



Service Plan Template for 2007/08 (covering April 2007 – March 2010)

Service Plan for: Resources and Business Management

Directorate: City Strategy

Service Plan Holder: Sian Hansom

Workplans: Finance, IT, HR, Customer Support
Services, Business and Policy
Development and Waste Procurement

Director: Bill Woolley

Signed off

Date:

EMAP : City Strategy – A Reid

Signed off

Date:

Section 1: The service (1 page max)

Service description

The Department of Resource and Business Management in the Directorate of City Strategy comprises all the internal support functions for the City Strategy Directorate and also for some support services in Resources and Chief Executives and is structured as follows:-

Finance

This service provides strategic financial planning, advice and support service to City Strategy. In particular we cover accountancy, business support, accounts and budget management, monitoring revenue income and expenditure budgets of £51m and capital budgets of £19m. We pay 400 invoices per month. This service is provided to ensure expenditure is authorised and within budget and that creditors of the Council are paid in accordance with best practice and contract conditions.

We also provide financial support to Resources Directorate and Chief Executives departments. This includes preparation, monitoring and closedown for budgets of £58m (Resources) and £9m (Chief Executives)

We manage all Council internal recharges, totalling £16.6m.

Information Technology

This service provides support to the City Strategy and Chief Executives Directorates in ensuring Information Technology systems best support operational service requirements. This is done using the Corporate IT Strategy to produce a Directorate IT Strategy to drive forward IT improvements. Work is undertaken with additional support from Resources IT&T through the provision of a Service Level Agreement. We support approximately 400 IT users and 53 IT systems and the Ordnance Survey requirements for the whole Council.

Human Resources

This service provides strategic and operational support to the City Strategy Directorate on a wide range of HR related activities. Key areas cover: the management of change, recruitment and selection, attendance management, employee relations, and performance management. Support is also provided to managers to equip them with the skills to support the Directorate and maximise the potential of all employees. HR support approximately 400 managers and employees across the Directorate.

Support Services

This service provides a range of administrative functions to / for the Directorate including:

Customer Services and Reception – used by 40,000 members of the public per year. Offering specialist services such as planning in addition to the conventional reception duties. Processing of all cash, cheques and debit card transactions in person and by post some 10,000 items per annum

Resources and Records Administration – provides central support to the Directorate, dealing with 500 pieces of correspondence per day (360,000 per annum), distributing, monitoring and dispatching mail and many other miscellaneous services. In addition, a central filing system of over 250,000 files is managed for the directorate, both on and off site.

Draughting and Printing – this unit supplies 2500 customised maps per year and provides photographic services across the council. The print unit specialises in printing of large AO plans.

Policy, Performance and Management Support

This service provides a performance management framework for the City Strategy, Resources and Chief Executives Directorates (collating and reporting on the directorates' performance, comparative data and target setting). We provide support in the production of Service and Business Plans, and linkages to corporate policy such as CPA, Equalities, Accommodation Review, Customer Standards, Easy@York etc. The unit also undertakes a large number of ad hoc projects for the various Directorate Management Teams and corporately as appropriate. It also ensures that there is a healthy and safe environment for the Directorates customers and staff. The Section regularly monitors approximately 482 performance indicators, these are broken down as follows City Strategy 265, Resources 130 and Chief Executives 87.

We also monitor and manage customer correspondence to the directorate (dealing with up to 5,000 customer mail and 4,000 member enquiries / complaints per annum).

Management Support Service – Personal Assistants provide direct support to City Strategy Management Team and a Technical and Admin team producing approximately 7,000 documents per year and undertake quality control checks for various reports including e-maps and also outgoing correspondence.

Waste PFI – a technical service contributing to the joint procurement programme.

General Note Some services such as Customer and Member Correspondence, Reception, Technical and Admin Services etc. continue for some of the Neighbourhood Services Directorate.

Our main customers are City Strategy, Resources and Chief Executives Directorates, Members, all the residents and businesses in York and inspection bodies.

The services are provided through regular liaison, monitoring and reporting to DMT 's and Members (through EMAP's). Formal monitoring, reviewing and reporting most often occur on a quarterly basis, though performance is often monitored more frequently.

