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SUPPLEMENTARY PAPERS

Committee POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE

Date and Time of Meeting TUESDAY, 7 JULY 2015, 4.30 PM

To: Councillor Howells (Chair)
Councillors Cowan, Goodway, Hunt, Love, Murphy, Thomas, 2 vacancies

The following papers were marked 'to follow' in the agenda circulated previously.

Marie Rosenthal
Director Governance & Legal Services

Date: 2 July 2015
Contact: Kate Rees

4 ORGANISATIONAL DEVELOPMENT PROGRAMME - report to follow *(Pages 1 - 48)*

- Councillor Graham Hinchey, Cabinet Member, Corporate Services & Performance, has been invited to attend for this item and may wish to make a statement
- Paul Orders, Chief Executive; Christine Salter, Corporate Director, Resources; Sarah McGill, Director of Communities, Housing and Customer Services; Martin Hamilton, Chief Officer, Change & Improvement will be in attendance for this item.
- Questions by Members of the Committee.

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CITY & COUNTY OF CARDIFF**DINAS A SIR CAERDYDD****POLICY REVIEW & PERFORMANCE****SCRUTINY COMMITTEE****7 JULY 2015**

ORGANISATIONAL DEVELOPMENT PROGRAMME

Reason for the Report

1. To provide the Committee with an opportunity to consider in more detail progress and an overview of the new approach planned for delivery of the Organisational Development Programme (ODP), as requested following scrutiny in March 2015. This will enable the Committee to assure itself of the Council's progress in addressing the findings of the Wales Audit Office (WAO) Corporate Assessment of the City of Cardiff Council, September 2014.

Scope of the Scrutiny

2. This Committee's terms of reference empower the Committee to scrutinise:
 - the way the Council manages its performance and improvement;
 - how effectively the Council is implementing its policies; and
 - the effectiveness of the Council's systems of financial control, administration and human resources.
3. Attached, at **Appendix A**, is a draft Cabinet report, to facilitate scrutiny in advance of the Cabinet agreeing the future direction and consolidation of the ODP, under the 'Make the Difference' brand, in a move toward a new Target Operating Model for the Council.
4. Members may wish to consider the Council's effectiveness to date in delivering the ODP, current proposals to re-model the ODP to focus sharply on a smaller number of

well-resourced priority issues, and offer suggestions on how to maximise progress in its implementation in the run up to WAO's Corporate Assessment Follow –On visit in October 2015.

Background

5. In May 2014, the Council established an Organisational Development Programme, in response to the Welsh Local Government Association's October 2013 Peer Review of Cardiff Council. Following publication of the WAO Corporate Assessment of Cardiff Council report in September 2014, the ODP was amended to ensure it addressed the range of issues identified by the Assessment.
6. The report attached at **Appendix A** provides details of progress to date, and the Council's plan to refresh the ODP to address the urgent need to ensure that momentum is maintained.
7. The report proposes that the programmes will support the delivery of services by:
 - accelerating the shift to online services and mobile working;
 - reducing demand pressures on social services;
 - facilitating the move to alternative models of delivery;
 - increasing commercial revenue where practicable;
 - reducing the asset base to fewer but better buildings;
 - maintaining a culture of performance management, workforce planning and staff engagement.
8. The programme will achieve this by defining services as either '**universal**', those available to every citizen (eg education, waste, highway maintenance) or '**gateway**', those only available to individuals on the basis of an assessment of need (eg *services to vulnerable adults and children*).
9. The nine work streams of the ODP have been allocated to two principal portfolios of work, the **Enabling and Commissioning Portfolio** led by the Corporate Director

(Resources), and the **Reshaping Services Portfolio** led by the Director of Communities, Housing & Customer Services.

10. **Appendix 1** to Appendix A provides Members with a progress update for each of the 9 work streams within the ODP. For each work stream there is a summary outlining its 'Aim', 'Progress to date', and 'Next Steps'. The updates can be found as follows:

Enabling and Commissioning Portfolio

- Assets & Property – **page 18**
- Commercialisation & New Income – **page 25**
- Improvement – **page 11**
- Governance & Member Engagement – **page 20**
- Strategic Commissioning - **page 23**

Reshaping Services Portfolio

- Customer Focus & Enabling Technology - **page 26**
- Infrastructure & Neighbourhood Delivery – **page 34**
- Services for Vulnerable Adults – **page 28**
- Services to Vulnerable Children – **page 31**

11. **Appendix 2** to Appendix A illustrates the Target Operating Model.

12. **Appendix 3** to Appendix A provides Members with a timeline for progressing both Portfolios between quarter 2 2015/16 and quarter 2 2016/17. Key strategic milestones in each portfolio will enable the Committee to monitor performance over the next 18 months.

Previous Scrutiny

13. This Committee has concentrated a significant portion of its 2014/15 work programme to scrutinising the various Organisational Development work-streams, as well as the overall delivery of the ODP.

14. At the scrutiny in March 2015 Members heard from the Council's external Peer Advisor that the Organisational Development process in place in Cardiff has ensured that management has a grip on the challenges facing the Council, and the challenge forum process is characterised by rigour, honesty and candour. Members also heard that the Chief Executive is confident the ODP is leading to progress, and reassure Members that a balanced budget would be achieved for 2014/15. Following debate on this matter Members were clear that a major cultural change was needed so that directorates no longer expect the corporate centre to resolve overspends; Members therefore proposed Cabinet support a cross-party scrutiny panel to undertake monthly budget monitoring scrutiny, and felt it would be beneficial for this panel to begin work early in the new municipal year.
15. In addition Members felt the progress report provided in March 2015 could have addressed more fully the financial position and resilience of the Council. Members were pleased to hear the Chief Executive give his commitment to ensure that a future progress report would provide clarity about the financial position and resilience of the Council, as well as providing an overview of the new approach planned for the Organisational Development Programme.
16. In May 2015 officers brought forward a Financial Resilience briefing for Members, following which the Committee wrote to the Cabinet Member Corporate Services & Performance recognising that the Council is facing a large funding gap as it develops the budget strategy for setting its 2016/17 budget, and noting that the scale of this gap, in quantum terms, presents the greatest budget challenge yet, and will mean a decrease in service delivery levels.
17. Members felt it was time to focus more on customer preferences rather than savings alone, and suggested the Council ask customers what services they need free of charge and what they are prepared to pay for, with a view to increasing the Council's income from services. Members noted that target income levels would be revealed by Directors following the budget exercise currently underway in preparation for the budget strategy.

Way Forward

18. Councillor Graham Hinchey, Cabinet Member for Corporate Services and Performance has been invited to attend for this item and may wish to make a statement. Paul Orders, (Chief Executive), Christine Salter, (Corporate Director Resources), Sarah McGill (Director of Communities, Housing and Customer Services) and Martin Hamilton, (Chief Officer Change & Improvement), will be in attendance to give a presentation and to answer Members' questions on the delivery of the existing programme and the shape of the realigned programme.

Legal Implications

19. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct legal implications. However, legal implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any legal implications arising from those recommendations. All decisions taken by or on behalf of the Council must (a) be within the legal powers of the Council; (b) comply with any procedural requirement imposed by law; (c) be within the powers of the body or person exercising powers on behalf of the Council; (d) be undertaken in accordance with the procedural requirements imposed by the Council e.g. Scrutiny Procedure Rules; (e) be fully and properly informed; (f) be properly motivated; (g) be taken having regard to the Council's fiduciary duty to its taxpayers; and (h) be reasonable and proper in all the circumstances.

Financial Implications

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

Cabinet/Council will set out any financial implications arising from those recommendations.

RECOMMENDATIONS

The Committee is recommended to:

- i. consider the information presented in this report, appendices and at the meeting;
- ii. decide whether it wishes to make any recommendations to the Cabinet.

MARIE ROSENTHAL

Director of Governance & Legal Services
1 July 2015

**THIS REPORT MUST BE ACCOMPANIED BY THE
REPORT AUTHORISATION FORM 4.C.214**

**CITY OF CARDIFF COUNCIL
CYNGOR DINAS CAERDYDD**

CABINET MEETING: DATE

**TITLE: AN UPDATE ON THE ORGANISATIONAL
DEVELOPMENT PROGRAMME**

REPORT OF THE CHIEF EXECUTIVE

AGENDA ITEM: X

PORTFOLIO:

Reason for this Report

1. To provide an update on the implementation of the Council's Organisational Development Programme (ODP) and to map out the next steps for key projects and initiatives that are essential to improving the Council's financial resilience and service delivery performance in the medium term.

