

**Audit Risk and Procurement Divisional – Business Plan & Scorecard 2009/12**

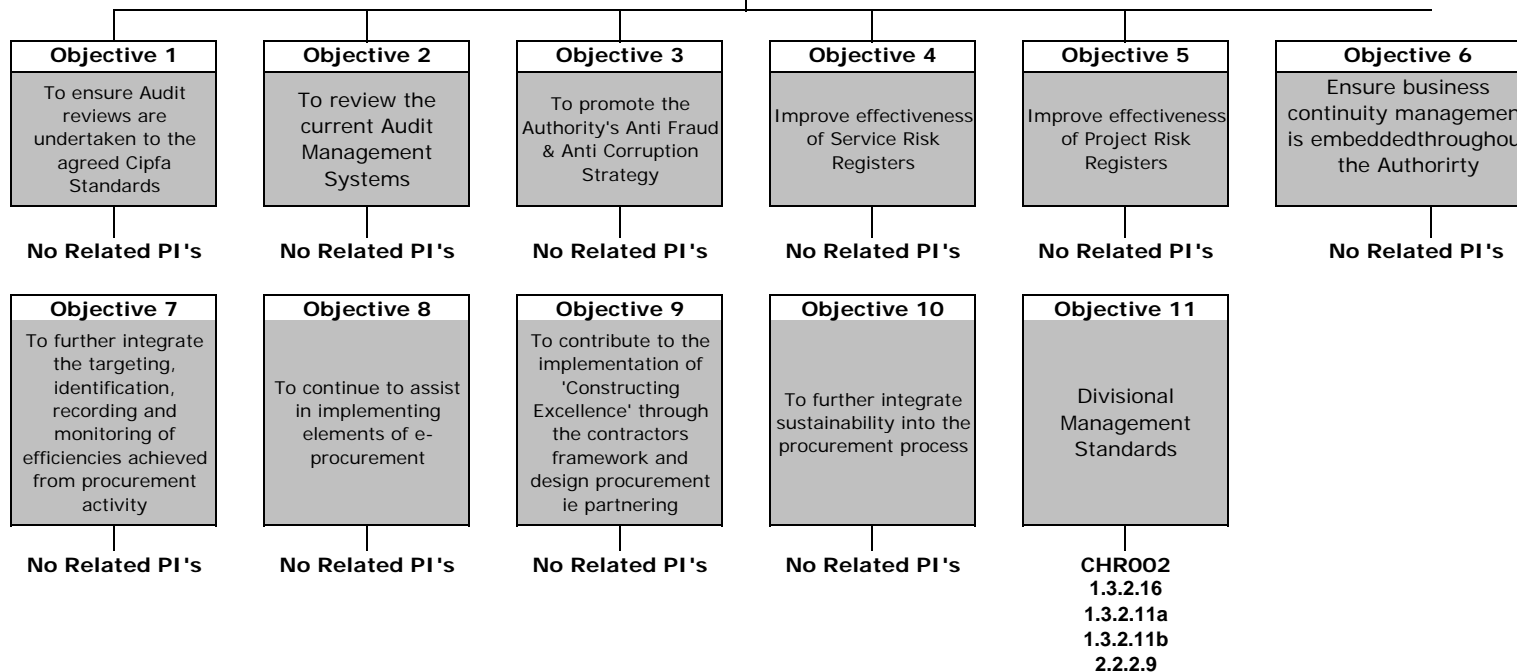
**Head of Service - Phil Sexton**

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 2009-10		
Expenditure £000's	Income £000's	Net £000's
1,702	-£1,724	-£22



Details of these key PIs is provided in Table 5a  
Further supporting Indicators can also be found in Table 5a