Service objectives

SO1: to ensure the provision of performance information through the City Strategy, Resources and Chief Executives performance management framework

SO2: to ensure high quality response to customers and members through the customer services support management arrangements

SO3: to provide effective performance management to support the provision of high quality services

SO4: to ensure the production and continued use of service and business planning throughout the City Strategy, Resources and Chief Executives directorates, incorporating the outcomes of risk assessments and equalities impact assessments

SO5: to provide high quality cost effective strategic and financial support to City Strategy, Resources and Chief Executives directorates and corporate strategies as needed

SO6: to improve health and safety throughout City Strategy and Chief Executives directorates

SO7: to provide a high quality IT service through delivery of a directorate IT strategy in line with the corporate IT strategy

SO8: to provide a professional response to the changing financial support requirements of the services quality financial information

SO9: to continue to provide high quality cost effective customer service provision through reception, word processing, administration, draughting and printing services in line with corporate and customer requirements

SO10: to provide high quality HR support to the directorate, through the provision of appropriate advice and policies, accurate and relevant information, and recruitment and retention of staff

SO11: to develop and motivate staff through effective HR policies enabling them to undertake their jobs

SO12: To coordinate the implementation of cross-directorate and corporate initiatives across the directorates

SO13: To ensure a fair and consistent service is provided for all members of the directorates, be responsive and helpful to the needs of all customers, internal and external

SO14: To contribute to the Corporate Strategy and Operational Effectiveness Programme

SO15: To support the City Strategy Directorate Management Team

SO16 : To decrease the tonnage of biodegradable waste going into landfill through access to waste treatment

SO17 : To support the NYCC/CYC Waste Management Partnership, specifically relating to the Waste PFI project.

SO18: Ensure the Health and Safety of staff and customers of the services provided. Contribute to and implement the Corporate Action Plan and response to the first year of the HSE Strategic Intervention.

Section 2: The Drivers (2 page max)

This section should represent a summary of the challenges (or drivers) that might affect future service delivery and/or performance over the next 1-3 years. This be based on stage 1 of the planning process (i.e. 'Investigate' stage).

Driver type	How might this affect our service	Sources
<p>External drivers</p> <ul style="list-style-type: none"> • Employment legislation • Stronger Prosperous Communities (White Paper) • Political changes • Without Walls Community Strategy • Local Authority Funding e.g. Local Area Agreements – LPSA2 / LAA • Equalities Legislation, Equalities Policy and CPA requirements and CRE Equality 2 Standard 	<ul style="list-style-type: none"> • Changed employment policies • Changes to the way local government carries out its business • Support the delivery of the Community Plan • Support the delivery of the LAA • Raise awareness of equalities issues and carry out further programmed action across the directorates in line with the corporate equalities plan 	<p>Govt publication – Delivering efficiency in local services</p> <p>Executive reports</p> <p>Audit Commission – Proposals for CPA</p> <p>Corporate Equalities Plan</p> <p>Equalities impact assessments</p> <p>Pride in the Communities</p>
<p>Corporate drivers</p> <ul style="list-style-type: none"> • Highways / Waste PFI process as agreed by Executive • Waste strategy as agreed by Members • Improved customer support and response • Continuous improvement of financial management and Support Service provision in light of the restructure which includes both Resources & Chief Executives depts. • Medium term financial strategy • Corporate HR strategy / policies including job evaluation • Corporate Management Framework for Service and financial planning – ensuring it is fully integrated 	<ul style="list-style-type: none"> • Finance / HR support to highways / waste PFI process • Strategic lead of CYC's input into the waste PFI procurement needed • Directorate approach to improved customer services (linked to <u>EASY@YORK</u>) • Need to ensure that all budgets are properly structured and understandable. Identify and deliver any training needs. Reviews recharge model and accountability. • Strategic directorate approach to future budgetary issues • Ensure implementation and understanding of policies and procedures • Service plans to identify future budget 	<p>Executive reports</p> <p>IT Development Plan 05/06</p> <p>Council Plan</p>

