

Audit, Risk & Procurement Divisional Business Plan & Scorecard 2010/13

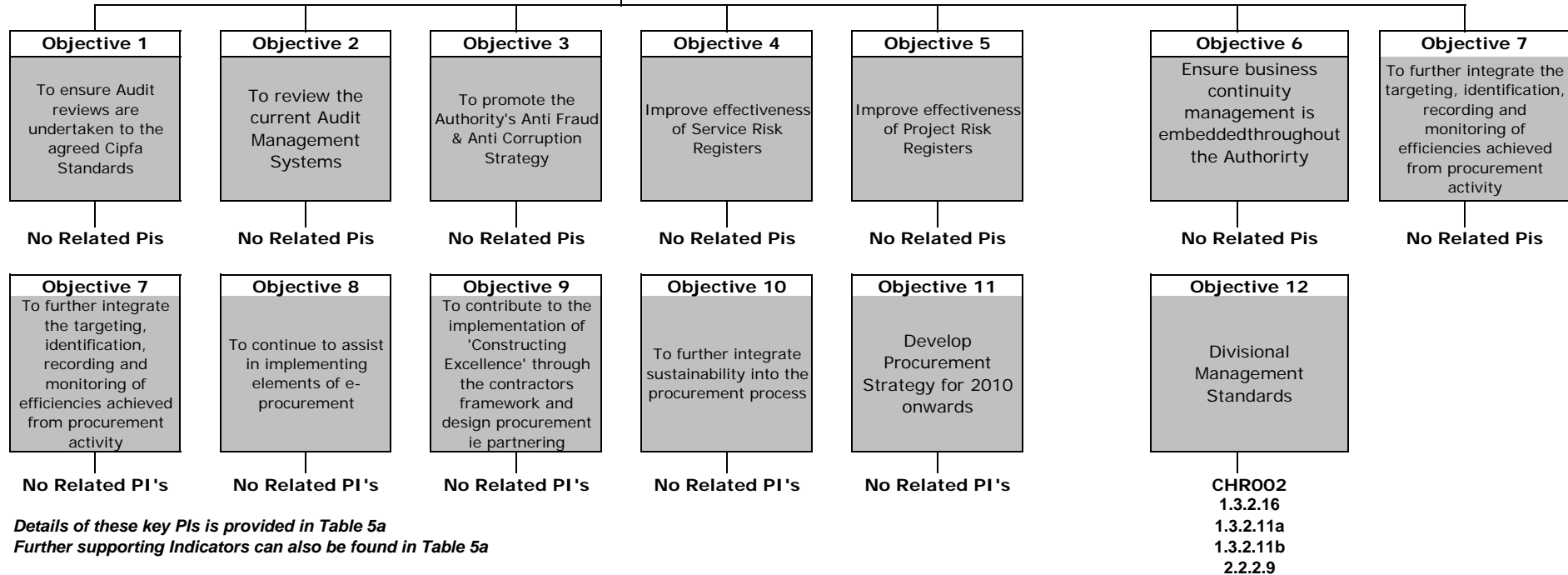
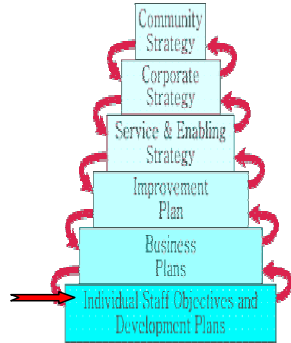
Head of Service - Phil Sexton

To deliver the Community Plan priorities of:

- Protect the Authority's assets and minimise the risk of loss through waste, fraud and error
- Support and monitor the delivery of strategic procurement across the Authority
- Ensure a proactive approach to identifying potential risk areas within the organisation, and limit the scope of potential loss

The objectives below will be pursued:

Approved Budget 2010-11		
Expenditure £000's	Income £000's	Net £000's
1,720	-£1,741	-£21



	Contents	Re-use	Pre - populated	Hyper link	Update
Cover	The Divisional Objectives on a Scorecard	✓			
Our Core Values		✓			
Part 1 The Service in context					
1a	Service Facts - Profile of Service	✓			
1b	How the Service Fits in with the Community Plan (USE Table 1c To Help)	✓			
1c	The Council priorities that the Service supports	✓			
Part 2 Where are we now and where do we want to be ? (How the Division is performing)					
2a	Risk Assessment		✓		
2b	How we are doing on this year's (2009/10) objectives. Report from PIMS.		✓	✓	
2c1	Consultation				
2c2	Partnership		✓		
2d (i)	All Wales Statutory and Core Performance Indicator Comparative Information Chart		✓		
2d (ii)	Commentary Page on the All Wales Statutory and Core Performance Indicator Comparative Information Chart				✓
2e	Service Review				
Part 3 How do we get there? (Service Improvement Planned 2010-11) - Basis of Business Unit Plans.					
3a	For each Service Objective over three years – <ul style="list-style-type: none"> · Identify the Actions that you are taking to achieve measurable improvement. · Must identify a year one milestone · Remember to address the financial, workforce, accessibility and system needs 	Roll on last years three year plan			✓
3b	Divisional Management Standards				✓
Part 4 Use of Resources					
4a	Enter your Service Budget and projections over three years. Explain any variation		✓		
4b	Identify savings and efficiencies		✓		
4c	Capital ?		✓		
Part 5 Results and Target Data					
5a	2009- 10 results and targets for 2010/11 - Main and secondary indicators in detail - Explain significant variations from year to year, between target to projected result for the year and explain any major change in future targets		✓		✓
5b	Divisional Management Standards		✓		
5c	Measurement Summary - The Balance		✓		
5d	List of the Core Measures that the Service reports on - but will not be using in this business plan		✓		