	<b><u>Contents</u></b>	Re use	Pre populated	Hyper link	Update
Cover	<b>The Divisional Objectives on a Scorecard</b>	✓			
Values		✓			
<b>Part 1 The Service in context</b>					
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	✓			
<b>Part 2 Where are we now and where do we want to be ? (How the Division is performing)</b>					
2a	Risk Assessment		✓		
2b	How we are doing on this year's (2008/09) objectives		✓	✓	
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				
<b>Part 3 How do we get there? (Service Improvement Planned 2009-12) - Basis of Business Unit Plans.</b>					
3a	For each Service Objective over three years – · Identify the Actions that you are taking to achieve measurable improvement. · Try to identify quarterly mile stones over three years · Remember to address the financial, workforce, accessibility and system needs	Roll on last years three year plan			✓
3b	Divisional Management Standards				
<b>Part 4 Use of Resources</b>					
4a	Enter your <b>Service Budget</b> and projections over three years. Explain variation		✓		
4b	Identify savings and efficiencies		✓		
4c	Capital ?		✓		
<b>Part 5 Results and Target Data</b>					
5a	2008- 09 results and targets for 2009/10 - 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. We will treat people with respect at all times.

### **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 believe in partnership - thinking together and acting together. 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 can deliver nothing 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 value diversity and recognise the unique contribution of all members of our community. 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 the Environment with Respect**

We aim to be a leader in the field of sustainability - improving the quality of life for local people while 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 2009-2012**

**Part 1 - The Service in context**

**Table 1a**

**Service Facts**

<b>Division</b>	Audit, Risk & Procurement	
<b>Division Head</b>	Phil Sexton	<b>E-Mail:</b> For further information please go to <a href="http://www.carmarthenshire.gov.uk/performance">www.carmarthenshire.gov.uk/performance</a> or Telephone:
<b>Executive Board Member</b>	Cllr Wyn Evans	
<b>Scrutiny Chair</b>	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.

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

**Scale of Operation**

- £170 Million spent on procurement activity
- 80+ commodity/service contracts
- Collaboration/Joint Commissioning including membership of the Welsh Purchasing Consortium
- Innovative Partnering Frameworks – Property Design, Strategic Contractors Framework
- Social Care Commissioning

**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 2009+ - 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

<b>Dept</b>	<b>Division</b>	<b>Risk Area</b>	<b>H=High; M=Medium; L=Low</b>	<b>Reference</b>
<b>Resources</b>	Audit. Risk & Procurement	Funding for the procurement of Design and Construction	<b>M</b>	09/PS/M1
<b>Resources</b>	Audit. Risk & Procurement	Effective implementation of Property and engineering design & contractors framework	<b>M</b>	09/PS/M2
<b>Resources</b>	Audit. Risk & Procurement	Contractors from the framework to deliver on agreed contracts	<b>L</b>	09/PS/L3
<b>Resources</b>	Audit. Risk & Procurement	To lead on Authority specific procurement projects	<b>L</b>	09/PS/L4
<b>Resources</b>	Audit. Risk & Procurement	Response to Injury Claims in a timely fashion	<b>L</b>	09/PS/L5



















**Table 2b**

**How are we doing against the current years business plan actions ?**

Q4/End of Year Extract from - Performance & Improvement Monitoring System (PIMS)

This page is prepopulated for the Division prior to release

**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 not due to start until after this qtr	Total No. of actions overall deemed off target	Total No. of actions not reported	% overall on target	Progress?
							
To review the current Audit Management Systems	5	5	0	0		100%	
To further integrate sustainability into the procurement process	1	1	0	0		100%	
To promote the Authority's Anti Fraud & Anti Corruption Strategy 2008/2011	4	4	0	0		100%	
Improve effectiveness of Strategic Risk Register	6	4	0	2		67%	
Improve effectiveness of Service Risk Registers	3	1	2	0		33%	
Improve effectiveness of Project Risk Registers	3	3	0	0		100%	
Ensure Business Continuity Management is embedded throughout the Authority	3	2	0	1		67%	
To further integrate the targeting, identification, recording and monitoring of efficiencies achieved from procurement activity	6	6	0	0		100%	
To continue to assist in implementing elements of e-procurement	4	4	0	0		100%	
To contribute to the implementation of 'Constructing Excellence' through the contractors framework and design procurement ie partnering	5	5	0	0		100%	
<b>Overall performance</b>	<b>40</b>	<b>35</b>	<b>2</b>	<b>3</b>		<b>88%</b>	
To visit the up to date monitoring page for the 2008/09 Business Plan actions progress visit - <a href="http://intranet/CCC_APPS/eng/PIMS/actions/reports/BusinessPlanReport.asp?DocumentID=87">http://intranet/CCC_APPS/eng/PIMS/actions/reports/BusinessPlanReport.asp?DocumentID=87</a>							