Background

2. Cabinet's report, of 15 May 2014, established the ODP as a comprehensive response to a range of critical challenges, including the marked deterioration of the Council's financial position, demand-led pressures on services, and the inadequate performance of a number of statutory services. It sought to address issues identified by the Welsh Local Government Association (WLGA)-led Peer Review, and anticipated many of the observations of the Wales Audit Office's (WAO's) Corporate Assessment, which was published in September 2014. The WAO recommended that: "the Council ensures the implementation of its Organisational Development Plan and resolves the range of issues identified in this assessment".
3. The ODP has brought together the key change projects that will help deliver more efficient council services and improve performance outcomes. The scope and scale of the programme reflects the absolute requirement for the Council to continue to move rapidly to a new model of service delivery that enables the effective management of current and future demand with vastly reduced resources. It also acknowledges the need for the Council to develop strong relationships with partners in the context of local government reorganisation.

4. The programme has a rolling three-year horizon and **Appendix 1** provides a detailed assessment of developments to date. In summary, progress has been made on a number of fronts, addressing positively the observations of the WAO and shifting the organisation into a process of service reviews and change. However, the seriousness of the financial position facing the Council remains and there is an urgent need to ensure that momentum is maintained.
5. This report re-orientates the Council's organisational development work to reflect the progress that has been made over the last twelve months towards the delivery of a new "future state" operating model and to ensure that the Council's transition to new ways of working proceeds at pace. In particular, the programme has been recast to accelerate the shift to online services and mobile working, reduce demand pressures on social services in particular, facilitate the move to alternative models of delivery, increase commercial revenue where practicable, reduce the Council's asset base through fewer but better buildings, and maintain progress towards creating a culture of performance management, good workforce planning, staff engagement and community involvement that supports the delivery of council services.
6. The scope and scale of the programme is predicated on the assumption that every service of the Council now needs to plan for a radical adjustment of delivery models to reflect an era of severe budgetary constraint. In summary, the materiality of the service choices facing the Council cannot be understated. The reality is that in almost all cases it will not be possible to maintain services at their current levels without compromising the financial resilience of the Council.

Update on progress

7. As a matter of necessity, a key focus of the first year of the programme has been on addressing fundamental shortcomings identified by the WAO and developing a concerted response to financial pressures. Appendix 1 highlights the steps that have been taken and the outcomes that have been achieved. Performance systems have been strengthened with Estyn finding evidence of an "emerging culture of more rigorous performance management". Service delivery models have been reviewed with steps being taken to develop alternative delivery mechanisms across a range of services. Important enablers of organisational efficiency and change, including key technology projects, have moved forward. The Cardiff Debate represents a strengthening of public engagement about budgetary options and choices, and significant work has been undertaken to engage with staff in a meaningful way.
8. While progress has been made, the fact remains that the situation facing the Council remains exceptionally difficult. The budget setting process for 2015/16 was the most challenging in the Council's history - yet the medium term offers little in the way of relief. The task of realigning services to a dramatically reduced budget needs to be pursued as a priority with tough decisions being required about the shape, purpose and scope of council activities. At the same time, much more remains to

be done to improve the performance of statutory services, as too many services remain in the lower quartile of Welsh local government performance.

9. With this in mind, the ODP has been reshaped to build on progress over the last twelve months with a renewed focus on projects and initiatives that will help to improve the performance of key statutory services but also strengthen financial resilience by moving the Council towards a new organisational model that drives down the cost of transactional services and deploys resources across directorates to more effectively address complex issues.

The Council's Future Organisational Model

10. The next phase of the ODP will focus sharply on a smaller number of priorities. In particular, it will seek to move the Council away from its current approach to service delivery towards a new Target Operating Model. This will aim to ensure that the activity of the Council is aligned as a "whole system" to meet customer demand in the most effective way, joining up interventions with partners where it makes sense to do so from the customer's viewpoint, and including communities in developing co-operative solutions to meet identified local need outside of statutory provision. The approach, which is outlined diagrammatically in Appendix 2, will include the implementation of alternative delivery models based on an evaluation of the best way to achieve effective outcomes and allow commercialisation of services to become a reality.
11. The key features of the new organisational model will be as follows:
 - services will be designed on the basis of a real understanding of customer demand, informed by business intelligence from the Council and partner organisations. This will enable clear and measurable assessment of service interventions,
 - new technology will be implemented in a standardised way to maximise investment return and reduce unnecessary variation in the handling, quality and cost of service provision, and
 - a concerted move will be made to shift to online routine customer transactions. In effect digital services will become the default position for customer enquiries and requests.
12. In this new model, services will be defined as either "Universal" or "Gateway". Universal services are those that are relevant to every citizen, such as waste collection, highway maintenance and a range of payment services. The model assumes that such services will be delivered in the most lean and cost effective way possible, with alternative delivery models being evaluated and utilised where appropriate.
13. Gateway services, by contrast, are only available to individual on the basis of an assessment of need. Wherever possible, unified needs assessments could be used so that a citizen is able to "tell us once" to

unlock access to services, rather than have separate assessments. Services will therefore be designed around citizen needs rather than around organisational silos. The differentiation between universal and gateway services allows increasingly scarce resource to be targeted on those with the most complex needs, by reducing the cost of routine, transactional, services.

14. The new Customer Relationship Management system which is currently being deployed in partnership with SAP will enable self-service for all transactional contacts and a route to multi-agency “gateway” assessed services. The system will maintain contacts and services in a single platform that will make analysis of demand more transparent and accurate. Customers will be able to transact on line with access to real time service performance through a single portal. The result will be a step change in the quality and cost-effectiveness of customer and citizen interaction with the Council.

Organisational Development Programme: Realignment & Next Steps

15. The revised Organisational Development Programme now has two principal portfolios of work; i) Enabling and Commissioning Services and ii) Reshaping Services. Appendix 3 of this report outlines timescales for the key strategic milestones in each of these portfolios over the next eighteen months.

16. **Enabling and Commissioning Services:** Led by the Corporate Director (Resources), this portfolio will establish Council-wide measures to support effective delivery and cost reduction across all directorates. It includes the following five programmes:

- **Assets & Property** – will provide a sharp focus on the strategic and corporate management of the Council’s operational and non-operational estate as well as delivery of the School Organisation Plan. The aim is to rationalise the estate and deliver fewer, but better buildings. This programme will reduce revenue costs by at least £2m per annum, reduce the Council’s maintenance backlog by at least £12m and generate at least £10m in capital receipts by 2018.
- **Corporate Commercialisation** – will enable the Council to identify and exploit commercial opportunities, such as trading existing services. The aim is to increase commercial income and generate operating surpluses through a phased approach to commercialisation. This will include the establishment of a Commercial Alarm Receiving Centre by September 2015 and Cardiff Works to commence trading by June 2016.
- **Improvement** – will continue the development of performance management practice and culture, workforce planning, employee engagement and internal communications. The aim is to ensure that the Council’s performance is commensurate with the best performing local authorities in Wales, with over 50% of the Council’s National

Strategic Indicators and Public Accountability Measures in the top two quartiles of performance in Wales by 2017-18.

- **Governance & Engagement** – will support improved decision making, member development, scrutiny and public engagement and communication. The aim is to ensure that the process of making decisions is efficient, open and transparent and can be appropriately engaged with and influenced by local members as well as local people.
 - **Strategic Commissioning** – will focus on building the Council's commissioning capacity. The aim is to deliver high quality but sustainable services that meet clearly defined outcomes. Key milestones will include Leisure and Arts provision at significantly reduced subsidy by 2016, and the identification of the most appropriate model for delivering other valued but discretionary services.
17. **Reshaping Services:** Led by the Director of Communities, Housing & Customer Services, this portfolio will exploit enabling technologies and develop working practices to facilitate the reshaping of key services. The aim is to better manage demand, re-align services that are currently delivered across a number of service “silos”, and deliver services at reduced overall cost. The 4 work streams are currently structured as below, although as the programme progresses, some amendments may be made to project alignment.
- **Customer Focus & Enabling Technology** – will establish and exploit standardised technology (such as the SharePoint collaboration software and the Customer Relationship Management model) across the Council to maximise the capture and use of customer data. The aim is to drive down the cost of delivering service, improve quality and consistency of customer service and eliminate unnecessary duplication of effort through a rigorous integration of “back office” processes.
 - **Infrastructure & Neighbourhood Delivery** – will deliver the Neighbourhood Services project, Infrastructure ADM and the rationalisation of associated back office operations. It will also assess opportunities for benefits that could be achieved through implementation of mobile working and / or scheduling technology and implement changes as appropriate. The aim is to ensure that major services which account for a significant proportion of the Council's budget are delivered from the lowest financial base while achieving key service delivery outcomes.
 - **Services for Vulnerable Adults** – will focus on demand management and service redesign in relation to assessment & care management, hospital discharge, service gateway, self-service, accommodation and deployment of mobile and scheduling technology across health & social care services. The programme will

also analyse further opportunities, such as brokerage and back office improvements, delivering changes accordingly.