<ul style="list-style-type: none"> • LPSA • Corporate IT Strategy • CPA • Corporate Strategy - Delivery of Corporate Initiatives Outcomes of corporate projects to be implemented at directorate level; • Changes to Management Information - Such as EIA's, HSE Strategic Intervention Accommodation review Operational risk assessments Equalities Policy embedding into CYC • Statement of Internal Control 	<p>requirements / savings</p> <ul style="list-style-type: none"> • Support and guidance in production of future service plans and associated Corporate Management Cycle • Assist in the CPA self assessment process • Assist in the delivery of the Corporate Strategy • The development of a Document Management System • Contribute to the delivery of corporate initiatives such as OEP Corporate Priorities, <u>Easy@york</u>, Gershon Efficiency, New Accommodation Project (roll out and implementation), Operational risk assessments, Equalities, HSE Strategic Intervention 	
<p>Directorate drivers</p> <ul style="list-style-type: none"> • Business and service planning • Delivery of services within authorised budget • Directorate IT strategy to deliver priorities • Staff survey results and action plan • Outcomes of internal audit reports • Highways / Waste PFI • Corporate Governance • Business Continuity • Risk Management • Code of Conduct – Leadership and Management Standards (LAMS) • Budget savings / reduced capacity 	<ul style="list-style-type: none"> • Continued publicity of directorate achievements • Continued monitoring, reviewing, corrective action and reporting of budgetary position • Implement directorate IT strategy to deliver priorities • Ensure implementation of action plan to address issues raised • Ensure implementation of action plan to address issues raised linked with Statement of Internal Control • Completion of Business Continuity Plans throughout the Council will need to be intensively resourced. • Identified and regularly monitored • Communicated and rolled out • Review of all resource and business management support arrangements • Strategic directorate approach to future budget issues. Ensure budgets are monitored and achievable and that all cost pressures are clearly identified through financial monitoring 	<p>Best value review of waste Executive reports</p>

<ul style="list-style-type: none"> • City Strategy Vision 	<ul style="list-style-type: none"> • Significant links and joined up working needed with LDF to deliver spatial elements of the strategy. 	
<p>Service drivers</p> <ul style="list-style-type: none"> • Customer and Member correspondence improvements • Creditors payments on time • Continued provision of accurate and timely information, maps and plans • Performance improvement in specific areas • New IT or technology upgrades – Corporate GIS, FMS • Staff development & training plan for all staff • Residents opinion and talk about survey results • Coordinated consultation, monitoring and analysis • Budget savings • Health and Safety improvements Action Plan • Equalities 	<ul style="list-style-type: none"> • Continued improvements with less resources following budget review for 2007/08 • Continued monitoring of creditor payments and budget holders • Improved service provision in relation to maps, plans and information • Reception to lead on easy@york • Changes to pool car administration • Improved monitoring and reporting of poorer performing areas • Implementation plans required for IT developments • Staff development and training plan to be produced • Coordinated approach to consultation via action plans • Customer satisfaction surveys • Need to realise the savings this year through increased flexible working and natural wastage • Audit, develop, monitor and improve customer contact with the directorate. 	<p>Performance reports</p> <p>Residents Opinion survey</p> <p>Performance appraisals</p> <p>Staff opinion surveys</p> <p>YEP</p>

Section 3: Critical Success Factors (CSFs) (half page max)

CSFs for 2007/08	Why a CSF?
To ensure a high quality response to customers and members through a monitoring and management system	To improve the perception of the directorate with customers / members and businesses and provide improved service to customers
To continue to improve the effectiveness of Resource and Business Management in light of budget savings, E-Government and Highways PFI (including dealing with HR implications), adapting to changes effectively	The same level of service expectations will exist with less resources to deliver
To have an effective impact into corporate procurement projects to ensure value for money for CYC	Significant financial impacts of corporate procurement issues such as Waste, Highways and E-Government have implications on the whole Council
Improve and develop the Directorates Performance Management Framework. In line with Corporate thinking (Pathfinder report Corporate Spreadsheet)	The improvement in the way that the Directorate Manages performance will allow DMT and the Executive to make informed decisions on the allocation of resources.
Contribute to the delivery of projects in E-Government programme	Directorate has responsibility for property database for the Council and the major GIS use across the Council
Job Evaluation	Impact of the latest policies on staff.
Waste PFI – To ensure that the waste OBC (Outline Business Case) is approved for PFI credits by Government funding bodies	To support the delivery of IS1 Corporate Priority

Section 4: Links to corporate priorities (half page max)