Any key issues that need to be taken forward to 2009+ 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 ?
Procurement Steering Group Meetings (Agenda covers relevant issues)	Policy formulation
Ongoing through contracting process	Market research on procurement options considered at Pre Tender Stage in appropriate areas.
Procurement Surgery initiatives to raise awareness	Continue to engage with potential suppliers within all sectors. Can be targeted to particular markets, individual tenders or on a more general basis
Meet the Buyer events	Continue to engage with potential suppliers within all sectors. Can be targeted to particular markets, individual tenders or on a more general basis

Filter by service

Partnership Working

Table 2C2

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@carmarthenshire.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	Wide Area Network – MARAN2 (MLL Telecom)	Ceredigion CC, Powys CC and Carmarthenshire CC
Resources	Robert Jones, Strategic Procurement Manager	Welsh Purchasing Consortium	16 Local Authorities in South and Mid Wales.
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)
Resources	CCC is not the lead	PC's Laptops and Printers, IT Consumables, Office Supplies, Photocopiers, Vehicles.	OGC National Framework
Resources	CCC is not the lead	Mobile Telephone Service	

# Performance Indicator Positions 2007/2008



**KEY:-** **Bold Text** = Data which has been queried by the auditors  
**Yellow Highlighting** = No improvement direction has been set  
 \* = Supressed figures where there is the potential for them to be disclosive ( below 5)

## Carmarthenshire's 2007/08 performance ranked in relation to other Welsh Local Authorities.

PI Ref	Stat / Core / Core in BP	PI Definition	Dept	Division	07/08 IP Theme	IAG PI (08/09 to 09/10)	Deleted / Being used for 08/09? (D/Y/N)	Performance Ranking				Welsh Median
								Bottom	Bottom to Middle	Middle to Top	Top	
Not Applicable												

Not Applicable

Table 2d Annexe	
Comments on how Service results compare with other Welsh Councils for 2007/2008	
PI Reference / Description	Supporting Comments
	<b>Not Applicable</b>

**Part 3 - Service Improvement Planned in 2009/12**

**Table 3a**

**What we want to achieve in 2009/10-12**

<b>Objective 1</b>	<b>To ensure Audit reviews are undertaken to the agreed Cipfa Standards(Annual Requirement)</b>										
<b>Main PI (s) &amp; Target:</b>	<b>No related PI's</b>										
<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>	<b>13</b>	<b>14</b>
<b>Key Action</b>	<b>Supporting Sub-Action Tasks (How are we going to achieve it?)</b>	<b>Owner /Resp. Officer</b>	<b>2009/10</b>	<b>2010/11</b>	<b>2011/12</b>	<b>Target Start Date</b>	<b>Target End Date</b>	<b>PI Link (if appl) See 2 above</b>	<b>Corp priority ref</b>	<b>For IP? 2009/10</b>	<b>Free for Dept Tag eg Joint Review Action?</b>
Ensure clients have the opportunity to be involved.		Hugh Thomas	x	x	x	Apr-09	Mar-12			x	
Clients to have the opportunity to comment on the effectiveness of the Audit process.		Hugh Thomas	x	x	x	Apr-09	Mar-12			x	
Continue to contribute towards the Welsh Chief Auditors Group		Hugh Thomas	x	x	x	Apr-09	Mar-12			x	
Improve communication with Clients		Hugh Thomas	x	x	x	Apr-09	Mar-12			x	

