Wales Deanery Efficiency Guidelines

May 2015

Introduction

The budget available for Deanery operations in 2015/16 is £17.356m.

A significant amount of work has been undertaken to achieve a balanced budget following an exercise to reset budgets in line with current and ongoing work priorities. Despite this, the level of budget will constrain how operations are performed.

As an organisation, the Deanery needs to ensure that across its activities, resources are utilised efficiently and effectively, with a mandate to ensure value for money. These principles need to be applied consistently across the whole organisation to ensure fairness in resource allocation and budget management.

The overall mandate is for staff to be aware of costs and apply these (and other) efficiency savings to achieve "best value/value for money". Over the last year there has been a conscious movement towards budget holders understanding their budgets and mapping activities to Deanery outcomes.

1) <u>Staffing</u>

Staffing & overheads accounts for £9.6m, 55% of the budget. The cost of employment of the current establishment increases by £150,000 per year, this assumes that the current staff structure remains static and takes into account pay awards and salary increments, where appropriate.

The Management Executive met on the 14 April 2015 and agreed to implement a three month vacancy provision for vacant posts as at 31st March 2015, with a target of achieving a £100,000 saving this year. Finance will update budget holders accordingly on respective saving requirements.

In addition, it was agreed by the Management Executive team to centralise authorisation for staffing changes. This is to support a strategic approach to recruitment and to support the Deanery in identifying recurrent savings to fund the ongoing increases in staff costs.

1.1 Staff Changes

With immediate effect, any changes to the budgeted staffing establishment needs to be agreed and authorised through Management Executive. This applies to:

- Newly vacated posts
- Extensions to Fixed Term Contracts
- Changes to working hours
- Long term Sick Leave cover
- Maternity Leave cover
- New post request
- Agency staff recruitment/Increase in hours

A business case should be submitted to the Deanery Manager by the operational lead one week in advance of Management Executive meetings, for due consideration.

Please refer to the Business Case Template (Appendix A)

1.2 New Posts

Requests for new posts, which are additional to the existing establishment should be accompanied by a business case. New posts will require financial resource, as such income generation or savings options to fund posts should be clearly demonstrated and be achievable. If approval is not awarded,

the Deanery Manager will note all requests to enable future discussion/decision by Management Executive should resources be identified in the future.

1.3 Agency Staff

The current agency staff compliment is and will be reviewed on a periodic basis to ensure value for money.

Requests for agency staff or increases to existing hours will need to be requested via a business case, as per staff requests. Operational leads should consider the various options and need to backfill via agency staff. Agency staff are a temporary solution and this solution should be managed appropriately.

Feedback to the appropriate operational leads on the decisions made by Management Executive will be available.

The intention is to provide a decision/scoring matrix in the future.

If Management Executive is postponed/cancelled when staffing/agency business cases are due to be discussed, and are urgent, then, the Deanery Manager will liaise with the Executive both personally and electronically to achieve a consensus of opinion and agreement of decision on requests submitted. It is recommended that plans are submitted as soon as possible to reduce delay.

2) <u>Non Staff Expenditure</u>

Non-staff expenditure is an area where in previous years significant savings have been made or removed entirely from the organisations activities. As a result, budget holders/operational leads need to be conscious of what expenditure is being signed off.

The finance team are supporting budget holders to achieve this and there will be an ongoing process of checking to ensure value for money is achieved and financial regulations/guidelines are being met. Therefore, requests and/or expenses may be referred back to budget holders questioning requests/approvals and/or providing advice or suggestions regarding alternatives which represent better value for money.

In the first instance, budget holders are advised to attend financial regulation training provided by Cardiff University to ensure they are aware of requirements. The Wales Deanery will look to roll this out more widely to all staff, where appropriate.

2.1 Travel Expenses
The University's financial regulations offer guidance that all travel should be approached in the following context:

10.10 "Members of staff travelling on University business should be conscious of the need to balance their convenience with the fact that they are spending public money, which must be accounted for".