- **Services to Vulnerable Children** – will develop key partnership projects to deliver improved outcomes in relation to supporting vulnerable families, Adolescent Resource Centre, Multi-Agency Safeguarding Hub (MASH) and services for disabled children and young people. It will also address accommodation and support for vulnerable children and will deliver business process improvements and savings across the service.
18. Programme Boards have been established for each programme, which report to the Organisational Development Board that is chaired by the Chief Executive. Within each programme, work streams have a management board tasked with securing the timely delivery of milestones set out in individual project plans. The appointment of two operational managers also represents an important allocation of resources to drive the Programme forward, bringing into play dedicated project management capacity.

Local Government Re-organisation

19. The approach takes account of the Welsh Government's announcement on the re-organisation of local government. A number of the initiatives currently being taken forward, not least in relation to social care, are predicated on strong integration with adjacent local authorities and in particular the Vale of Glamorgan. The evaluation of infrastructure delivery models also reflect the need for the council's services to operate across current boundaries,

Wales Audit Office Corporate Assessment

20. The Wales Audit Office will conduct a further Corporate Assessment in October 2015, when progress made by the Council in relation to the September 2014 report will be reviewed. It is anticipated that the progress achieved in delivering the ODP will be an important pointer to the overall progress of the organisation in addressing the conclusions of the WAO's September 2014 Corporate Assessment. The Corporate Assessment Follow-On will seek to answer the question: *'Is the Council effectively addressing the issues raised in the corporate assessment?'*

Make the Difference

21. The ODP has been established to ensure sustainable Council services in the face of significant financial and demand pressures. It is therefore important that all staff understand the nature of the work being undertaken across the Council and the important role they have to play in shaping the organisational agenda.
22. In response, the "Make the Difference" campaign has been launched to ensure council wide understanding and support for the programme of change which draws together- under one coherent and recognisable

brand- the work being progressed through the ODP. Make the Difference campaign on a variety of printed, electronic and social media to engage staff, celebrate success and capture the Council's programme of change within a single brand. In parallel to staff engagement, a programme of engagement and communication with members about the programme will commence with regular updates on progress.

Reason for Recommendations

23. To enable the Cabinet to note progress on the implementation of the Council's Organisational Development Programme and agree a "refresh" of the programme essential to improving the Council's financial resilience and service delivery performance in the medium term.

Financial Implications

24. The Organisational Development Programme is essential to improving the Council's financial resilience and releasing budget savings during a period of sustained austerity and financial constraint. This is reflected in the Budget Strategy Report for 2016/17 and the Medium Term which is also on this Cabinet agenda. The Organisational Development Programme aims to strengthen financial resilience by moving the Council towards a new organisational model that drives down the cost of transactional services and ensures the effective use of resources across directorates. The approach includes the implementation of alternative delivery models based on an evaluation of the best way to achieve effective outcomes and allow commercialisation of services to become a reality. This report provides an update on progress and maps out the next steps in relation to key projects and initiatives. The resources necessary to support the implementation of the Organisational Development Programme will be met from existing revenue and capital budgets and through invest to save initiatives.

Legal Implications (including Equality Impact Assessment where appropriate)

25. There are no general legal issues arising from this report. Legal advice will, however, be required on each individual programme and work stream as they progress.
26. In considering this matter and developing the proposals for each of the ODP work streams regard must be had to the Council's duties under the Equality Act 2010 and appropriate steps taken to ensure compliance. Pursuant to the Council's duties under the Equality Act 2010 the Council must, in making decisions, have due regard to the need to (1) eliminate unlawful discrimination, (2) advance equality of opportunity and (3) foster good relations on the basis of protected characteristics. Protected characteristics are: (a) age, (b) gender reassignment (c) sex (d) race – including ethnic or national origin, colour or nationality, (e) disability, (f) pregnancy and maternity, (g) marriage and civil partnership, (h) sexual orientation and (i) religion or belief – including lack of belief. In respect of each individual programme consideration should be given as to whether

an equalities impact assessment(EQIA) is required, (including an updated assessment if there has been a time lapse since the original assessment was carried out), to ensure that the Council has understood the potential impacts of the proposed decision in terms of its public sector equality duty.

HR Implications

27. As the OD programme has been established to ensure high quality and sustainable services in light of significant financial and demand pressures, it is critical that staff understand the key role that they play and the need for change. There needs to be strong staff awareness of the Council's challenges and priorities and the role staff can play in addressing these. The new Making the Difference Campaign which uses a variety of media, will help aid this Council wide understanding and support for the OD Programme going forward.
28. The proposed realignment of the ODP is creating 2 main programmes of work : Enablers & Commissioning and Shaping Services with various projects included within each. Many of the projects will have significant impacts for staff (directly or indirectly), either through delivering services in the most cost effective way possible through to being "digital by Default". Stronger focus on growing commerciality, directing scarce resources towards those with the most complex needs and meeting other less complex needs through lower costs solutions.
29. A Workforce Strategy (and Employee Charter) aligned to the Corporate Plan and OD Programme were agreed by Cabinet in April 2015 along with an extensive programme of staff engagement is well underway. The challenge now is to ensure that these are built on and consolidated upon.
30. The approach to OD continues to be underpinned by the workforce continuing to be its most valuable asset and the creation of a positive and enabling culture will continue to be a primary goal with a shared understanding of performance management to be at the heart of that agenda. The contribution of staff will be critical so the need for clear and regular communication with staff and Trade Unions will continue to be of paramount importance.
31. Whilst the Council recognises the need to invest to develop the skills, knowledge, attitude and behaviours of its staff e.g. new Cardiff Manager Programme, much still needs to be done in this respect. A number of projects are nearing the stage where key decisions about future service delivery models are starting to be considered and this is likely to be unsettling for those directly impacted plus those indirectly impacted e.g. support staff may feel they have uncertain futures.
32. Although it is not possible to provide specific HR implications on final delivery models at this stage (this will be dependent on the operating model subsequently adopted by the Council), there will need to be continuing consultation with employees and the Trade Unions on proposals being developed so that they can respond in a meaningful

way and understand the impact that the new model of service will have on them. Hence the need for timely and ongoing communication with staff and Trade Unions continues to be a key priority. Any associated reductions in resource levels will be managed in accordance with the Council's recognised policies and processes.

RECOMMENDATIONS

The Cabinet is recommended to:

- a) Note the report
- b) Agree future direction of the Organisational Development Programme as set out in this report;
- c) Authorise the Chief Executive, in consultation with the Leader and Cabinet Member for Corporate Services and Performance, to progress the delivery of the Organisational Development Programme
- d) Agree the consolidation of ODP project activity under the "Make the Difference" brand to enable the effective communication of key issues across the organisation.

PAUL ORDERS

Date

The following appendices are attached:

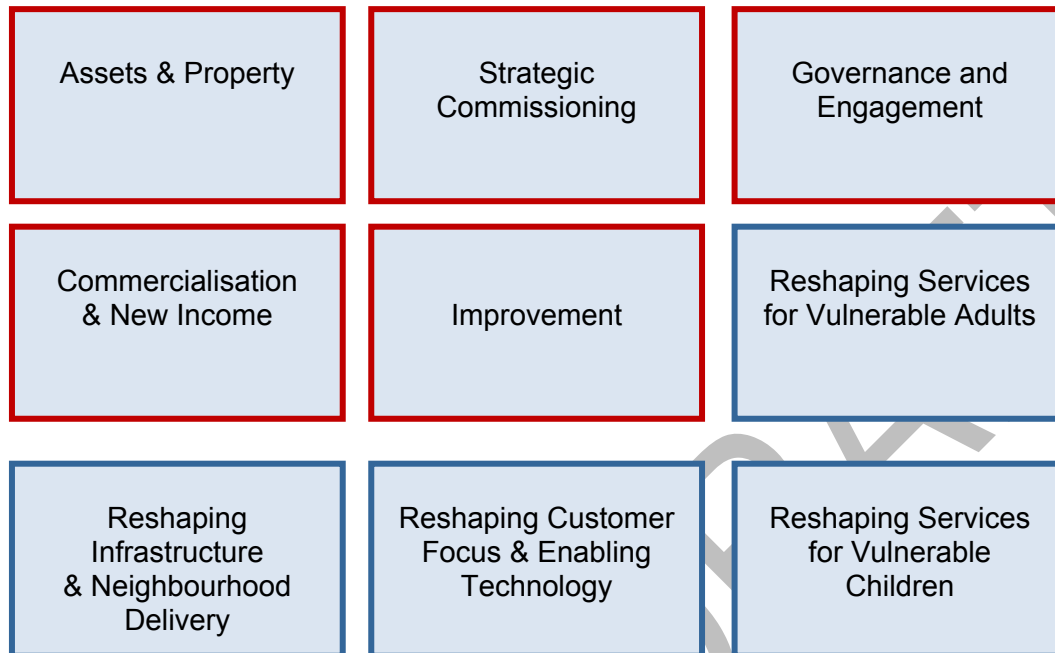
Appendix 1: ODP Work Stream Progress Update

Appendix 2: Target Operating Model

Appendix 3: ODP Time-Line of Key Strategic Milestones

Appendix 1: ODP Work Stream Progress Update

1. Appendix 1 provides a summary of progress achieved through the Organisational Development Programme against the 9 programmes.