**Part 3 - Service Improvement Planned in 2009/12**

**Table 3a  
What we want to achieve in 2009/12**

<b>Objective 2:</b>	<b>To review the current Audit Management Systems (Annual Review)</b>										
<b>Main PI (s) &amp; Target:</b>	<b>No Related PI's</b>										
<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>	<b>13</b>	<b>14</b>
<b>Key Action</b>	<b>Supporting Sub-Action Tasks (How are we going to achieve it?)</b>	<b>Owner /Resp. Officer</b>	<b>2009/10</b>	<b>2010/11</b>	<b>2011/12</b>	<b>Target Start Date</b>	<b>Target End Date</b>	<b>PI Link (if appl) See 2 above</b>	<b>Corp priority ref</b>	<b>For IP? 2009/10</b>	<b>Free for Dept Tag eg Joint Review Action?</b>
Ensure that clients are provided with improved and timely management information.		Hugh Thomas	x	x	x	Apr-09	Mar-12			x	
Potential investment to be assessed as part of the valuation		Hugh Thomas	x	x	x	Apr-09	Mar-12			x	
Time allowance built into the annual audit plan to undertake evaluation		Hugh Thomas	x	x	x	Apr-09	Mar-12			x	
The system should ensure a standardised approach is adopted and allow for improved management reporting		Hugh Thomas	x	x	x	Apr-09	Mar-12			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-09	Mar-12			x	

**Part 3 - Service Improvement Planned in 2009/12**

**Table 3a  
What we want to achieve in 2009/12**

<b>Objective 3:</b>	<b>To promote the Authority's Anti Fraud &amp; Anti Corruption Strategy (Annual Review)</b>
<b>Main PI (s) &amp; Target:</b>	<b>No related PI's</b>

<b>Key Action</b>	<b>Supporting Sub-Action Tasks (How are we going to achieve it?)</b>	<b>Owner /Resp. Officer</b>	<b>2009/10</b>	<b>2010/11</b>	<b>2011/12</b>	<b>Target Start Date</b>	<b>Target End Date</b>	<b>PI Link (if appl) See 2 above</b>	<b>Corp priority ref</b>	<b>For IP? 2009/10</b>	<b>Free for Dept Tag eg Joint Review Action?</b>
Ensure that staff are made aware of the Anti Fraud and Anti Corruption Strategy 2008-2011		Hugh Thomas	x	x	x	Apr-09	Mar-12			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-09	Mar-12			x	
Ensure that Internal Audit Staff are appropriately trained to deal with fraud and corruption issues		Hugh Thomas	x	x	x	Apr-09	Mar-12			x	
Identify areas of high risk of fraud or corruption and undertake reviews to identify possible abuse		Hugh Thomas	x	x	x	Apr-09	Mar-12			x	

**Part 3 - Service Improvement Planned in 2009/12**

**Table 3a**

**What we want to achieve in 2009/12**

<b>Objective 4:</b>		<b>Improve effectiveness of Service Risk Registers (Annual Requirement)</b>										
<b>Main PI (s) &amp; Target:</b>		No related PI's										
<b>3</b>		<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>	<b>13</b>	<b>14</b>
<b>Key Action</b>	<b>Supporting Sub-Action Tasks (How are we going to achieve it?)</b>	<b>Owner /Resp. Officer</b>	<b>2009/10</b>	<b>2010/11</b>	<b>2011/12</b>	<b>Target Start Date</b>	<b>Target End Date</b>	<b>PI Link (if appl) See 2 above</b>	<b>Corp priority ref</b>	<b>For IP? 2009/10</b>	<b>Free for Dept Tag eg Joint Review Action?</b>	
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.	<b>Martin Hurley</b>	x	x	x	Apr-09	Mar-12			x		
	Train Departmental Risk Champions and their Support Staff on process and support as long as necessary	<b>Martin Hurley</b>	x	x	x	Apr-09	Mar-12			x		