Expense guidelines will again be sent to all staff. Budget holders should also ensure that guidelines are provided to all other potential claimants such as casual speakers, visitors prior to any engagement. Claimants are advised that if claims are non-compliant with regulations and no explanation for the deviation, the claim **will** be adjusted accordingly without notification to the claimant.

10.11 **Business travel can only be claimed from your "normal place of work" as the journey between home and work is regarded as private. This means only mileage in excess of your normal**

home to work travel journey is claimable. The only exceptions to this is if your employment contract states that your "normal" place of work is your home address or if the miles travelled are less from your home address than work. You must provide your home address if the journey commences from there.

Claimants need to confirm that any mileage claims have been calculated in line with AA Route Planner and to note reasons for increased mileage in the "additional notes" section.

Claimants should be advised that wherever possible, when the need for travel is known in advance that a purchase order is raised for any travel expenses, other than mileage, which is to be incurred (Rail travel, Hire car). Where travel is requested for non-deanery staff, requests need to be passed through sections to ensure appropriate budget code is applied.

2.2 Place of work

For those members of the Deanery who spend the majority of their time (more than 5 sessions) working for the NHS, their place of work will be considered their NHS base/Home address (whichever is shorter), and all mileage claims calculated accordingly.

2.3 Use of Taxi's

From the University's financial regulations:

10.23 "Taxis should only be used when other forms of public transport are not available or suitable. If a School/Directorate has an account with a taxi company, a record should be kept of each trip and its purpose".

Anyone booking a taxi should ensure they e-mail pgmdefinanceteam@cardiff.ac.uk with the name the booking is under, the date, journey, budget code and the reason for the taxi.

2.4 Rail Travel

There are numerous methods of attaining savings in rail travel.

Where possible tickets for fixed time train journeys should be purchased.

When staff request rail travel, they should express fixed outbound travel in all instances – this can reduce costs. For example, purchasing two single tickets as opposed to an open return ticket which is more expensive (i.e. a fixed outbound and open return are general less costly that an open return).

All staff should question the need for open returns; these should only be ordered in the minority of instances.

The use of railcards should be investigated where the user utilises rail travel frequently; or where the user already holds a rail card.

Where possible, staff should request rail travel as far in advance as possible, but no more than 3 months before, as tickets are generally cheaper when they are first issued.

First Class travel will not be funded via Deanery resources.

2.5 Car Hire

The University's financial regulations state the following:

10.14 "For journeys of more than 100 miles in a day, a hire or pool car is usually deemed the most economical. These can be booked with the University's' approved contract hire companies. The cost of fuel can be reclaimed by submitting a claim form with the relevant receipts".

10.17 "Your own vehicle should only be used for trips under 100 miles. If this is exceeded, you can only claim 13p per mile over the first 100 for each round trip".

Given that the hire car company will charge the Deanery the pump price plus 25% in fuel charges, all staff are reminded of the importance of refilling the car prior to returning it. Additionally, early pick-ups or late drop-offs should only be agreed with the Deanery manager where necessary in order to avoid further charges.

Although not specifically mentioned in the University regulations, in order to control costs, hire cars with a maximum engine size of 1600 cc should be ordered creating a saving of 14% saving on the day rate compared to the next sized engine and a saving of 28% on a 2 litre engine.

All claims for expenses should be submitted within 3 months. Failure to do so will lead to non-payment.

2.6 Accommodation & Subsistence

Where accommodation is required, staff are reminded of the expenditure limits of £110 and £150 (London). These values are to cover both accommodation and subsistence on a 24 hour basis.

Staff should consider the necessity for overnight accommodation prior to/during an event, with consideration given to event start/finishing times when making an informed responsible request.

Staff/claimants are reminded these values should not be seen as the top limit to spend to and lesser amounts should always be encouraged.

Hotels for staff and participants should only be booked where an individual's home address/agreed base (whichever is shorter) is over 50 miles from the meeting venue.