2. In designing the Programme agreed in May 2014, a conscious decision was made not to attach specific savings targets to individual actions or objectives within the programme. In a previous transformation programme implemented by the Council, this approach resulted in unproductive tension between the process of releasing savings from core business and releasing savings through transformation.
3. The Programme has been designed to support and facilitate the release of savings identified by directorates, rather than to supplement them. As a result, the assessment of progress does not include savings released in many cases. Rather, progress is expressed in terms of outcomes achieved in relation to performance, customer experience and governance.
4. Following the realignment of the Organisational Development Programme, all progress to date is now included under the most relevant Programme.

Aim

5. The Improvement Programme seeks to address the urgent need to make robust performance planning and management the norm across the Council, incorporating action on employee engagement and development, communications, stakeholder engagement, and performance management. This work also seeks to deliver rapid and sustained performance improvement in priority areas, such as education. In doing so, the programme will tackle the need for continuous improvement identified by the Wales Audit Office, Estyn, and by the Council itself.

Progress to date

6. **Corporate Planning:** The Council has taken steps to improve its Corporate Plan and Corporate Planning arrangements. The revised approach addresses the issues raised by the Corporate Assessment; positions the Council to respond to the requirements of new legislation, such as the Wellbeing of Future Generations (Wales) Act, and addresses various other issues raised by the WAO. The Corporate Plan 2015-2017 contains targets and performance measures set against a clear framework for delivering outcomes, priorities, improvement objectives and commitments. The Directorate Delivery Plans for 2015-17 also provide further details of how the Council will deliver corporate priorities, key service priorities, savings proposals and performance targets. Early indications suggest that the WAO is satisfied with the refreshed Corporate Plan and the Council's approach. Key actions have included:
 - **Establishing a Clear Vision and Priorities.** The Council has adopted a clear corporate vision to make Cardiff "Europe's most liveable Capital city" and has structured its corporate and directorate plans around delivering this vision. The Council also has a reduced number of improvement objectives to deliver priorities, reflecting financial realities. A set of renewed organisational values have also been agreed following engagement with staff through employee roadshows. These are important in helping to set the culture, environment and behaviour required for positive change.
 - **Realigning the Corporate and Partnership Policy Framework.** In October 2014, the Cabinet agreed a realigned policy framework that sets out the Council's contribution to the city wide outcomes captured in the 'What Matters' Single Integrated Plan and positions the Council to respond to the requirements of the Wellbeing of Future Generations (Wales) Act. This has included the development of a Liveable City report, in consultation with partners, to capture objectively city level performance. Directorate Delivery Plans have also been revised and published to demonstrate operational delivery.
 - **Establishing Clear Terminology.** The Corporate Plan has established and defined a clear hierarchy of terms, as recommended at the December

2014 meeting of the Policy Review and Performance (PRAP) Scrutiny Committee. This also addresses the “confusion” around language that was identified previously by the WAO Corporate Assessment.

- **Setting Targets with Clear Measures of Success** – Following a formal target setting session involving all Cabinet Members and the Senior Management Team, the Corporate Plan now includes a basket of performance measures with clear targets. These consist of a mixture of (statutory) National Strategic Indicators and Public Accountability Measures as well as “Local” indicators selected for their particularly relevance. The Corporate Plan Appendix also includes details on past performance, the Council’s relative position (where available) and targets for the next two years.
- **Benchmarking:** Benchmarking comparisons with other UK Core Cities and Welsh Local Authority areas are included where possible.
- **Improving Engagement with Key Stakeholders:**
 - **Early Engagement with Policy Review and Performance (PRAP) Scrutiny Committee:** The PRAP Scrutiny Committee considered the Corporate Plan and Corporate Planning approach in December 2014, and again in February 2015.
 - **Engagement with Wales Audit Office:** In January 2015, a draft of the Corporate Plan was shared with the Wales Audit Office (WAO) for feedback to help ensure the Council was responding positively to previous criticisms. The draft structure and terminology used in the Plan were revised following engagement with the WAO.
 - **Public Engagement** via a consideration of the findings of the Cardiff Debate.
 - **Consideration by Challenge Forum:** In January 2015, members of the Challenge Forum were invited to consider a draft version of the Corporate Plan and provide comments on structure, style and content. In summary, the Forum:
 - endorsed the style and structure,
 - noted that clear lines of accountability had been maintained,
 - recognised the distinction made between “city performance” and “organisational performance”,
 - supported the production of a “shorter, community facing” version of the Plan.
 - **Corporate Plan All Member Engagement Session:** All Councillors were invited to a member engagement workshop that was held on 22 January 2015, prior to formal consideration by all Scrutiny Committees.
 - **Consideration by all Scrutiny Committees:** A draft version of the Corporate Plan 2015-2017 was provided to each of the Council’s five

Scrutiny Committees for consideration alongside draft budget proposals for 2015/16.

- **Publication and Communication:** To ensure the Corporate Plan is communicated effectively, a suite of stakeholder appropriate documents have been produced. These include;
 - a shortened “community facing” version of the Plan, which does not include some of the technical detail required by statute, but communicates the key messages.
 - for staff and elected members, a “Plan on a Page” crystallising all the key messages for the organisation,
 - balanced scorecard, which presents key information relating to the organisation, its performance and its contribution to the wider city vision.
- 7. **Performance Management:** The Council has established appropriate governance mechanisms to enable effective challenge for both officers and members. It has also sought to embed a culture of accountability and responsibility at every level of the organisation. The independent peer advisors on the Council’s Challenge Forum have remarked that the performance management framework that has been put in place by the Council is appropriate and commensurate with other local authorities who have a successful track record of performance management.
- 8. It is accepted that progress in performance management will take some time to be become fully visible across all the Council’s performance indicators and that improvement is yet to be seen across the piece. The focus is therefore on establishing and embedding a culture of challenge, accountability and responsibility and addressing specific areas where performance is known to be unsatisfactory. With regards to specific areas identified for accelerated improvement, progress is being made though it is recognised that further work is required. Important progress achieved to date include 53% of Public Accountability Measures & National Strategic Indicators (preliminary analysis) show improved or maintained performance compared to 2013-14. Ensuring challenge and accountability for both officers and members has been supported through the introduction of:
 - **Cabinet Star Chambers**, where Cabinet Members and Directors are challenged on performance on a quarterly basis, and remedial actions are agreed.
 - **Improvement Boards**, chaired by the Chief Executive, which provide intensive review of performance and improvement at directorate management team level, with external peer input in priority areas.
 - **Challenge Forum**, through which senior members, officers, and peer advisors can assess and challenge both the direction and rate of change and improvement in the Council.

- **Simplified Personal Performance & Development Reviews (PPDRs)** across the Council.
- **Cardiff Manager Programme** – through which over 300 middle managers have received training in the core skills necessary to manage in a changing environment.
- **Accelerated Improvement in Education**
 - Adult Community Learning in Cardiff received a positive Estyn monitoring report showing good progress to address previously identified weaknesses.
 - Estyn recognised progress in the most recent monitoring letter on education services for children and young people, noting that: “overall, there is an emerging culture of more rigorous performance management...” (May 2015).
 - The latest school performance figures show much stronger improvement than in recent years, closing the performance gap that exists between Cardiff and the rest of Wales.
 - Performance in a number of key metrics has improved faster than other Welsh local authorities.
 - School data for 2015-16 indicates that this improvement is continuing and Estyn has acknowledged improvements in performance management, including challenge at school level.
 - However, the Corporate Plan and Education Directorate Plan both identify the need for continued focused attention in key areas of the service, and particularly in connection with Challenge Cymru schools. This is reinforced by the latest Estyn monitoring letter.
- **Accelerated Improvement in Children’s Services**
 - Action has been taken to reduce caseloads and improve recruitment and retention of social workers.
 - An independent review of casework has identified good social work practice by the Intake & Assessment team.
 - The August 2014 CSSIW review of safeguarding and care planning of looked after children found many positive aspects of the service and the October 2014 CSSIW performance evaluation for 2013-14 noted improvement in key areas of the service, with appropriate plans in place to address under performance.
 - However, progress is fragile and the service needs to increase strategic capacity to drive forward key developments such as the Multi Agency Safeguarding Hub (MASH).

- **A Focus on Sickness Absence**
 - Sickness absence is at its lowest level since monitoring commenced. Compliance with the policy is strong, with around 90% of return to work interviews being completed within the required timescales.
 - However, the impact on absence levels has plateaued and, as a result, the Cabinet commissioned officers to review the Attendance and Wellbeing Policy that would bring forward options for additional policy levers that can be used to address this issue.