**Part 3 - Service Improvement Planned in 2009/12**

**Table 3a**  
**What we want to achieve in 2009/12**

<b>Objective 5:</b>		<b>Improve effectiveness of Project Risk Registers (Annual Review)</b>									
<b>Main PI (s) &amp; Target:</b>		No related PI's									
<b>Key Action</b>	<b>Supporting Sub-Action Tasks (How are we going to achieve it?)</b>	<b>Owner /Resp. Officer</b>	<b>2009/10</b>	<b>2010/11</b>	<b>2011/12</b>	<b>Target Start Date</b>	<b>Target End Date</b>	<b>PI Link (if appl) See 2 above</b>	<b>Corp priority ref</b>	<b>For IP? 2009/10</b>	<b>Free for Dept Tag eg Joint Review Action?</b>
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	<b>Martin Hurley</b>	x	x	x	Apr-09	Mar-12			x	
	Train Project Managers, Departmental Risk Champions and their Support Staff on process and offer as long as necessary.	<b>Martin Hurley</b>	x	x	x	Apr-09	Mar-12			x	

**Part 3 - Service Improvement Planned in 2009/12**

**Table 3a  
What we want to achieve in 2009/12**

<b>Objective 6:</b>		<b>Ensure Business Continuity Management is embedded throughout the Authority</b>									
<b>Main PI (s) &amp; Target:</b>		<b>No related PI's</b>									
<b>3</b>		<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>	<b>13</b>	<b>14</b>
<b>Key Action</b>	<b>Supporting Sub-Action Tasks (How are we going to achieve it?)</b>	<b>Owner /Resp. Officer</b>	<b>2009/10</b>	<b>2010/11</b>	<b>2011/12</b>	<b>Target Start Date</b>	<b>Target End Date</b>	<b>PI Link (if appl) See 2 above</b>	<b>Corp priority ref</b>	<b>For IP? 2009/10</b>	<b>Free for Dept Tag eg Joint Review Action?</b>
Completion of Impact Analysis		Phil Sexton	x			Apr-08	Apr-09		MMFP	✓	
Establish Business Continuity Action Plan		Phil Sexton	x	x	x	Apr-08	Mar-12			x	
Corporate working group Meetings to be held on a quarterly basis		Phil Sexton	x	x	x	Apr-08	Mar-12			x	

**Part 3 - Service Improvement Planned in 2009/12**

**Table 3a**  
**What we want to achieve in 2009/12**

<b>Objective 7:</b>	<b>To further integrate the targeting, identification, recording and monitoring of efficiencies achieved from procurement activity</b>										
<b>Main PI (s) &amp; Target:</b>	<b>No related PI's</b>										
<b>Key Action</b>	<b>Supporting Sub-Action Tasks (How are we going to achieve it?)</b>	<b>Owner /Resp. Officer</b>	<b>2009/10</b>	<b>2010/11</b>	<b>2011/12</b>	<b>Target Start Date</b>	<b>Target End Date</b>	<b>PI Link (if appl) See 2 above</b>	<b>Corp priority ref</b>	<b>For IP? 2009/10</b>	<b>Free for Dept Tag eg Joint Review Action?</b>
Achievement of procurement efficiency target of £3 million by 2010	Agree revised targets	Alan Aitken	x			Apr-09	Mar-10		MMFP	✓	
Co-ordinate the achievement of procurement efficiencies, to provide the necessary audit trails and supporting evidence		Rob Newman	x			Apr-09	Mar-10			x	
Ensure that officers with Procurement/Contracting responsibility are aware of their obligations under this regime		Sian Griffiths	x	x	x	Apr-09	Mar-12			x	
Continue to work with Value Wales and Welsh Purchasing Consortium in validating efficiency related progress		Sian Griffiths	x	x	x	Apr-09	Mar-12			x	
Consult and communicate with internal and external stakeholders re developments and proposals re efficiencies		Sian Griffiths	x	x	x	Apr-09	Mar-12			x	
Promote collaboration working in the Public Sector		Sian Griffiths	x	x	x	Apr-09	Mar-12			x	

**Part 3 - Service Improvement Planned in 2009/12**

**Table 3a**

**What we want to achieve in 2009/12**

<b>Objective 8:</b>		<b>To continue to assist in implementing elements of e-procurement</b>									
<b>Main PI (s) &amp; Target:</b>		<b>No related PI's</b>									
<b>Key Action</b>	<b>Supporting Sub-Action Tasks (How are we going to achieve it?)</b>	<b>Owner /Resp. Officer</b>	<b>2009/10</b>	<b>2010/11</b>	<b>2011/12</b>	<b>Target Start Date</b>	<b>Target End Date</b>	<b>PI Link (if appl) See 2 above</b>	<b>Corp priority ref</b>	<b>For IP? 2009/10</b>	<b>Free for Dept Tag eg Joint Review Action?</b>
Assist in the identification and implementation of suitable e-procurement initiatives		Sian Griffiths	x	x	x	Apr-09	Mar-12			x	