Improvement Statement (IS)	Contribution
IS1 - Decrease the tonnage of biodegradable waste and recyclable products going to landfill	Monitoring and management of directorate business and service planning process and best value service improvements. Delivery of a waste treatment solution in conjunction with NYCC
IS10 –13 Improving our organisational effectiveness	Compliance with financial and procurement regulations
IS10 – Improve our focus on the needs of customers and residents in designing and providing services	Through directorate performance management framework
IS11 – Improving leadership at all levels to provide clear, consistent direction to the organisation	Improved and regular reports to ensure directorate financial performance is achieved and Gershon is achieved through forward planning
IS12 – Improve the way the Council and its partners work together to deliver better services for the people who live in York	Improved performance management framework and performance, service plan roll out
IS13- Improve efficiency and reduce waste to free up more resources	HR client and officer responsibility for implementation of HR policies and procedures
	Implementation of IT and e-government projects as relate to directorates.
	Retention of operational risk register and monitoring of progress on actions to address high strategic and operational risks
	Implementation of e-government projects and front office changes
	Coordination of EIA's, action plans to improve and contribution to corporate achievement
	The Resource and Business Management department provides support to all the corporate priorities within the Corporate Strategy 06-09, but its primary role is IS10 –13 Improving our organisational effectiveness. It does this through the provision of timely, accurate and relevant information to the Council and whole Directorate in the areas of its expertise
<p>Links to other plans</p> <ul style="list-style-type: none"> • Local Transport plan • Waste strategy and North Yorkshire Waste Strategy • Corporate IT strategy • Local Development framework • Economic development strategy • YTC business plan • Council plan (CPA action plan) • Risk management strategy • Corporate procurement strategy 	<ul style="list-style-type: none"> • Health and Safety Steering Group Work plan • Without walls • HR strategy and protocol and Staff Development Strategy • LA21 • Staff survey action plan • Corporate Equalities Plan • LAA • Corporate Strategy • Pride in our Communities Plan • Future York • City Regional Agenda

Section 5: Balanced Scorecard of outcomes and measures (3 pages max)

Customer based improvement

Outcomes	Measures					Actions
<ul style="list-style-type: none"> • Improved customer satisfaction • Reduced number of customer complaints • Increased responsive to correspondence from Members and customers • IT systems can be accessed and used by authorised staff • Improved format of budgetary control information 	Measure	Current	2007/08 Target	2008/09 Target	2009/10 Target	<ul style="list-style-type: none"> • Weekly / monthly monitoring and reporting of correspondence to DMT, quarterly reporting to Members • Monthly reporting and management of call answering through GMT's • Continue to ensure there is cover for setting up IT passwords • Increase the use of multi skilled staff throughout the Business and Policy Development and Customer Support Services to improve the efficiency of all services to both the public and internal customers • Review of regulatory format of budgetary control information
	C1a: Correspondence replied to within 10 days across the directorate	92.6% (Apr – Dec)	95%	95%	95%	
	C1b: Correspondence replied to within 10 days across Resource and Business Management	80% (Apr – Dec)	95%	95%	95%	
	C2: All customers to reception seen within 5 minutes	100% (Apr – Dec)	100%	100%	100%	
	C3a: Telephone calls are answered within Customer First standards across the directorate	93.2% (Apr – Dec)	95%	95%	95%	
	C3b: Telephone calls are answered within Customer First standards across Resource and Business Management	94.6% (Apr – Dec)	95%	95%	95%	
	C4: Users set up with password within 1 working day	99.3%	100%	100%	100%	
	C5: Percentage of stage 2 complaints solved within 10 working days within City Strategy Directorate	85.7%	95%	95%	95%	
	C6: Percentage of stage 3 complaints responded to and problem solved within 10 working days within City Strategy Directorate	0%	95%	95%	95%	