Workforce Planning & Employee Engagement

9. A Workforce Strategy has been developed which is aligned to the Corporate Plan and the Organisational Development Programme. It is also underpinned by the Council's vision, together with its values of "Open, Fair and Together". The strategy sets out clearly key priorities providing an explanation for each, along with an indication of the current position; what the Council needs to focus on; how it is going to achieve its objectives and the outcomes being sought.
10. It has run alongside and been informed by an extensive programme of staff engagement which has involved establishing staff ambassadors as well as employee roadshows. The roadshows have been identified by over 1000 staff members and have been held in a number of different locations. They provided staff with the opportunity to engage directly with the Chief Executive and Senior Management team, whilst also influencing key developments such as the Employee Charter and Workforce Strategy. Key deliverables have included:
 - **Employee Roadshows**
 - 15 roadshows attended by over 1000 employees
 - **Establishing Ambassador Network**
 - 5 Ambassador Workshops,
 - 140 Ambassadors across a range of grades and from all Directorates,
 - 4 Task and Finish groups led by Ambassadors considering procurement, communication and engagement, development of SharePoint and an ideas task and finish group
 - **Developing Workforce Strategy**. Key priorities of the strategy include:
 - Workforce Development,
 - Partnership working with the Trade Unions,
 - Employee Voice,
 - Learning & Development,
 - Employee Charter,
 - Performance Review,
 - Health & Wellbeing.
11. The Cabinet also agreed a **Partnership for Change with the Trade Unions** in January 2015 as part of the need to achieve a planned financial saving of

£5.75million in 2015/16, which was to be found by a combination of measures, including:

- Revised Voluntary Severance scheme (approved by Cabinet in January 2015)
- Reduction in amount of Agency Spend
- Introduction of Recruitment Freeze
- Reduction in amount of Discretionary Overtime
- Management De-layering
- Promotion of Voluntary schemes such as Purchase of Annual Leave scheme

12. The Trade Unions agreed to work with the Council towards the achievement of these savings and to embark on discussions and negotiations around a programme for reform in 2016/17. These discussions have been ongoing and good progress has been made to date through the work of the Joint Partnership Board as a forum for discussion, communication and consultation. An update report on this work is expected to be considered by the Cabinet in July 2015.

Next Steps

- Embed robust performance management within the culture of the Council to ensure that financial and service performance is properly understood to be everyone's priority.
- Secure a level of performance that places over 50% of Cardiff's NSI's & PAMs in the top quartile of performance in Wales by 2017/18.
- Ensure continued improvement in education, children's services & adult services.
- Improve common understanding of our performance
 - By 2016-17, all directorate business plans will include credible benchmarking information, and there will be evidence of benchmarking being used to drive improvement.
 - Undertaking detailed Service Reviews which follow an agreed methodology.
- Improve challenge & accountability throughout the organisation
 - Communicate clear performance management expectations to directors, Cabinet & Scrutiny
 - provide support to priority areas to develop performance management behaviours and processes
 - build on Challenge Forum and improvement boards to include stronger role for opposition members and scrutiny chairs, in order to strengthen both challenge and awareness of the Council's performance profile
 - subject PPDR to ransom-sample quality checks, to shift the organisation's focus from compliance to quality, ensuring that appropriate conversations happen consistently across directorates in

setting objectives, reviewing progress and either celebrating success or addressing under performance.

- provide and on-going training and development programme for members and officers on performance management
-
- Improve staff engagement with delivery of the Council's agenda:
 - Fully exploit the engagement mechanisms put in place to secure strong staff awareness of the Council's challenges and priorities, and their active engagement in addressing these. This will include implementing a comprehensive programme of engagement at corporate and directorate levels in partnership with the ambassadors network.

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Aim

13. The assets and infrastructure programme focuses on rationalising and modernising the Council's estate in order to reduce the cost of occupying, managing and maintaining buildings and to improve operational efficiency. Reducing the number of buildings will also deliver capital receipts. The key projects in the work stream relate to the councils operational and non-operational estate, with an emphasis on office rationalisation and the Schools Organisation Plan.

Progress to date

- **A new Corporate Property Strategy 2015-2020** ("Fewer But Better Buildings") - Approved by the Cabinet in November 2014, the strategy will help improve the way in which the Council manages its estate and in doing so will directly address the weaknesses identified by both the WAO Corporate Assessment and WLGA Peer Review.
- **A new Corporate Asset Management Plan** – this annual plan serves as the delivery vehicle for the Corporate Property Strategy. The draft plan is due to be reported to Cabinet for approval in July 2015.
- **Re-establishment of the Asset Management Board** – the Board is chaired by the Chief Executive and provides strategic and corporate overview for a programme of property related improvements. Public sector partners also attend board meetings to explore opportunities for collaborative use of property.
- **Review of Non Operational Estate** – this review has resulted in a number of recommendations on ways forward to deliver better income.
- **A refreshed Schools Organisation Plan** – this will ensure more effective delivery of fit for purpose schools through which the Council will continue its programme of improving educational outcomes. One of the long term aims of the Property Strategy is to establish a network of community hubs based around new secondary school campuses across the city.
- **Office Rationalisation** – this is ongoing and, by the end of 2014/15, 14 office buildings have been closed, with a cumulative revenue saving of £440k.
- **Stepping Up Toolkit to support Community Asset Transfer** – the Council has started the process of collaborating with a range of community groups and other organisations in order to support the process of asset transfer and involvement in service delivery. This has included developing a toolkit and hosting a series of workshops to support community groups. A post dedicated to supporting community groups who are looking to

transfer assets or take on service delivery responsibilities has also been established.

- **Cardiff International Sports Stadium** – a Community Asset Transfer has been developed for this significant sports facility, with the transfer scheduled to take effect in August 2015.

Next Steps:

- **Implement the Corporate Asset Management Plan** following approval by Cabinet in July 2015.
- **Deliver an ambitious programme of property disposals** to reduce the property maintenance backlog and running cost of the estate, as well as generate significant capital receipts which will be used to reduce debt, assist in the modernisation of the remaining estate, provide new facilities, and help to support the revenue budget.
- **Finalise the implementation plan for the future management of the non-operational** investment estate for Cabinet consideration in 2015. This will develop an alternative delivery model to ensure the recommendations arising from a recent independent review of the estate is taken forward.
- **Accelerate community asset transfers** to ensure the sustainability and deliverability of community proposals for the future use of potentially surplus Council buildings or delivery of Council services which the Council no longer intends to provide.
- **End of Year (2015/16) target: Office buildings**
 - 6 offices in scope,
 - £1.7m anticipated Capital Receipt,
 - £350k Revenue reduction,
 - £1.4m Maintenance backlog reduction.
- **End of Year (2015/16) Target: Community Buildings**
 - 9 properties in scope,
 - £80k anticipated Capital Receipt,
 - £600k Revenue reduction,
 - £1.1m Maintenance backlog reduction.
- **End of Year (2015/16) Target: Schools estate**
 - 10 assets in scope for decision,
 - £250k anticipated Capital Receipt,
 - £9k Revenue reduction,
 - £97k Maintenance backlog reduction.

Portfolio: Enabling and Commissioning Services
Programme: Governance and Engagement

Aim

14. The Governance and Engagement Programme was created to ensure that the Council's governance arrangements were fit for purpose, supported good decision making and promoted greater accountability. The WAO Corporate Assessment identified key weaknesses in governance arrangements. Committee meeting minutes, for instance, were not being published in a timely manner, although decisions and minutes relating to the executive function were recognised as being routinely published. Other weaknesses included overly long agendas for Cabinet, scrutiny committees and the Audit Committee, individuals not being adequately held to account following service failures and delays in Cabinet responses to scrutiny reports. In light of the WAO Corporate Assessment, the programme addresses these issues, as well as wider issues such as citizen engagement through the Cardiff Debate and risk management.

Progress to Date

15. Improvements to **Democratic Arrangements** have included:
- Approving a revised Scheme of Delegations in July 2014, following a review, which focussed on the roles and responsibilities of Cabinet, Scrutiny as well as officer functions.
 - Establishing a structure for cross party working and collective leadership, with meetings of group leaders now established. This is in addition to the continuation of well-established whips meetings and arrangements are being brought forward for enhanced dialogue between the Cabinet and Scrutiny Chairs.
 - Commissioning a review of scrutiny by the Centre for Public Scrutiny (CfPS), which will report in the summer of 2015.
 - Ensuring the timely consideration of Scrutiny reports and Chairs' Letters by Cabinet, and the prompt publication of minutes and decision registers for non-executive meetings. The Council's investment in the "Modern.Gov" software platform will provide a greatly improved committee management function whilst helping to improve the accessibility of published agendas, reports, decisions and minutes on the Council's website.
 - Actively monitoring and challenging the level of compliance across the organisation with a focus on sickness absence procedure and procurement rules.