**Part 3 - Service Improvement Planned in 2009/12**

**Table 3a**

**What we want to achieve in 2009/12**

<b>Objective 9:</b>		To contribute to the implementation of 'Constructing Excellence' through the contractors framework and design procurement ie partnering									
<b>Main PI (s) &amp; Target:</b>		No related PI's									
<b>Key Action</b>	<b>Supporting Sub-Action Tasks (How are we going to achieve it?)</b>	<b>Owner /Resp. Officer</b>	<b>2009/10</b>	<b>2010/11</b>	<b>2011/12</b>	<b>Target Start Date</b>	<b>Target End Date</b>	<b>PI Link (if appl) See 2 above</b>	<b>Corp priority ref</b>	<b>For IP? 2009/10</b>	<b>Free for Dept Tag eg Joint Review Action?</b>
Avoidance of costs associated with traditional tender exercises.		Alan Aitken	x	x	x	Apr-09	Mar-12			x	
Assist others in delivery of improved service to Stakeholders and building capacity in the local construction market		Alan Aitken	x	x	x	Apr-09	Mar-12			x	
Better working relationships between Officers, Designers, Contractors (and sub contractors) and users.		Alan Aitken	x	x	x	Apr-09	Mar-12			x	

**Part 3 - Service Improvement Planned in 2009/12**

**Table 3a**

**What we want to achieve in 2009/12**

<b>Objective 10:</b>		<b>To further integrate sustainability into the procurement process</b>										
<b>Main PI (s) &amp; Target:</b>		<b>No related PI's</b>										
<b>3</b>		<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>	<b>13</b>	<b>14</b>
<b>Key Action</b>		<b>Supporting Sub-Action Tasks (How are we going to achieve it?)</b>	<b>Owner /Resp. Officer</b>	<b>2009/10</b>	<b>2010/11</b>	<b>2011/12</b>	<b>Target Start Date</b>	<b>Target End Date</b>	<b>PI Link (if appl) See 2 above</b>	<b>Corp priority ref</b>	<b>For IP? 2009/10</b>	<b>Free for Dept Tag eg Joint Review Action?</b>
Raise awareness in the local supply base and maximise opportunity to trade			Kim Baker	x	x	x	Apr-09	Mar-12			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-09	Mar-12			x	[Hatched Box]
Ensuring the Authority's sustainable procurement commitments are considered by all appropriate officers			Alan Aitken	x	x	x	Apr-09	Mar-12			x	

Table 3b												
What we want to achieve in 2009/10-12												
Key Divisional Objective:	Divisional Management Standards											
Key PI (s) & Target:												
3	4	5	6	7	8	9	10	11	12	13	14	15
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	Balance F,P,A,Q,SO	For IP? 2009/10	
<b>a. Helping Staff to Perform - all staff to have an opportunity to discuss their performance and how they can be helped to improve.</b>												
Ensuring staff receive a 'Helping People to Perform' meeting with their line manager		Phil Sexton/ Business Unit Managers						1.3.2.11b	MSOS			
								1.3.4.11a	MSOS			
<b>b. Communications - to ensure effective internal communication. Including staff conferences, team meetings and newsletters.</b>												
Ensure telephones are answered quickly	Unavailable from corporate centre	All						2.2.2.9	BPCF			
<b>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</b>												
Cross refer to table 2c												
<b>d. Priority Based Budgeting - Working to identify more efficient ways of providing services/reducing costs</b>												
See Table 4b												
<b>e. Marketing the Council - working proactively to ensure a flow of stories and initiatives.</b>												