In building a better Carmarthenshire it is important that our actions are built upon a foundation of key values and principles that act as a guide for our initiative and enterprise.

Our Core Values

Openness, Trust, honesty, integrity

We believe in openness and honesty in all our dealings with the public; we will provide comprehensive information to the public about our services so that they can judge how well we are performing.

Putting Customers First

We will ensure that the needs of our customers are at the heart of everything we do.

Listening - and delivering on promises

We are a listening organisation which consults before reaching major decisions and having reached a decision, delivers on our promises. We believe in clear leadership, informed decision making, robust scrutiny and honouring commitments.

Working in partnership

We will strive to avoid duplication and waste of effort through working closely with our partner organisations, the voluntary sector, trade unions and the local community.

Valuing our staff

We cannot deliver anything without the efforts of our staff - they are the reason we succeed. We will support, praise and invest in our workforce to achieve higher standards of service delivery.

Ensuring Equality of Opportunity

We will serve all of our customers and the community equally and strive to ensure that everyone has the same rights of access to all of our services

Treating People and the Environment with Respect

We will treat people with respect and we aim to be a leader in the field of sustainability - conserving the earth's resources and protecting the environment

Improving our Services

We will strive to continuously improve our services; we are an innovative organisation which constantly seeks new and better ways to deliver our services.

These values permeate everything that we do whilst ensuring that we make better use of resources wherever possible.

Audit, Risk & Procurement – Business Plan 2010-2013

Part 1 - The Service in context

Table 1a

Service Facts

Division	Audit, Risk & Procurement	E-Mail:
Division Head	Phil Sexton	For further information please go to www.carmarthenshire.gov.uk/performance or Telephone:
Executive Board Member	Cllr Wyn Evans	
Scrutiny Chair	Cllr L Mair Stephens	

Service Profile

Internal Audit: Internal
 Audit provides an ongoing review of the Authority's systems and operations to minimise risk of loss from error, fraud, waste or extravagance. In addition to auditing Carmarthenshire CC functions and services, the unit provides Internal Audit Services to Mid and West Wales Fire and Rescue Authority.

Risk Management:

The Risk Management Unit ensures that strategic and operational risks are fully identified and managed by the Authority. The Unit aims to minimise overall losses to the Authority through monitoring internal and external experiences and developing and implementing pro-active initiatives to minimise the Authority's exposure to the diverse range of risks facing Carmarthenshire County Council.

Procurement:

The Corporate Procurement Unit monitors and supports the delivery of strategic procurement issues across the Authority. Following the strategic review of procurement under the Wales Programme for Improvement the revised role for the procurement function will balance value for money factors with community and political preferences, resource and investment needs, equity and equality, employment, workforce, environmental and sustainability considerations. The Corporate Procurement Strategy 2007/2010 details the units targets and actions for this period.

The Unit has also been charged with identifying efficiencies amounting to £3million by April 2010.

The Unit will strategically analyse spend to identify priority areas whilst seeking compliance across the procurement function to meet the demands of the Remedies Directive.

Scale of Operation

- £179 Million spent on procurement activity
- 125+ commodity/service contracts
- Collaboration/Joint Commissioning including membership of the Welsh Purchasing Consortium
- Innovative Partnering Frameworks – Property Design, Strategic Contractors Framework
- Social Care Commissioning

- Procurement culture change leading to increased challenges as a result of the EC Contracts Remedies Directive, External Funding Bodies increased scrutiny of the procurement process and economic downturn

Part 1(Continued) - Table 1b

How we fit in

1) How the Service links to and supports the delivery of the Community & Improvement Plan/Corporate Strategy :

Proper stewardship underpins all the Authority's Strategies including the Community Plan.

The effective management of risk ensures that the Authority is best able to achieve its wider Strategic Objectives.

The key actions in the Corporate Procurement Strategy aim to ensure that procurement supports the delivery of the Council's strategic objectives, key themes and values (detailed in the Corporate Strategy and Community Strategy).