- Reviewing the Council's disciplinary process and profile. Immediate improvement involved establishing a corporate process for capturing and reporting disciplinary and grievance cases. This provided senior managers and elected members with visibility on the number of cases coming forward (by directorate), the time taken to investigate, and the outcomes determined.

16. **Strengthening public engagement-** The Cardiff Debate strengthened public engagement about budgetary options and choices. Key achievements included:

- Launching the Cardiff Debate in the summer of 2014 as a 3 year conversation with citizens, communities and partners regarding the future of public services in Cardiff. As part of the engagement programme, a range of ideas were explored as to how savings and income could be maximised. The public were also asked about which services matter most to them, which services need to be protected and how this can be best achieved.
- Delivering the first phase of the Cardiff Debate between June and September 2014, which involved 37 events in every ward and Neighbourhood Partnership area in the city. Venues attended included leisure centres, shopping centres, community buildings and local community events. The 'on-street' engagement sessions and 'drop-in workshops' were supported by council staff as well as colleagues from Cardiff & Vale University Health Board, South Wales Police and the third sector. Interest in the events was high with over 3000 postcards completed by people and over 6,600 votes cast for people's top three services. Health Services (12.9%), Education and Skills (9.8%) and Keeping Children Safer (9.5%) were identified as the areas of overall highest concern, although a range of specific issues were also identifiable at a community level.
- Inviting public, stakeholders and elected members to take part in "Vox Pops" and short film. This was then made available via social media, the Cardiff Debate website and also shown at Cardiff Debate events. A full report of the Cardiff Debate methodology and results of the Phase 1 engagement is available.
- Utilising the Cardiff Debate to undertake consultation on the draft budget as part of the 7 week consultation (21st November 2014 - 12th January 2015) on city-wide proposals. A consultation document was prepared to show proposals by neighbourhoods which enabled the collective community impact to be demonstrated.
- Holding 11 Community consultation events in each Neighbourhood Partnership area and with young people, 50+ Forums and the Cardiff Access Forum. To encourage a greater awareness of the budget consultation across Cardiff, the Council also used its networks, media contacts and distribution lists to potentially reach approximately 510,736 stakeholders. In addition, a short video on the '£124m' budget challenge

was produced to raise public awareness of the need to deliver services in a different way in future.

- Engaging with over 500 people who attended events, 4,192 people who responded to the questionnaire, 766 correspondence, over 20,000 people via a signed petitions, 1 community poll and 91,418 visits via the Council's budget webpage.
- Publishing a full report of the results of the budget consultation, which was shared with the Council's Scrutiny Committees and Cabinet, leading to a number of changes being made to the final budget agreed by Council on 26 February 2015.

Next Steps

- Following publication of the 2015-17 Corporate Plan, the Scrutiny & Audit Committees will be supported to prepare work programmes with a clear focus on the Council's priorities.
- Undertake further action to improve agenda management, report quality, and professional officer advice to scrutiny committees, ensuring parity of quality control in the preparation of reports for scrutiny & cabinet.
- Establish a clear plan for the future development of scrutiny, which is owned by members and builds on CfPS review.
- Build on the Cardiff Debate and secure improvement in the Council's public facing communication.
- Provide a clear approach for supporting Member Development, with activities including:
 - Finalising a programme of mandatory (e.g. Code of Conduct; Corporate Parent/Safeguarding role of Councillor; Information Management) and topic specific Member sessions (e.g. next phase of Network Councillor) for 2015/16..
 - Ensuring a Task & Finish Group reviews the 2014/15 programme of Member Development
 - Reviewing the delivery of training with eLearning options through the Wales Academy and Cardiff Academy;
 - Providing Webinar sessions, available through the Member Library
 - Progressing an on-going programme of individual appraisals with the Director of Governance and Legal services.

Aim

17. The Strategic Commissioning programme will ensure that the Council has a more consistent and evidence based approach to the design and delivery of services that address the needs of communities and citizens. The new approach will enable an objective assessment of need whilst identifying how best to deliver priority outcomes. The programme therefore explores a “mixed economy” of provision, involving in-house delivery, community led delivery, and delivery which is commissioned in the open market. In response to the publication of the WAO Corporate Assessment, this programme was expanded to address financial stability more directly.

Progress to date

18. **The Alternative Delivery Model (ADM) Assessment Tool** has been developed to allow the Council to consistently evaluate ADM options. This has been used to identify the most appropriate delivery model for the infrastructure group of services, which will be progressing to a Cabinet decision in quarter 2 of 2015.
19. **Commissioning of Leisure and Culture ADM** – as part of the Council’s approach to seeking the delivery of discretionary services at minimum Council subsidy, service reviews were carried out in both Leisure Services and Cultural Services to identify options for future delivery. In both cases, these have progressed to the procurement stage. Decision points on both of these significant procurements will be reached in October 2015.
20. **Sports Development** is no longer being provided directly by the Council, but rather is being provided by Cardiff Metropolitan University through a service partnership.
21. **New model for Youth Services** – the Council is commissioning services, including young people in the process, via a number of Youth Innovation Grants. Organisations must demonstrate innovative approaches to open access provision that improve outcomes and include young people in designing services based on their needs. This will enable the Council, along with other changes to the youth service, to deliver youth provision from 6 Youth Activity Centres, reducing the number of Council assets, and realising savings.
22. A **service review methodology** has been agreed to ensure that each service is subject to consistent review, helping ensure that the most effective form of service delivery is in place. Reviews have been completed for Infrastructure Services, leisure, Culture and for Finance/HR/ICT.
23. Approved a **new model for the delivery of library services** across the city.

Next Steps

- Work is well advanced with **supporting alternative delivery models and opportunities for community asset transfer**, and the immediate priority is to progress these work streams to completion. Key decision points will include:
 - Infrastructure ADM – July 2015;
 - Leisure ADM – October 2015;
 - Culture ADM – October 2015;
 - Heritage Trust – December 2015.
- **A service review programme** will be implemented to ensure that a manageable programme of reviews covering the whole council is completed in a reasonable time frame.
- **Adult Services Commissioning Strategy** will be established to facilitate release of saving. It is anticipated that the Strategy will address “quick win” opportunities, as well as some longer term procurement activity necessary to secure best value for spend in this area.
- **Strategic Commissioning & Procurement Strategy** will be prepared for 2016-19 to enable the Council to have a clear understanding of its commissioning and procurement priorities and objectives, with effective management of their delivery.
- **Implementation of the Libraries Strategy.**

Portfolio: Enabling and Commissioning Services
Programme: Commercialisation & New Income

Aim

24. The Commercialisation & New Income Programme will enable the Council to secure significant additional net income by systematically identifying and exploiting commercial opportunities, such as trading existing services.

Progress to Date

25. Of all ODP programme this is perhaps at the earliest stage of development. Research has been undertaken into both the opportunities and limitations presented by trading, and a framework for commercial development has been identified. It is clear from this work that evolving into a more commercially minded organisation will require focused attention on culture change, risk appetite, and skill development. Initial awareness raising has been included in the Cardiff Manager Programme, and more formalised training will now be developed. Initial commercial opportunities have been identified and work is ongoing to develop these into practical, surplus generating, exemplars. These include:

- Alarm Receiving Centre, which is set to commence in July, with projected income in 2015/16 of £800k.
- Cardiff Works, the Council's current in-house temp agency, where the potential to provide temps for other organisations has been identified.
- Bereavement Services, which already generates a trading surplus of £400k, has identified further trading opportunities.

Next Steps:

- **Establish a Commercial Company** into which to migrate selected services in order to maximise the opportunities for trading.
- **Establish a Website / trading window** which will include an e-commerce model that allows on-line payments and provides an effective "shop window" for commercial services.
- **Operationalise** the commercial exemplars identified above.
- **Establish a culture change and training programme** to facilitate the creation of a commercial mind set among key services.
- **Establish income related targets** as part of the Council's budget strategy.
- **Enhance the role of Investment Review Board** to facilitate the commercial development of the Council as appropriate.

Portfolio: Reshaping Services
Programme: Customer Focus & Enabling Technology programme

Aim

26. The Customer Focus & Enabling Technology programme will establish and exploit technology (such as the SharePoint collaboration software and the Customer Relationship Management model) across the Council to maximise the capture and use of customer data. The aim is to drive down the cost of delivering service, improve quality and consistency of customer service and eliminate unnecessary duplication of effort through a rigorous integration of “back office” processes.
27. At its core, the work will establish both IT solutions and behaviour changes in service delivery to ensure that useful data about customers is captured and used to improve service delivery. It also seeks to ensure that similar functions are delivered through unified systems to improve customer experience, reduce duplication and drive down cost.