Process based improvement

Outcomes	Measures					Actions					
<ul style="list-style-type: none"> • All invoices are paid as quickly as possible, within government guidelines • Information held on IT systems is up to date • Performance management framework is accurate and up to date • Performance of word processing, filing, post administration, printing and photocopying maintained within agreed timescales, given reduced resources • CPA and legislative requirements are adhered to • Improve accessibility of services for all • Improve risk management across directorate • Improve health and safety across the directorate • Improve compliance with financial regulations • Improve use and availability of storage and filing on the servers • Accuracy of SLA's and recharges • Continue effective Directorate Joint Consultative council (JCC) • Development, implementation and running of the delegated decisions 	<table border="1"> <thead> <tr> <th>Measure</th> <th>Current</th> <th>2007/08 Target</th> <th>2008/09 Target</th> <th>2009/10 Target</th> </tr> </thead> </table>	Measure	Current	2007/08 Target	2008/09 Target	2009/10 Target					<ul style="list-style-type: none"> • Continue to monitor invoice payments, work with central creditors to introduce improved methods of payment, reducing numbers of invoices where possible • Ensure appropriate work planning for system owners to enable updates to be done on time • Agree clear timescales, deadlines, responsibility and management measures to ensure performance management framework complied with • Continuous monitoring and management of services provided to maintain high support service standards • Ensure corporate deadlines and instructions on closure of accounts followed. • Ensure all EIA's are undertaken and actions built into service plans • Undertake risk assessments and follow up with actions to address risks • Undertake action plan to address Health and Safety issues • Introduce directorate budgetary control policy • Undertake a review of file usage and directory structures, freeing up and making effective use of storage space • Review recharges process particularly Legal Services and Chief Executives • Quality and accurate monitoring of
	Measure	Current	2007/08 Target	2008/09 Target	2009/10 Target						
	P1: Invoices paid within 30 days across the City Strategy Directorate	92.8% (Apr – Dec)	95%	95%	95%						
	P2: Closedown timetable for accounts adhered to	100% 2005/06	Yes	Yes	Yes						
	P3: Reports to HSE under RIDDOR per annum	6 2005/06	5	4	3						
P4 –Corporate Performance and Financial Management framework and timetable (for City Strategy, Chief Executives and Resources) is adhering to.	Yes	Yes	Yes	Yes							

Finance based improvement

Outcomes	Measures					Actions
<ul style="list-style-type: none"> Maintain the same quality of service with reduced resources as per budget savings eg FRO Improved value for money on recruitment of staff Continued high standards of overall financial monitoring and management of directorate budgets Compliance with Directorate efficiency requirements Identify and obtain any savings from the highways PFI Regular monitoring of s106 monies, reported to Members as appropriate To deliver all existing budgets on target. 	Measure	Current	2007/08 Target	2008/09 Target	2009/10 Target	<ul style="list-style-type: none"> Monitor and manage the quality performance (through process pi's above) whilst managing spend Monitor, review and action recruitment performance to achieve VFM Monthly monitoring, review and actions recommended relating to directorate spend Promote use of support services to maximise effectiveness Undertake an action plan to increase efficiency savings in the directorate Complete actions arising from internal and external audit reviews S106 review and reporting
	F1: Spend within budget for directorate and portfolios	Less than 100%	Less than 100%	Less than 100%	Less than 100%	
	F2: Spend within budget – R&BM and Portfolio	Less than 100%	Less than 100%	Less than 100%	Less than 100%	
	F3: Cost of recruitment per post (quarterly measurement) successfully filled	£1,358 2005/06	No set Target			

Staff based improvement

Outcomes	Measures					Actions
<ul style="list-style-type: none"> Improved recruitment, induction and exit processes in which all staff partake Improved staff appraisal system, including training and development plans Improved staff productivity and welfare through improved attendance Improved staff morale Improved understanding and management of health and safety issues 	Measure	Current	2007/08 Target	2008/09 Target	2009/10 Target	<ul style="list-style-type: none"> Update induction and exit processes and documentation and apply to all staff starting and leaving Regular and timely monitoring and management of HR information on appraisals, sickness Devise and implement an action plan for addressing staff survey issues as relevant
	S1: BVPI 12: Number of staff days lost to sickness (and stress) across directorate (days/FTE)	8.86 days (Apr –Dec)	Less than 10 days	Less than 10 days	Less than 10 days	