2) The key service strategies/plans that are drivers for the service

Audit Charter, Audit Plan 2007/10, Financial Procedure Rules, Anti Fraud & Anti Corruption Strategy 2008/11, Risk Management Strategy 2008-11, Corporate Procurement Strategy 2005/10.

a) Training and Development

"Ensuring a comprehensive, structured programme for the training and development of all those involved in Audit, Risk and the Procurement Activity"

b) Performance Management

"Promoting the development and use of performance measures for Audit, Risk and Procurement".

c) Collaboration

"Promoting collaborative working as appropriate to better manage the Council's relationships with its providers, other public bodies, private and voluntary organisations and all relevant stakeholders".

Risk Assessment for 2010+ - Table 2a

NOTE: - All Council Risks are on this spreadsheet







- Please filter the data for appropriate Division and Business Unit

- High and Medium Risks must be addressed in the Divisional Plan and Low Risks must at least be addressed in the Business Unit Plans

Dept	Division	Business Unit	Risk Area	H=High; M=Medium; L=Low	Risk Reference
Resources	Audit, Risk & Procurement	Corporate Procurement (plus Building Services)	Failure to secure Support from Funding for the procurement of Design and Construction.	L	10/Risk/ 64
Resources	Audit, Risk & Procurement	Corporate Procurement (plus Building Services)	Failure to implement Property and engineering design & contractors framework	L	10/Risk/ 65
Resources	Audit, Risk & Procurement	Corporate Procurement (plus Building Services)	Failure of contractors from the framework to deliver on agreed contracts	L	10/Risk/ 66
Resources	Audit, Risk & Procurement	Corporate Procurement	Failure to lead on Authority specific procurement projects	L	10/Risk/ 67
	Audit, Risk & Procurement	Corporate Procurement	Failure to intelligently package contracts to ensure the sustainability of potential smaller suppliers in a time of economic downturn	L	Section 6 - Original CPU Risk Submission
	Audit, Risk & Procurement	Corporate Procurement	Failure to comply with more rigorous procurement process and legislation required by external funded bodies for grant aided projects	H	Section 6 - Original CPU Risk Submission
	Audit, Risk & Procurement	Corporate Procurement	Failure to comply with more rigorous procurement legislation leading to increased challenges (Legal experts talk of a "seismic shift" in the volume, complexity and impact of EU Procurement Law and developing case law).	H	Section 6 - Original CPU Risk Submission
Resources	Audit, Risk & Procurement	Risk management	Failure to respond to Injury Claims in a timely fashion	No longer a risk area	10/Risk/68

Table 2b How are we doing against the current years business plan actions?

Summary of Progress

Objectives in Divisional Business Plan 	Total No. of actions agreed 	Total No. of actions completed / overall deemed on target 	Total No. of actions overall deemed off target 	Total No. of actions not reported 	% overall on target 	Progress? 75%+= 😊 25-74%= 😐 0-24%= ☹️
Improve effectiveness of Service Risk Registers (Annual Requirement)	1	0	0	0	100%	😊
Improve effectiveness of Project Risk Registers (Annual Requirement)	1	0	0	0	100%	😊
Ensure Business Continuity Management is embedded throughout the Authority	3	3	0	0	100%	😊
To further integrate the targeting, identification, recording and monitoring of efficiencies achieved from the Procurement Activity	6	6	0	0	100%	😊
To contribute to the implementation of 'Constructing Excellence' through the contractors framework and design procurement i.e partnering	3	3	0	0	100%	😊
To further integrate sustainability into the procurement process	3	3	0	0	100%	😊
Overall performance	17	15	0	0	100%	😊

Any key issues that need to be taken forward to 2010+ are addressed in table 3a


Any remedial action on off target issues can be examined on PIMS 

Table 2c1 - Customer Consultation

What consultation have you undertaken in the past year?	Any actions in this years plan?
<p>Internal - Directors and Heads of Service are consulted prior to the preparation of the Annual Internal Audit Plan for approval by the Audit Committee. Feedback is provided to these on the delivery of the plan and any additional work required outside the plan requested during the Audit Year. Performance is evaluated through customer responses. The Audit Manager periodically attends Departmental Management Team Meetings to update progress. Arrangements are also in place to deal with information requested by members through audit Committee or other sources.</p>	<p>Internal audit will continue to review and develop their consultation process</p>
<p>External - Wales Audit Office, regular meetings take place between Internal Audit and Wales Audit Office to ensure a consistent approach and to update current issues. Mid and West Wales Fire and Rescue Service - The Authority Internal Section provides and Audit Service and liase with the Audit Committee and Director of Resources. School Governors - training seminars are provided where Governors have the opportunity to raise issues and are provided with feedback on audit work.</p>	<p>Internal audit will continue to review and develop their consultation process</p>
<p>Ongoing consultation with a range of stakeholders including:</p> <p>Externally - Value Wales (Procurement), Local Service Board, Compact Liaison Panel Implementation Group, Welsh Council for Voluntary Associations, Carmarthenshire Association of Voluntary Services, Pembrokeshire Association of Voluntary Services, Mid and West Wales Chamber, Mid and West Wales Fire and Rescue Service, Welsh Purchasing Consortium, Wales European Funding Office, Flexible Support for Business (FS4B), Menter a Busnes, Menter Cwm Gwendraeth, Small to Medium Sized Enterprise in the region, social enterprises and other third sector organisations.</p> <p>Internal – Elected members, directors, head of service and contract lead officers.</p>	