Where claims exceed the prescribed amounts, the difference will need to be funded via the claimant themselves.

It is expected that whenever possible, accommodation is requested via Purchase Order. Where cheaper alternatives can be achieved by individual booking these need to be confirmed in advance with finance. Accommodation is normally booked by finance with a grading of four star plus.

Budget holders/Finance need to be mindful of value available for sign off should accommodation be ordered via purchase order and subsistence claimed via expenses. **Please do not be offended if the finance team come back to you an offer alternative accommodation at a reduced rate.**

2.7 Conferences

Staff wishing to attend external meetings and conferences must complete a Staff Training and Development pro-forma and submit this in the same way as applications made for training and development.

The Deanery has a limited budget available to fund conference attendance through the PDR process or to facilitate a Deanery presence at events. Therefore it may not be possible to fund all requests and/or to limit the number of attendees to certain events. In some cases additional information may be sought to evidence attendance need and mapping to role and Deanery requirements.

Priority for attendance will be given to those presenting/contributing to an event.

All corporately funded attendance at events need to be processed and agreed through Deanery Corporate Services who will confirm the availability of funding.

It is expected that learning from conferences attended is cascaded and shared within the Deanery where appropriate.

Where consistent requests for training through the PDR process have been requested, it is hoped that deanery wide training will be facilitated. A programme of staff learning & development is also in place for 2015-16 and will be expanded where possible.

Where attendance falls as part of operational requirements, conference attendance should be funded via departmental budgets. If the Deanery is unable to support the request, it is possible that professional leave to attend will be granted instead.

Where conference attendance is overseas, associated costs will need to be pre-approved. Attendance is subject to approval via the route above. If air travel is required, this will be supported in line with agreed financial regulations.

Where conference attendance is funded via team budgets in 2015/16, it is requested that details of the conference, attendees and costs are provided to Deanery Corporate Services for monitoring purposes and to ensure a Deanery wide view of conference attendance.

2.8 Events/Internal Meetings

The principal is that all internal team (staff employed via Cardiff University/Wales Deanery) meetings and events hosted/facilitated by the Deanery will be hosted in free accommodation venues across Wales, wherever possible.

Budget holders need to be mindful of public perception and the use of public money where events utilise conference centres and/or hotels.

The finance team are able to assist in identifying venues. Sections are requested to get competitive quotes from venues, selecting the best value venues.

Where there are geographical issues staff should consider the associated costs and consider cheaper options including the use of videoconferencing, skype or On –Sync.

2.9 Catering

The University's financial regulations offer the following guidance on staff working lunches:

9.5 "Refreshments provided to staff at working lunches or meetings, if not held on a routine basis, are an acceptable charge but there must be a formal agenda and minutes taken of the meeting. Tea, coffee and biscuits for staff during normal working hours and not in connection with the above is a personal expense and must not be charged to the University".

In addition, all staff are asked to consider whether bringing in catering is necessary for on-site meetings and should evaluate other options such as the time that meetings are held and the consumption of their own food and drink, either brought in from home or purchased from one of the many facilities on site.

2.10 Alcohol

The Deanery will not fund any purchases of alcohol. Any claims submitted will be amended accordingly.

2.11 Computer Equipment

All computer purchases are now centralised through the Intrepid team, so they can offer support and advice on specification/costs. Standard models have been identified for users which should reduce time and cost. New equipment will need to be funded from the operational budgets and savings found to fund these.

Where there is a specific needs for a model which differs from the standard models offered, the budget holder should liaise with the Deanery Manager. As a rule Mac Books will not be approved, alongside other Apple products, where alternatives are available.

Budget holders should give due consideration to the need for equipment. Is there a business need for staff to have a Deanery laptop/tablet? For information, more guidance will follow following completion of a review of Deanery equipment. Staff should ensure that they assist in the annual audit of inventory and that all unused equipment is returned to the Deanery for re-use, so it can either be re used or destroyed. Please note that all electronic equipment may contain sensitive information.