<ul style="list-style-type: none"> Improved application of corporate HR policies Improved use of staff resources through flexible approach Reduce sickness absence levels Achievement of the EEIP 	S2: Number of staff days lost to sickness (and stress) across RBM	3.35 days (Apr –Dec)	5 days	5 days	5 days	<ul style="list-style-type: none"> Devise, implement and monitor a directorate training and development plan Staff suggestion scheme Promoting ECDL
	S3:CP 13a - Days lost for stress related illness as a percentage of sickness days taken across the directorate	9.32% (Apr-Dec)	Less than 10 %	Less than 10 %	Less than 10 %	
	S4: CP 13b - Days lost for stress related illness as a percentage of sickness days taken across RBM	0% (Apr – Dec)	Not target based	Not target based	Not target based	
	S5: BVPI 11a - % of top 5% of earners who are women	20%	Not in 2006/07 Service Plan – do we want it in this one?			
	S6: BVPI 11b - % of top 5% of earners who are from an ethnic minority	0%	Not in 2006/07 Service Plan – do we want it in this one?			
	S7a: % starters completing induction process across City Strategy	60% (05/06)	80%	80%	80%	
	S7ai: % starters completing induction process RBM	100% (05/06)	100%	100%	100%	
	S8: % Leavers completing exit process across City Strategy	60% (05/06)	80%	80%	80%	
	S8bi: % Leavers completing exit process across RBM	100%	100%	100%	100%	

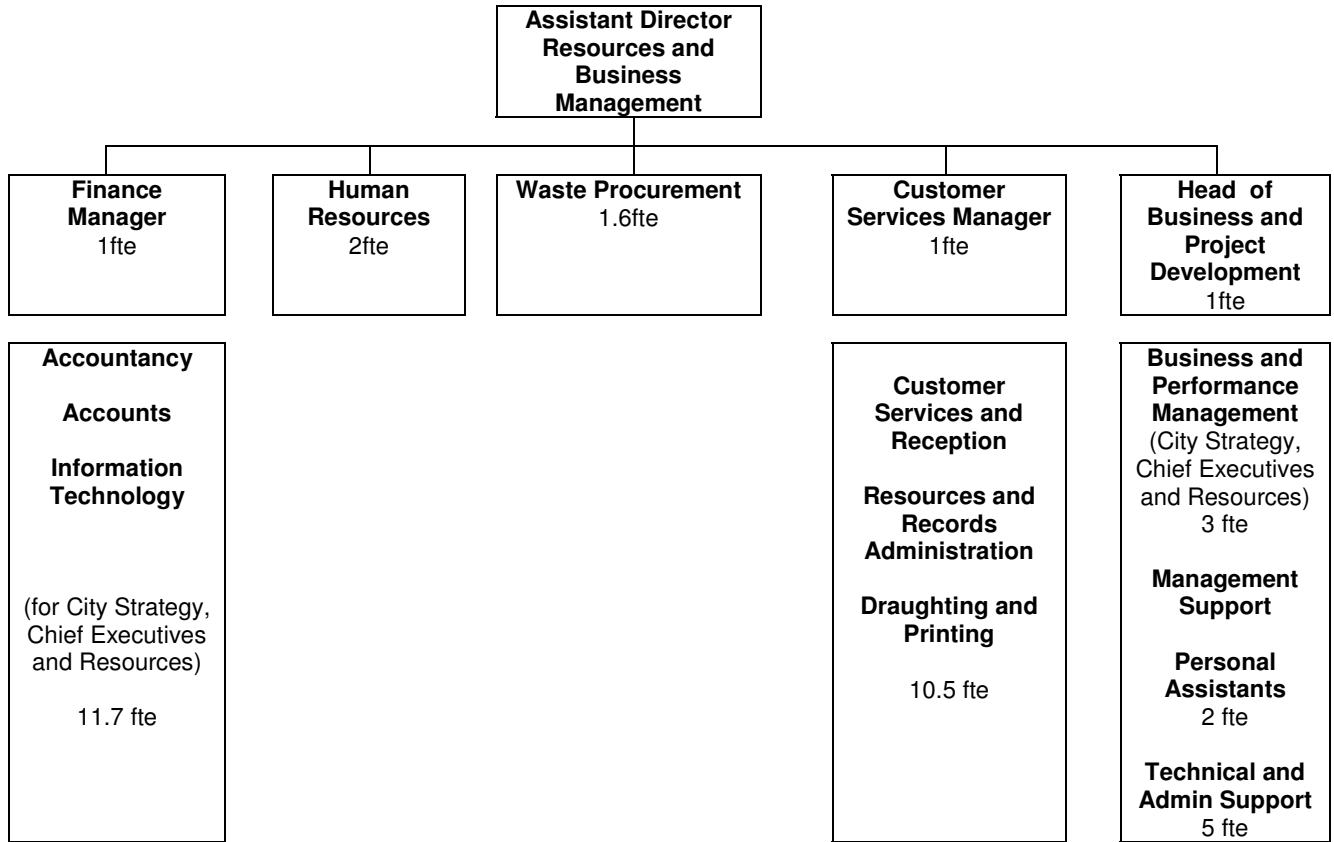
	S9: % staff in City Strategy directorate appraised	80% (forecast)	100%	100%	100%	
	S9bi: % staff in RBM appraised in the last 12 months	100% (forecast)	100%	100%	100%	
	S10: Overall staff satisfaction rating of staff in directorate in staff survey	73% (05/06)	Not conducted 2006/07	Next survey April / May 07 80%		
	S10ai: % of staff expressing satisfaction with their job (RBM)	80%	Not conducted 2006/07	Next survey April / May 07 85%		
	S11: Reports to HSE under RIDDOR per annum	6 (05/06) 5 (Apr – Dec 06)	5	5	5	