Partnership Working - Table 2C2

Filter by service

Subject Area	Activity Lead Officer Contact	Reason for Joint Working	Participating Organisations
Resources	Yes CCC is the lead, in respect of Electricity Under 100kw & Natural Gas Only. Andrew Morris - Principal Energy & Services Officer. Tel 01267 228183 email ACMorris@car-marthenshire.gov.uk	Purchase of Energy (Electricity, Natural Gas, Heating oil, LPG Gas)	Pembrokeshire CC; Ceredigion CC; Carmarthenshire CC; Dyfed Powys Police; Mid & West Wales Fire Brigade; various colleges
Resources	CCC is not the lead as Host Authority only . John Lloyd - Business & Strategy Manager. Tel 01267242317, email JRLloyd@car-marthenshire.gov.uk Tender led by Pembs	Wide Area Network – MARAN2 (MLL Telecom) Joint Library System	Ceredigion CC, Powys CC and Carmarthenshire CC Neath/Port Talbot County Borough Council/Pembrokeshire County Council/Swansea County Council
Resources	CCC is not the lead	Emergency Planning/Business Continuity Call Carrier Services (TML Telecom)	Dyfed Powys Police Ceredigion County Council/Powys County Council/Caerphilly County Borough Council
Resources	CCC is not the lead	Secure Communities Network	Carmarthenshire NHS Trust (together with Pembrokeshire, Powys and Ceredigion Trusts), Mid & West Wales Fire & Rescue
Resources	CCC is not the lead	Collaborative procurement for desktop hardware Staff Vehicle Contract Hire	Participation in appropriate All Wales Framework Agreements (Welsh Public Sector) OGC National Framework
Resources	CCC is not the lead	PC's Laptops and Printers, IT Consumables, Office Supplies, Photocopiers, Vehicles.	
Resources	CCC is not the lead	Mobile Telephone Service	

Services may cut and paste in something here if they have something available in a more suitable format

Reports received from regulators and inspection bodies or /and Scrutiny Task and Finish Groups

Report (with link if applicable) and source	Nature of recommendations	What Service Objectives does this impact on (Table 3 Ref)	"x" ref to improvement actions in Table 3
Wales Audit Office - Annual Letter 2008/9	<p>The Council continues to improve its procurement and now needs to maintain momentum by drafting and agreeing a new Procurement Strategy to address current and future challenges</p> <p>36. The Council is making progress in developing effective arrangements for procurement. It is currently drafting a new procurement strategy after the completion of the majority of actions contained within its preceding strategy. The Council's procurement service is well established. It has developed good working relations with key services, for whom it promotes and provides clear guidelines, useful documentation and other more general advice, all of which is on the Council's intranet.</p> <p>37. The Council recognises the importance of the support provided by the procurement service for all services, to ensure compliance with the Council's sustainability programme; for the purchase and procurement of energy and to continue to improve the Council's approach to tendering.</p> <p>38. The development of the new strategy gives the Council the opportunity to further develop and enhance its procurement service and establish a robust working with partners; improved monitoring and evaluation of its procurement approach; and address current and future economic challenges.</p>	All	All

Scrutiny Task and Finish reviews were

Scrutiny Committee	Subject / Theme	Status
Policy & Resources	A Response to Climate Change – Fleet Management	Completed
Education & Children's Services	To prepare for the ESTYN Inspection of the Strategic Management of schools including support serv	Completed
Environment	To examine how the public lighting network within Carmarthenshire can be modified through the imple	Incomplete
Health & Social Care	To undertake a review of luncheon club provision within the county of Carmarthenshire	Incomplete
Housing	To review and evaluate the Common Access to Social Housing Policy	Completed
Regeneration & Leisure	Managing the economic downturn within the county	Completed
Social Justice	Anti-Poverty Strategy	Completed

Part 3 - Service Improvement Planned in 2010/13

**Table 3a
What we want to achieve in 2010/11-13**

Objective 1	To ensure Audit reviews are undertaken to the agreed CIPFA Standards (Annual Requirement)												
Main PI(s) & Target:													
3	4	5	6	7	8	9	10	11	12	13	14	15	16
Key Action	Supporting Sub-Action Tasks (How are we going to achieve it?)	Owner /Resp. Officer	2010/11	2011/12	2012/13	Target Start Date	Target End Date	PI Link (if appl) See 2 above	Corp priority ref	For IP? 2010/11	Free for Dept Tag eg Joint Review Action?	Mag 7 Improvement Type	WAG 19 Strategic Outcomes
Ensure clients have the opportunity to be involved.		Hugh Thomas	x	x	x	Apr-10	Mar-13			x			
Clients to have the opportunity to comment on the effectiveness of the Audit process.		Hugh Thomas	x	x	x	Apr-10	Mar-13			x			
Continue to contribute towards the Welsh Chief Auditors Group		Hugh Thomas	x	x	x	Apr-10	Mar-13			x			
Improve communication with Clients		Hugh Thomas	x	x	x	Apr-10	Mar-13			x			