Progress to Date

- **Target Operating Model:** Delivery across the model has required investment in a range of enabling technologies such as Customer Relationship Management, Mobile Scheduling, and Document Management software. Additionally, the model involves enabling people to access more services on line. This is not only rapidly becoming the channel of choice for the public, but is also substantially more cost effective than e-mail, phone or face to face contact.
- **Developed and approved a business case for investment in Customer Relationship Management (CRM) software**, with CRM to be live in C2C from September 2015. This will enable a significant improvement in customer experience, with greatly improved capture and utilisation of data as well as the ability to effectively track customer requests from initial contact to completion. A phased roll out across the organisation will then take place.
- **Re-launched the Council’s website**, which was subsequently awarded 4 stars in a SOCITM Better Connected Survey. The Cardiff Council site is the only 4 star rated website in Wales. By way of context, two years ago, the website was awarded 1 star status.
- **Facilitated online payment** of Council Tax bills.
- **Commenced roll out of Mobile & Scheduling technology.**
- **Adopted a Community Hub Strategy and continued to implement the community Hub Programme.** In June 2014, the Ely/Caerau Hub opened bringing together a variety of public services (Library, Housing, Into Work and partner services) into one purpose built facility. Since its opening, the

hub has received 110,000 visitors with 6,000 customers receiving advice regarding Benefit matters, and 900 new library users signed up. The Hub programme is still ongoing and plans are in place to open hubs in Grangetown, Splott, Llandaff North and Fairwater, and for an extension to be provided at the existing hub at St Mellons. This is also in addition to the development of a Community Partnership Hub in Rumney and the City Centre Super Hub.

Next Steps

28. Going forward, work will focus on developing a range of unified channels for customer contact based on customer requirements, and using the customer and community intelligence to inform future service development. All activity undertaken will be aligned with the Five Key Principles for 'One Council' Change, which include:
- The Citizen at the heart of everything we do;
 - Consistent quality whatever service or channel a citizen chooses;
 - Decisions are made to provide maximum benefit for the whole Council;
 - Common business activities should be done in a common way;
 - Information is an asset that has measurable value to the Council.
29. Key deliverables will include:
- **Online Services (CRM & Web)** - Implement the first phase of CRM including self-service capability and organisational roll out, together with functional development of the Website to deliver a unified Customer and Channel experience for Customers, including self-service.
 - **SharePoint (Document Management)** - Drive the roll out of SharePoint EDRMS model aligned to Corporate Priority Areas to support document and record management and manage all additional supporting capabilities delivered via SharePoint platform.
 - **Income Management** - Develop a standardised income management approach, including migrating Capita payments to pay.net and improvements improvements to chip & PIN payments and technology.
 - **Debt Management** - Implement One-step debt management technology to bring post-warrant PCN notice debt collections in-house in order that the relevant fees may be retained by the Council.
 - **Customer Services Strategy** - Produce a Corporate Customer Services Strategy for all customer facing activity across the organisation including all required governance and deliver models.
 - **Hub Delivery** - Manage all aspects of the delivery of the Community Hubs Programme through the exiting Hub Programme Board.

Portfolio: Reshaping Services

Programme: Reshaping Services for Vulnerable Adults

Aim

The aim of the programme is to provide a focus on demand management and service reshaping in relation to assessment & care management, hospital discharge, service gateway, self-service, accommodation and deployment of mobile & scheduling technology across health & social care services. The programme will also consider further opportunities, such as brokerage and back office improvements, delivering changes that will help increase the sustainability of health and social care services within the framework of the medium term financial plan.

Progress to Date

- A single **Gateway to independent living services** for citizens over the age of 60 has been established, enabling a wide range of services that were previously separate to become accessible through a single Gateway. Following successful staff recruitment and training the Independent Living Services with a now multi-skilled visiting element that would have previously required several separate visits and demonstrating more joined up services.

IT Systems have been updated to accommodate recording the visit, the holding of documentation and the provision of management information. This data capture maintains a client profile to assist with the provision of flexible services that will develop as the needs of the individual change. Meanwhile, the administration element of the Visiting Officers role has been streamlined significantly.

The process of integration with partners has added value to services that were previously separate as customers now receive a fully holistic service, further supporting people to maintain their independence and live in their own home. This can be demonstrated in feedback received from customers, with 90% advising that the work through the Gateway has left them feeling more able to remain in their own home with increased independence.

Assessment and Care Management (ACM) Business Process Review: The production and approval of a process review provided an overview of the existing processes mapped against the new organisational model. The review set out the direction of travel to achieve the new model of working, breaking delivery into manageable projects and work packages. Identified deliverables included; delivering a budget saving of £761k in 2015/16, providing value for money, meeting the needs of citizens and meeting the requirements of the Social Services & Well Being Act (Wales) 2014.

- **Reablement Home Carers Mobile Working & Scheduling:** This project was established to improve the efficiency of the service to enable growth to be achieved and release financial and non-financial benefits. Mobile and scheduling solutions are designed to aid scheduling co-ordinators by automatically scheduling home care visits and ensuring that certain criteria are met, such as the nearest home carer, appropriate gender match, religion or language. Amongst other things, this reduces mileage time for carers, ensuring the percentage of contact time with the service user is increased. As the project nears its Go Live date, it has already achieved the following:
 - Replacement of the unsupported scheduling system (Care time) with the integration of new technology (DRS and Total Mobile) to the Care First system.
 - Allowed the release of 3.5 FTE Home Care Managers creating a cost saving of £119k.
 - An increased number of assessments completed in a week.
 - A reduction in paper work and creation of integrated and shared documentation (IA Forms) with other areas in Health & Social Care.
 - Improvement to systems and process including their administration, improving efficiency.
 -

Next Steps

30. A significant challenge moving forward will be enabling the delivery of sustainable social care services within the current financial climate that provide the appropriate levels of care and support to those who need it. Key to this will be development of preventative services, promoting independence and reablement, and consolidating common functions, such as access channels and back office functions. Key deliverables will include:
- **Preventative Intervention Services Project-** This will build on work started 2014/15 to transform the older person's services model in line with Welsh Government Policy and strategic aims for Social Services. A coordinated approach will be adopted to improving the accessibility of preventative services whilst reducing duplication, enhancing population reach and shifting emphasis away from reactive services that promote dependency towards supporting prevention and enabling.
 - **First Point of Contact ACM** – The First Point of Contact will build on the excellent progress made by the Gateway. It will further simplify and streamline the first point of contact for adult health and social care prevention and well-being service requests by the citizens of Cardiff, and will be a key element within the Preventative Intervention Services Project. The First Point of Contact will be delivered initially within Cardiff across Council and Health services and, subsequently, will be linked to the Vale of Glamorgan's First Point of Contact facility.

- **Reablement Home Carers Mobile Working & Scheduling** – Work will include User Acceptance testing, DRS training and carer Total Mobile training, followed by the Go Live and roll out from late September 2015.
- **Proof of Concept for Agile and Mobile Working** - Supporting the wider Agile Mobile Working in Social Care, this proof of concept will pilot new ways of working for a limited period and use the learning to develop the blueprint design, business case and delivery plan for implementing specific technology solutions.
- **Agile and Mobile Working for Social Care** – this will assess and implement changes that improve the opportunities for agile and mobile working across social services, reducing non-value adding activities, such as travel time and double-handling of information, improving the effectiveness of the service and its operations. As a result of this work the amount of office space required will reduce, thus supporting the vacation of Global Link by 31st March 2016.
- **Care First improvements** – this will deliver a suite of improvements to the current Care First software to improve efficiency. Improvements include the development of Care Finance, data cleansing and reporting improvements and Care First support functions.
- **Hospital Discharge** – work will be undertaken to improve and speed up the hospital discharge process and reduce instances of 'bed blocking'.
- **Further ACM improvements** - further improvements have been identified in areas such as reducing the number of internal and external forms used in partnership with Integrated Assessment development, process improvements to make the service more lean, increase uptake of direct payments, staff training and development and support performance management.

Portfolio: Reshaping Services

Programme: Reshaping Services for Vulnerable Children

Aim:

31. The aim of the Services to Vulnerable Children Programme is to develop projects that deliver improved outcomes through closer working across services in relation to supporting vulnerable families, Adolescent Resource Centre, Multi-Agency Safeguarding Hub (MASH), services for disabled children and young people, accommodation & support for children, and business process improvements.