When staff leave the Deanery, managers should ensure a check is made with the finance team to ensure any equipment associated with the member of staff leaving is returned prior to their last day.

Standard replacements of equipment over 4 years old will only be undertaken should funds be available at financial year end.

2.12 Printing & Photocopying

There is a need across the Deanery to review the use and cost of standalone printers. No stock for these printers (toners/print cartridges) are to be purchased and kept for these machines.

Staff should make use of large machines, which offer greater economies, and are available on each floor. These machines have the function to store printing of numerous items sent to print until a time when convenient to do so for the user.

Information on how to do this is available from DeaneryCorpServ@Cardiff.ac.uk

Staff should consider the need to print. If required, black and white printing should always be used in preference to colour. For information colour printing costs in excess of 10 times more than black and white.

2.13 Stationery

Stationery orders are to be centralised through Corporate Services with immediate effect. Stationary currently in stock across 1st, 8th and 9th floors are available to all and should be utilised in the first instance.

Any new order requests should be placed via Deanery Corporate Services:
DeaneryCorpServ@Cardiff.ac.uk

2.14 Mobile Phones

An audit of mobile phones/data roaming equipment is being undertaken and staff should be encouraged to "give up" phones if they feel they are under-utilised.

Financial Regulations state:

12.26 "Mobile phones should be acquired only where it is essential for the efficient conduct of official business."

There is to be a 12 month freeze on upgrades and any new connections should be duly considered before approval. In cases where phones are approved, the user is allowed a maximum of £250 towards a new phone and case.

2.15 Professional Fees

No payment of personal professional fees should be made. These are the personal responsibility of the individual and tax relief can be claimed.

2.16 Storage Facilities

In line with the data retention policy of the Deanery, only the Maltings should be used as a storage venue for papers. Departments should review their current storage arrangements and destroy data where appropriate/in line with data retention policies.

2.17 Procuring IT services

Before looking into purchasing any new (or renewal of) external IT services or systems (e.g. a web based content management system) departments should communicate with the BSSU team first. They will be able to give advice on specifications and the adoption of a cost effective approach, and may be able to deliver services/systems internally.

2.18 Income Generation

Where the Deanery provides training opportunities/CPD for individuals external to the Deanery, it is expected that the costs to the Deanery are reduced by requesting a contribution from attendees for attendance.

A standard/policy on income generation is to be developed in due course.

2.19 Electronic Tools to support work

- Staff to utilise Doodle poll to arrange suitable dates for meetings
- Staff to utilise e-mail calendar function to manage meeting attendance

2.20 Contracts/ SLA'S/Memorandum of Understanding

As a Deanery there is a need to be mindful with regards entering long term contracts/contractual arrangements. Opportunity should be taken to review existing arrangements whether informal, formalised through SLA/MOU's or contracts to ensure the Deanery achieves value for money and/or whether changes can be made to improve arrangements. Support to do this is available through Finance, Business Support Manager and Deanery Manager.

Appendix A

Wales Deanery - Business Case Template for Staff Changes

(New vacancies, fixed term extensions, maternity cover, long term sick and new posts)

Business Case:

- **Background**

  ➢ *Reason for request*

- **Description of current work structure**

- **Options that have been considered;**

  - *Internal cover/Secondments from other sections*
  - *Grade changes*
  - *Changes to WTE*

- **The proposal/recommendation and why**

- **Resource requested (attach vacancy details including job description and person specification if available)**

  ➢ *Highlight savings/additional costs compared to budget*
  Requestors reminded of the need where possible to identify opportunities for both in-year and recurrent budget savings to support increasing annual staff cost commitments

- **The benefits**

- **The risks / impact assessment of not appointing**

- **Timescales**

Submitted by:

Signed:

Dated:

On completion, please submit to Chris Payne, Deanery Manager, cc Sally Walsh, Senior Corporate Services Officer and Joe Draper/Graham Roddis

Business Case will be discussed at next available Management Executive