Part 3 - Service Improvement Planned in 2010/13

**Table 3a
What we want to achieve in 2010/11-13**

Objective 2	To review the current Audit Management Standards (Annual Requirement)												
Main PI (s) & Target:													
3	4	5	6	7	8	9	10	11	12	13	14	15	16
Key Action	Supporting Sub-Action Tasks (How are we going to achieve it?)	Owner /Resp. Officer	2010/11	2011/12	2012/13	Target Start Date	Target End Date	PI Link (if appl) See 2 above	Corp priority ref	For IP? 2010/11	Free for Dept Tag eg Joint Review Action?	Mag 7 Improvement Type	WAG 19 Strategic Outcomes
Ensure that clients are provided with improved and timely management information.		Hugh Thomas	x	x	x	Apr-10	Mar-13			x	2 (Service Quality)		
Potential investment to be assessed as part of the valuation		Hugh Thomas	x	x	x	Apr-10	Mar-13			x			
Time allowance built into the annual audit plan to undertake evaluation		Hugh Thomas	x	x	x	Apr-10	Mar-13			x			
The system should ensure a standardised approach is adopted and allow for improved management reporting		Hugh Thomas	x	x	x	Apr-10	Mar-13			x			
Internal Audit staff will be able to access the system which will allow a more flexible form of working		Hugh Thomas	x	x	x	Apr-10	Mar-13			x			

Part 3 - Service Improvement Planned in 2010/13

**Table 3a
What we want to achieve in 2010/11-13**

Objective 3	To promote the Authority's Antifraud and Anti-corruption Strategy (Annual Review)												
Main PI(s) & Target:	e.g. Increase xxxx % of Z from X to Y by ? (PI Ref) - For full definition/data and other supporting indicators see Table 5a.												
3	4	5	6	7	8	9	10	11	12	13	14	15	16
Key Action	Supporting Sub-Action Tasks (How are we going to achieve it?)	Owner /Resp. Officer	2010/11	2011/12	2012/13	Target Start Date	Target End Date	PI Link (if appl) See 2 above	Corp priority ref	For IP? 2010/11	Free for Dept Tag eg Joint Review Action?	Mag 7 Improvement Type	WAG 19 Strategic Outcomes
Ensure that staff are made aware of the Anti Fraud and Anti Corruption Strategy 2008-2011		Hugh Thomas	x	x	x	Apr-10	Mar-13			x			
Ensure that the Internal Fraud Newsletter is circulated to all staff on e-mail on at least a 6 monthly basis		Hugh Thomas	x	x	x	Apr-10	Mar-13			x			
Ensure that Internal Audit Staff are appropriately trained to deal with fraud and corruption issues		Hugh Thomas	x	x	x	Apr-10	Mar-13			x			
Identify areas of high risk of fraud or corruption and undertake reviews to identify possible abuse		Hugh Thomas	x	x	x	Apr-10	Mar-13			x			

Part 3 - Service Improvement Planned in 2009/12

**Table 3a
What we want to achieve in 2010/11-13**

Objective 4:		Improve effectiveness of Service Risk Registers (Annual Requirement)												
Main PI (s) & Target:		No related PI's												
3	4	5	6	7	8	9	10	11	12	13	14	15	16	
Key Action	Supporting Sub-Action Tasks (How are we going to achieve it?)	Owner /Resp. Officer	2009/10	2010/11	2011/12	Target Start Date	Target End Date	PI Link (if appl) See 2 above	Corp priority ref	For IP? 2009/10	Free for Dept Tag eg Joint Review Action?	Mag 7 Improvement Type	WAG 19 Strategic Outcomes	
Work with CEO Corporate Consultancy Section to streamline recording/re-assessing/updating WPI Risks within Strategic Risk Register to enable better information to be fed into Business Planning Process, and reported to Executive Board, CMT and Audit Committee.	When RISK Web software system available, collaborate with CEO Corporate Consultancy Section towards streamlining the recording/re-assessing/ updating Service Risks within Strategic Risk Register.	Martin Hurley	x	x	x	Apr-10	Mar-13			x		2 (Service Quality)		
	Train Departmental Risk Champions and their Support Staff on process and support as long as necessary	Martin Hurley	x	x	x	Apr-10	Mar-13			x		2 (Service Quality)		

