR36 |
| CTS1 | Increase Profit Margins in CTS | N/A | 5% | 3% | 2% | CR07 |
| HRPS1 | Number of Corporate Apprenticeships and traineeships offered | N/A | 10 | 12 | 15 | CR03 |