## PART 4 - Use of Resources

3 YEAR REVENUE BUDGETS 2009-10 to 2011-12

Net £'000		Statutory S/NS/Bot h	2009-2010			2010-2011			2011-2012		
			Expend'	Income	Net	Expend'	Income	Net	Expend'	Income	Net
			£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
1	Procurement		451	-456	-5	466	-456	10	480	-456	24
5	Audit & Risk Management		861	-868	-7	888	-868	20	914	-868	46
-45	Business Support Unit		286	-295	-9	296	-295	1	306	-295	11
0	Resources Training		104	-105	-1	107	-105	2	110	-105	5
-39	<b>Total Audit, Procurement &amp; Risk Management</b>		<b>1,702</b>	<b>-1,724</b>	<b>-22</b>	<b>1,757</b>	<b>-1,724</b>	<b>33</b>	<b>1,810</b>	<b>-1,724</b>	<b>86</b>

**Table 4b - Savings & Efficiencies**

Table 4b - Savings & Efficiencies										
Audit & Risk Management										
Costc	Cost Centre Description	2009-2010			Notes on Changes	2010-11		Notes on Changes	2011-2012	
		Managers Actions				Managers Actions			Proposed	Notes on Changes
		Original	Revised	Other		Original	Revised			
8336	Insurance									
	Staffing	0	-16,000		reduction of 1 post					
	<b>Total</b>	<b>0</b>	<b>-16,000</b>	<b>0</b>		<b>0</b>	<b>0</b>		<b>0</b>	

<b>Table 4c - Capital</b>												
<b>What do we spend on Capital ?</b>												
completed for the Service Head (Divisional) Plan only.												
Scheme	<b>2008/09</b>			<b>2009/10</b>			<b>2010/11</b>			<b>2011/12</b>		
	Gross Cost	Potential External Funding	Internal Resources Required	Gross Cost	Potential External Funding	Internal Resources Required	Gross Cost	Potential External Funding	Internal Resources Required	Gross Cost	Potential External Funding	Internal Resources Required
<b>Explanation of significant variation</b>												
No Capital Budget allocated to this service												

Table 5a – Audit, Risk & Procurement Divisional Business Plan																
Our <u>Key</u> Measures of success - 2007/08 results, 2008/09 projected results and targets for 2009/10 +																
		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
PI REF	Definition (If abbreviated see full definition on footnote below)	2007/08				2008/09				2009/10		10/11	11/12			
		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
<b>No Mandatory measures set by the Welsh Assembly Government for the Audit, Risk and Procurement Division (including Business Support Unit)</b>																

Table 5b – Audit, Risk & Procurement Divisional Business Plan										
Performance Measurement Results 2007/08+ and Targets 2009/10 +										
		How well have we done?	How well are we doing?				Improvement			
			See explanation of performance				See explanation of targets			
a	b	c	d	e	f	g	k	l	m	n
		2007/08	2008/09				2009/10		10/11	11/12
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
<b>Divisional Standard Measures (Link to Table 3b)</b>										
<b>a. Helping Staff to Perform</b>										
1.3.2.11(b)	% of third tier managers appraisals carried out during the year	100%	100%	100%	☺	Constant	100%	Constant	100%	100%
1.3.2.11(a)	% Appraisals carried out during the year	100%	100%	100%	☺	Constant	100%	Constant	100%	100%
<b>b. Internal Communications</b>										
2.2.2.9	% calls answered within 14 second target	Data not available								
<b>c. Human Resources</b>										
CHR 2	The number of working days/shifts per Full Time Equivalent lost due to sickness absence.	13.9 Days	12.0 days	16.1 days	☹	▼	11.4 days	✓	TBC	TBC
1.3.2.16	% of Return to Work Interviews conducted	Data not available								
<b>d. Service Asset Mangement Plans</b>										

**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
<b>Objective 1</b>					
<b>Objective 2</b>					
<b>Objective 3</b>					
<b>Objective 4</b>					
<b>Objective 5</b>					
<b>Objective 6</b>					
<b>Total</b>					

**No Mandatory Measures set by the Welsh Assembly Government for Audit, Risk and Procurement Division**

**Mandatory 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							