Part 3 - Service Improvement Planned in 2009/12

**Table 3a
What we want to achieve in 2010/11-13**

Objective 5:		Improve effectiveness of Project Risk Registers (Annual Review)											
Main PI (s) & Target:		No related PI's											
Key Action	Supporting Sub-Action Tasks (How are we going to achieve it?)	Owner /Resp. Officer	2009/10	2010/11	2011/12	Target Start Date	Target End Date	PI Link (if appl) See 2 above	Corp priority ref	For IP? 2009/10	Free for Dept Tag eg Joint Review Action?	Mag 7 Improvement Type	WAG 19 Strategic Outcomes
Work with Project Managers and Planners to streamline recording/re-assessing/updating Project Risk Register to enable better information to be feedback to Project Management Teams, and reported to Executive Board, CMT and Audit Committee etc., if necessary	When RISKWeb software system available, collaborate with Project Managers to produce a streamlined methodology for the recording/assessing/populating Project Risks within Strategic Risk Register	Martin Hurley	x	x	x	Apr-10	Mar-13			x		2 (Service Quality)	2 (Service Quality)
	Train Project Managers, Departmental Risk Champions and their Support Staff on process and offer as long as necessary.	Martin Hurley	x	x	x	Apr-10	Mar-13			x			

Part 3 - Service Improvement Planned in 2009/12

**Table 3a
What we want to achieve in 2010/11-13**

Objective 6:		Ensure Business Continuity Management is embedded throughout the Authority											
Main PI (s) & Target:		No related PI's											
3		5	6	7	8	9	10	11	12	13	14	15	16
Key Action	Supporting Sub-Action Tasks (How are we going to achieve it?)	Owner /Resp. Officer	2009/10	2010/11	2011/12	Target Start Date	Target End Date	PI Link (if appl) See 2 above	Corp priority ref	For IP? 2009/10	Free for Dept Tag eg Joint Review Action?	Mag 7 Improvement Type	WAG 19 Strategic Outcomes
Establish Business Continuity Action Plan		Phil Sexton	x	x	x	Apr-10	Mar-13			x			
Corporate working group Meetings to be held on a quarterly basis		Phil Sexton	x	x	x	Apr-10	Mar-13			x			

Part 3 - Service Improvement Planned in 2009/12

Table 3a
What we want to achieve in 2010/11-13

Objective 7:	To further integrate the targeting, identification, recording and monitoring of efficiencies achieved from procurement activity												
Main PI (s) & Target:	No related PI's												
Key Action	Supporting Sub-Action Tasks (How are we going to achieve it?)	Owner /Resp. Officer	2009/10	2010/11	2011/12	Target Start Date	Target End Date	PI Link (if appl) See 2 above	Corp priority ref	For IP? 2009/10	Free for Dept Tag eg Joint Review Action?	Mag 7 Improvement Type	WAG 19 Strategic Outcomes
Achievement of procurement efficiency target to be determined by Procurement Strategy Refresh 2010	Agree revised targets	Alan Aitken	x			Apr-10	Mar-11		MMFP	✓		6 (Efficiency)	
Co-ordinate the achievement of procurement efficiencies, to provide the necessary audit trails and supporting evidence		Rob Newman	x			Apr-10	Mar-11			x		6 (Efficiency)	
Ensure that officers with Procurement/Contracting responsibility are aware of their obligations under this regime		Sian Griffiths	x	x	x	Apr-10	Mar-13			x			
Continue to work with Value Wales and Welsh Purchasing Consortium in validating efficiency related progress		Sian Griffiths	x	x	x	Apr-10	Mar-13			x		6 (Efficiency)	
Consult and communicate with internal and external stakeholders re developments and proposals re efficiencies		Sian Griffiths	x	x	x	Apr-10	Mar-13			x			
Promote collaboration working in the Public Sector		Sian Griffiths	x	x	x	Apr-10	Mar-13			x		7 (Innovation)	

Part 3 - Service Improvement Planned in 2009/12

Table 3a

What we want to achieve in 2010/11-13

Objective 8:		To continue to assist in implementing elements of e-procurement											
Main PI (s) & Target:		No related PI's											
Key Action	Supporting Sub-Action Tasks (How are we going to achieve it?)	Owner /Resp. Officer	2009/10	2010/11	2011/12	Target Start Date	Target End Date	PI Link (if appl) See 2 above	Corp priority ref	For IP? 2009/10	Free for Dept Tag eg Joint Review Action?	Mag 7 Improvement Type	WAG 19 Strategic Outcomes
Assist in the identification and implementation of suitable e-procurement initiatives		Sian Griffiths	x	x	x	Apr-10	Mar-13			x		6 (Efficiency)	