Section 6: Corporate Issues (2 page max)

Actions/Evidence	Deadline
Equalities action/s	
<ul style="list-style-type: none"> • Coordinate the consultation processes for the Directorate to ensure equalities information recorded and acted upon • Monitor report and action equalities issues across the Directorate particularly staffing issues (Employment Improvement Plan EEIP) 	Ongoing
Operational Risk – red risk action/s	
<ul style="list-style-type: none"> • Production and action of the Directorate Statement of Internal Control • Health and Safety Risk Assessments are not completed / updated • Member correspondence management 6/7 	
Gershon – Efficiency improvement	
<ul style="list-style-type: none"> • Combined processes across City Strategy Directorate • Producing the same service with reduced resources • Savings totalling £40k have been identified as part of the 2007/08 budget. This equates to a 4% reduction in the total pay bill for the service. Whilst there will be a level of service reduction primarily relating to staff cover the impact on customers should be minimal. A review is underway looking at Management Support / administration within the directorate. Photocopying and printing and staff travel using pool cars. 	
<u>Competitiveness statement</u>	
<ul style="list-style-type: none"> • The section has had it's gross budget excluding recharges reduced by 3% from 2006/07 to 2007/08 whilst maintaining a similar level of service and taking on additional responsibilities. • As part of the transfer of finance and performance support for Resources and Chief Executives into the Service Plan area there has been an opportunity to consider new ways of supporting the Directorates maximising the resources available. This change has meant Resources and Chief Executives have gained access to additional Finance / IT and Performance support that was previously not available, at no additional cost to the organisation. • Resource and Business Management will support the Directorate Service Plan areas to achieve savings through procurement to keep the pressure off taking savings from front line services. 	

Section 7: Resources (1 page max)

- Staff numbers (39.8 fte)– Assistant Directors (1 fte), PAs (2 fte), Business & Project Development (9 fte), Customer Services (11.5 fte), Waste (1.6 ftes), HR (2 fte), Finance (12.7 fte)



- The resources have been reduced by £40k from 06/07 (2 FTE) to provide the same service
- Work is continuing on the Easy@York project and the Highways PFI. This is likely to result in changes to the structure in the future

Budget

	<u>2006/07</u>	<u>2007/08</u>
Employees	£ 1,273k	£ 1,283k
Premises	£ -	£ -
Transport	£ 35k	£ 37k
Supplies and Services	£ 461k	£ 396k
Miscellaneous	£ 2,606k	£ 2,606k
– Recharges	£ 2,606k	£ 2,606k
– Other	£ -	£ -
Capital Financing	£ -	£ -
Gross cost	£ 4,375k	£ 4,322k
Less Income	£ 4,311k	£ 4,306k
Net cost	£ 64k	£ 16k

Section 7: Monitoring and reporting arrangements

This service plan will be monitored quarterly / regularly by DMT, Group Management Team and Executive Members using the Directorate /Corporate Management Framework .