Part 3 - Service Improvement Planned in 2009/12

Table 3a

What we want to achieve in 2010/11-13

Objective 9:	To contribute to the implementation of 'Constructing Excellence' through the contractors framework and design procurement ie partnering
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Main PI (s) & Target:	No related PI's
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Key Action	Supporting Sub-Action Tasks (How are we going to achieve it?)	Owner /Resp. Officer	2009/10	2010/11	2011/12	Target Start Date	Target End Date	PI Link (if appl) See 2 above	Corp priority ref	For IP? 2009/10	Free for Dept Tag eg Joint Review Action?	Mag 7 Improvement Type	WAG 19 Strategic Outcomes
Avoidance of costs associated with traditional tender exercises.		Alan Aitken	x	x	x	Apr-10	Mar-13			x		6 (Efficiency)	
Assist others in attempting to ensure compliance with new legislative and external funding body procurement requirements		Alan Aitken	x	x	x	Apr-10	Mar-13			?			
Assist others in delivery of improved service to Stakeholders and building capacity in the local construction market		Alan Aitken	x	x	x	Apr-10	Mar-13			x		7 (Innovation)	
Better working relationships between Officers, Designers, Contractors (and sub contractors) and users		Alan Aitken	x	x	x	Apr-10	Mar-13			x			

Part 3 - Service Improvement Planned in 2009/12

Table 3a

What we want to achieve in 2010/11-13

Objective 10:		To further integrate sustainability into the procurement process											
Main PI (s) & Target:		No related PI's											
3	4	5	6	7	8	9	10	11	12	13		14	
Key Action	Supporting Sub-Action Tasks (How are we going to achieve it?)	Owner /Resp. Officer	2009/10	2010/11	2011/12	Target Start Date	Target End Date	PI Link (if appl) See 2 above	Corp priority ref	For IP? 2009/10	Free for Dept Tag eg Joint Review Action?	Mag 7 Improvement Type	WAG 19 Strategic Outcomes
Raise awareness in the local supply base and maximise opportunity to trade		Kim Baker	x	x	x	Apr-10	Mar-13			x			
In conjunction with the Regeneration Department, and others, to further build the relationship between the SME, black and ethnic minority businesses, third sector base and the Authority		Alan Aitken	x	x	x	Apr-10	Mar-13			x			
Ensuring the Authority's sustainable procurement commitments are considered by all appropriate officers		Alan Aitken	x	x	x	Apr-10	Mar-13			x		5 (Sustainability)	

Part 3 - Service Improvement Planned in 2009/12

Table 3a

What we want to achieve in 2010/11-13

Objective 11:		Develop Procurement Strategy for 2010 onwards												
Main PI (s) & Target:		No related PI's												
3		4	5	6	7	8	9	10	11	12	13		14	
Key Action	Supporting Sub-Action Tasks (How are we going to achieve it?)	Owner /Resp. Officer	2009/10	2010/11	2011/12	Target Start Date	Target End Date	PI Link (if appl) See 2 above	Corp priority ref	For IP? 2009/10	Free for Dept Tag eg Joint Review Action?	Mag 7 Improvement Type	WAG 19 Strategic Outcomes	
Develop Procurement Strategy for 2010 onwards		Alan Aitken	x			Apr-10	Dec-10			x		Service Quality		

Table 3b

What we want to achieve in 2010/11-13

Key Divisional Objective:	Divisional Management Standards														
Key PI(s) & Target:															
3	4	5	6	7	8	9	10	11	12	13	14	15	16		
Key Action	Supporting Sub-Action Tasks (How are we going to achieve it?)	Owner /Resp. Officer	2010/11	2011/12	2012/13	Target Start Date	Target End Date	PI Link (if appl) See 2 above	Corp priority ref	Balance F,P,A,Q,SO	For IP? 2010/11				
a. Helping Staff to Perform - all staff to have an opportunity to discuss their performance and how they can be helped to improve.															
Ensuring staff receive a 'Helping People to Perform' meeting with their line manager		Phil Sexton/ Business Unit Managers						1.3.2.11 b	MSOS						
								1.3.4.11a	MSOS						
b. Communications - to ensure effective internal communication. Including staff conferences, team meetings and newsletters.															
Ensure telephones are answered quickly	Unavailable from corporate centre	All						2.2.2.9	BPCF						
c. Collaboration Partnership Working (Working within Making the Connections Framework) to engage other Councils and local agencies to consider working together to maximise resources, reduce duplication and generate savings															
Cross refer to table 2c															
d. Priority Based Budgeting - Working to identify more efficient ways of providing services/reducing costs															
See Table 4b															
e. Marketing the Council - working proactively to ensure a flow of stories and initiatives.															
f. Customer Focus - working to identify and ensure poor customer care is addressed and improved.															
g. Performance -continued improvement of service PI's overall - action taken to address falling or failing performance.															
See Tables 3 and 5															
h. Human Resources - Workforce Planning - Managing Sickness. Workforce plans to be developed.															
Managing Sickness Absence		Phil Sexton/ Business Unit Managers						CHR2	MSOS						
								1.3.2.16							
i. Energy - Proposals to reduce energy(and water) consumption in buildings, vehicles and in policies etc.															
j. Asset Management Plan															

Table 4a

2009/10		Statutory S/NS/Both	2010-2011			2011-2012			2012-2013		
			Expend'	Income	Net	Expend'	Income	Net	Expend'	Income	Net
			£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
	Audit, Procurement & Risk Management										
-13	Procurement		459	-460	-1	471	-461	10	479	-461	18
-9	Audit & Risk Management		871	-877	-6	893	-877	16	909	-878	31
-7	Business Support Unit		284	-298	-14	292	-298	-6	298	-298	0
-1	Resources Training		106	-106	0	108	-106	2	110	-106	4
-30	Total for Audit, Procurement & Risk Management		1720	-1741	-21	1764	-1742	22	1796	-1743	53

Table 4b - Savings & Efficiencies

2010-2011			
Costs	Cost Centre Description	£	Notes on Changes
	Audit, Procurement & Risk Management		
8336	Insurance	-126,000	External premium savings (additional £120k to HRA)
	Insurance	-122,775	Internal Insurance - reduce premium
	Staffing	-17,000	Remove post
	Total	-265,775	

Table 4c - Capital												
What do we spend on Capital ?												
completed for the Service Head (Divisional) Plan only.												
	2009/10			2010/11			2011/12			2012/13		
Scheme	Gross Cost	Potential External Funding	Internal Resources Required	Gross Cost	Potential External Funding	Internal Resources Required	Gross Cost	Potential External Funding	Internal Resources Required	3	Potential External Funding	Internal Resources Required
Explanation of significant variation												
No Capital Budget allocated to this Service												

Table 5a – Audit, Risk & Procurement Divisional Business Plan																			
Our <u>Key</u> Measures of success - 2008/09 results, 2009/10 projected results and targets for 2010/11 +																			
		How well have we done?				How well are we doing?				Improvement									
		Comparative Info.				See explanation of performance				See explanation of targets									
a	b	c	d	e	f	g	h	i	j	k	l	m	n	o	p	q	r	s	
		2008/09				2009/10				210/11	11/12	12/13							
PI REF	Definition (If abbreviated see full definition on footnote below)	Our Result	Welsh Best Quartile	Welsh Median	How we compare to Wales * to *****	Target	Projected Result	Target Met ☺ or ☹	Did we improve ▲ or ▼	Target Set	Target Set to improve against result (h) ✓ or ✗	Target Set	Target Set	Improve ment Plan? Key or Supporting	Corp Priority ref (Sub Theme) See table 1c	Balance SO,F,P,Q ,A	Mag 7	WAG 19	
Objective: ()																			
Main Indicator(s)																			
No Mandatory measures set by the Welsh Assembly Government for the Audit, Risk and Procurement Division (including Business Support Unit)																			

Table 5b – Audit, Risk & Procurement Divisional Business Plan										
Performance Measurement Results 2008/09+ and Targets 2010/11 +										
a	b	How well have we done?	How well are we doing?				Improvement			
		c	See explanation of performance				See explanation of targets			
		2008/09	2009/10				2010/11		11/12	12/13
PI REF	Definition (If abbreviated see full definition on footnote below)	Our Result	Target	Actual Result	Target Met ☺ or ☹	Did we improve ▲ or ▼	Target Set	Target Set to improve against result (e) ✓ or ✗	Target Set	Target Set
Divisional Standard Measures (Link to Table 3b)										
a. Helping Staff to Perform										
1.3.2.11(b)	% of third tier managers appraisals carried out during the year	100%	100%	100.00%	☺	Constant	100%	Constant	100%	100%
1.3.2.11(a)	% Appraisals carried out during the year	100%	100%	100.00%	☺	Constant	100%	Constant	100%	100%
b. Internal Communications										
2.2.2.9	% calls answered within 14 second target	Data not available								
c. Human Resources										
CHR 2	The number of working days/shifts per Full Time Equivalent lost due to sickness absence.	16.1 days	11.4 days	5.5 days	☺	▲	10.8 days	✓	TBC	TBC
1.3.2.16	% of Return to Work Interviews conducted	Result not available	55.00%	93.20%	☺	N/A	58.00%	✗	TBC	TBC
d. Service Asset Management Plans										

Table 5c - Measurement Summary

Balanced Suite of Measures ?

					Use or Resources Perspective	
	Customer /Service Outcomes perspective	Quality of Service and Operational effectiveness	Accessibility Perspective	Financial Perspective	People and Capability Perspective	
	No. of measures used	No. of measures used	No. of measures used	No. of measures used	No. of measures used	
Objective 1						
Objective 2						
Objective 3						
Objective 4						
Objective 5						
Objective 6						
Total						

Note: You do not have to have measures in all boxes

Mandatory Standard (Core) Measures not being used by the Service in their Business Plan.

Members need to satisfy themselves that a Balance Suite of Measures are being used by the service to monitor it's objectives

New Ref. No.	Domain A - Access to Service Q - Quality R - Resources SO - Service Outcome	Description	Dept.	Division	Business Unit	Owner (HoS)	Reason for Non-use
No Mandatory measures set by the Welsh Assembly Government for the Audit, Risk and Procurement Division							