Progress to Date:

32. **Children's Services Business Process Improvement** - To date, the project team have analysed information gathered through workshops, service meetings, KPIs, surveys, job shadowing and other activities in order to understand the current position within the directorate.
33. A Value Stream Analysis (VSA) took place on the 2nd and 4th March 2015. Using a range of lean tools, the project team were able to identify the main issues faced across the directorate and start to highlight where inconsistencies and inefficiencies were present. The VSA resulted in a priority plan of processes that need to be reviewed to provide efficiencies and improvements, and of individual activities that will achieve positive outcomes across the service. These processes are being taken forward in Rapid Improvement Events.
34. A Looked After Children review process Rapid Improvement Event (RIE) was held on the 19th and 20th May 2015, enabling the Looked After Children (LAC) review process to be redesigned in a manner that is more efficient. In the new process, Social Worker administration is reduced and the Independent Reviewing Officer administration is simplified. The elimination of unnecessary steps, forms and reports will reduce the timescales for the completion of the process activities and assist in the achievement of statutory timescales, KPIs and better outcomes for young people.
35. Realignment proposals were presented to the Director in May 2015 which recommend changes to processes and team structures that will enable the service to make savings required within this year's budget review. The proposals are based on the realignment of teams and the resultant release of 14 posts. The proposals provide potential savings of £285k FYE.
36. **Accommodation & Support Strategy** – consultation has taken place with providers and key stakeholders on the working approach. An overarching mandate has been established for all Accommodation & Support Strategy work to:
- Ensure a single access point for services "Gateways" to ensure most efficient use of resources
 - Achieve a greater understanding of need
 - Provide the right mix of accommodation types

- Develop clear pathways – structured journey to independent living wherever possible
 - Develop specifications for commissioning
 - Identify opportunities for savings
37. Five separate projects have been established to take the work forward and consultation groups have also been set up with representatives of service providers to support the work of the projects. The consultation groups will consider proposals from the projects and put forward suggestions and ideas for best practice. The groups will assist with defining services and monitoring arrangements. The work of the projects and consultation groups will be phased in order to minimise the demand for resource for both providers and the Council. Three of the groups have met, agreed terms of reference and provided feedback on proposals and key issues.
38. The work of the first project– looking at services for Young People – is well advanced. Separate working groups involving Children’s Services and Housing & Communities have been established to take forward specific aspects of the Action Plan. The work of this project is acting as a template for the remaining projects.
39. **Children’s Services partnership projects** - The Services for Vulnerable Children Programme Board was established in March 2015 and brings together the a collection of related partnership projects. Whilst these projects are in a relatively early stage of development, progress made to date includes:
- **Vulnerable Families Phase 1** – A project team has been established to identify those families which require support and interventions from a number of statutory and third sector partners. The aim is to develop an integrated approach to maximise resources, reduce costs and provide a more effective joined up service for families. The project has developed links with English local authorities and is looking to mirror the approach utilised as part of the English Troubled Families initiative. Work is ongoing to establish baseline data to map key indicators of family interventions and to develop Information Sharing Protocols across partner agencies.
 - **Adolescent Resource Centre** - progress has been made on development of the service specification, which will lead to the development of the business case.
 - **Remodelling Services for Disabled Children** – A new Disabled Children & Young People’s Steering Group has been established as a multiagency stakeholder group to advise the Executive Group of the Local Safeguarding Children’s Board. The group will be convened on a Cardiff and Vale of Glamorgan basis by the Cardiff and Vale UHB and will seek to undertake mapping of local needs and services to inform current and future demand and support increased integration of services. A jointly funded Co-ordinator’s role (between Cardiff and Vale of Glamorgan local authorities and the UHB) has also been advertised and is currently being recruited to.

- **Multi-Agency Safeguarding Hub (MASH)** – The MASH is a first point of contact for new safeguarding concerns and aims to improve the sharing of information between agencies, helping to protect the most vulnerable children and adults from harm, neglect and abuse. Partners involved include Social Services, Education, Housing, South Wales Police, Domestic Abuse Providers, Probation and Cardiff & Vale UHB. With joint funding from South Wales Police, the potential location for the MASH has been identified and the MASH Project Manager post is currently out to advert. Links have also been made with the Cwn Taf MASH project to share lessons learned and accelerate implementation.

Next Steps:

- **Children's Services Business Process Improvement** - A Rapid Improvement Event examining Financial Processes across Children's Services is scheduled for 14th and 15th July. A further event focussing on the Training and development function is planned for the autumn. Further work and analysis is currently underway in Finance, Training and Development, Fostering, OM Support and the Youth Offending Service. Implementation of the realignment proposals, as authorised by the Director of Social Services.

Further analysis will be undertaken to identify opportunities to streamline functions across social care services (and more broadly where appropriate) which will be of particular significance following the change in organisational structure of this area.

- **Accommodation & Support Strategy** - terms of reference for the two remaining consultation groups are being developed. Detailed action plans are being developed and delivered for each project. An internal project team to manage the projects has been established and an approach to service user involvement is also being developed following input from consultation groups.
- **Vulnerable Families Phase 1** - Data analysis element will require commitment across partners to enable the establishment of an Information Sharing Protocol and subsequent sharing of data to develop the profile of families in Cardiff.
- **Adolescent Resource Centre** - service specification to be developed by August 2015, followed by the Full Business Case which will be submitted to IRB in September 2015.
- **Remodelling Services for Disabled Children** - co-ordinator to be appointed, who will develop the detailed delivery plan and manage its implementation, with delivery anticipated by March 2016.
- **Multi-Agency Safeguarding Hub (MASH)** – project manager to be appointed, who will develop and manage delivery of the implementation plan. It is anticipated that the MASH will be established by May 2016.

Portfolio: Reshaping Services
Programme: Reshaping Infrastructure & Neighbourhood Delivery

Aim:

The Reshaping Infrastructure & Neighbourhood Delivery will ensure that major services which account for a significant proportion of the Council's budget are delivered from the lowest financial base whilst achieving key service delivery outcomes. Key projects in scope include delivering the Neighbourhood Services project, establishing an appropriate Infrastructure ADM and rationalising associated back office arrangements. It will also assess opportunities for benefits that could be achieved through implementation of mobile working and / or scheduling technology and implement changes as appropriate.

Progress to Date:

- **Development of Alternative Delivery Model for Council Infrastructure Services.** Infrastructure services account for approximately £72.8m of the Council's gross expenditure for services. Progress has included:
 - **Stakeholders engagement** including Cabinet Members, Senior Management team, key senior officers within Corporate Support Services (Finance, Human Resources, Procurement, Legal, Scrutiny), Operational Managers for the services in scope of the project, Staff from the services in scope of the project, Trade Unions, other Local Authorities and External Organisations.
 - **Challenge workshops** to assist in the review and completion of individual service reviews used to set out their current situation and to highlight strengths, weaknesses, opportunities and threats for specific areas of service. These service reviews were also subject to challenge from Scrutiny and the Trade Unions, subsequently being amended to reflect their feedback
 - **External engagement** with other local authorities and organisations, to gain a better understanding of the benefits, risks and complexities of the ADMs under the consideration of the project.
 - Commissioned an initial **benchmarking** and performance comparison report from IESE for a number of key services in scope
 - **Approval of Cabinet Report providing authorisation** to produce an Outline Business Case that would consider five models.
 - Completion of **PIN exercise**
 - Appointment of an **Independent Body** to challenge the OBC and appraisal methodology
 - Development and application of ADM **appraisal methodology**
 - **Completion of options appraisal and Outline Business Case**, which has been presented to Cabinet
 - Proposals in place to finalise the Business Case

- **Neighbourhood Services:** Work has been undertaken to ensure that Council Services can respond quickly to community needs. Council departments- including parks, street cleansing and waste enforcement- have therefore been aligned around a new Neighbourhood Services model in the South West area of Cardiff. Results from this trial have shown that this new joined up approach has helped deliver a reduction in litter and fly-tipping, tackled incorrect waste disposal issues and also delivered cost savings for the Council by reducing the fuel usage and travel time of Council staff. Since February of this year, areas including Ely, Caerau, Riverside and Canton have been the first to benefit. Results from the trial include:

- Reduction in litter and fly-tipping,
- Tackled incorrect waste disposal,
- cost savings for Council of approximately £800k,
- Service Areas support each other,
- LEAM results show positive signs.

Key milestones to date include:

- Various workshop with Operational Staff, Management and other stakeholders have been undertaken to agree the structure and future model, processes and timeline,
- The Neighbourhood Pilot went live on the 2nd February in the South West Area (Ely, Caerau, Riverside and Canton). The review of processes since undertaken has identified and agreed a “roll out” plan.
- Further work-streams have been identified for Enforcement with processes, issues and future state modelling undertaken,
- Back office Support Rapid Improvement Event – operational ‘as is’ position, processes, issues and future state modelling undertaken
- 60% of budget savings associated to the project in 2015/16 have been secured, with further work-streams to deliver the remaining target amount.

Next Steps:

- **Infrastructure ADM**

- **Cabinet approve outline business case (OBC)** for Infrastructure Services Alternative Delivery Model.

- **Cabinet and (Council, as needed) approve Final Business Case (FBC)** for Infrastructure Alternative Delivery Model.

- **Neighbourhood Services**

- Assess the pilot and plan the roll out of the Neighbourhood Services project improving the in house service provision and finalise savings totalling £1.6M in 2015/16, including City Operations enforcement back office and administration rationalisation and completing the planning phase by the end of July 2015/16.

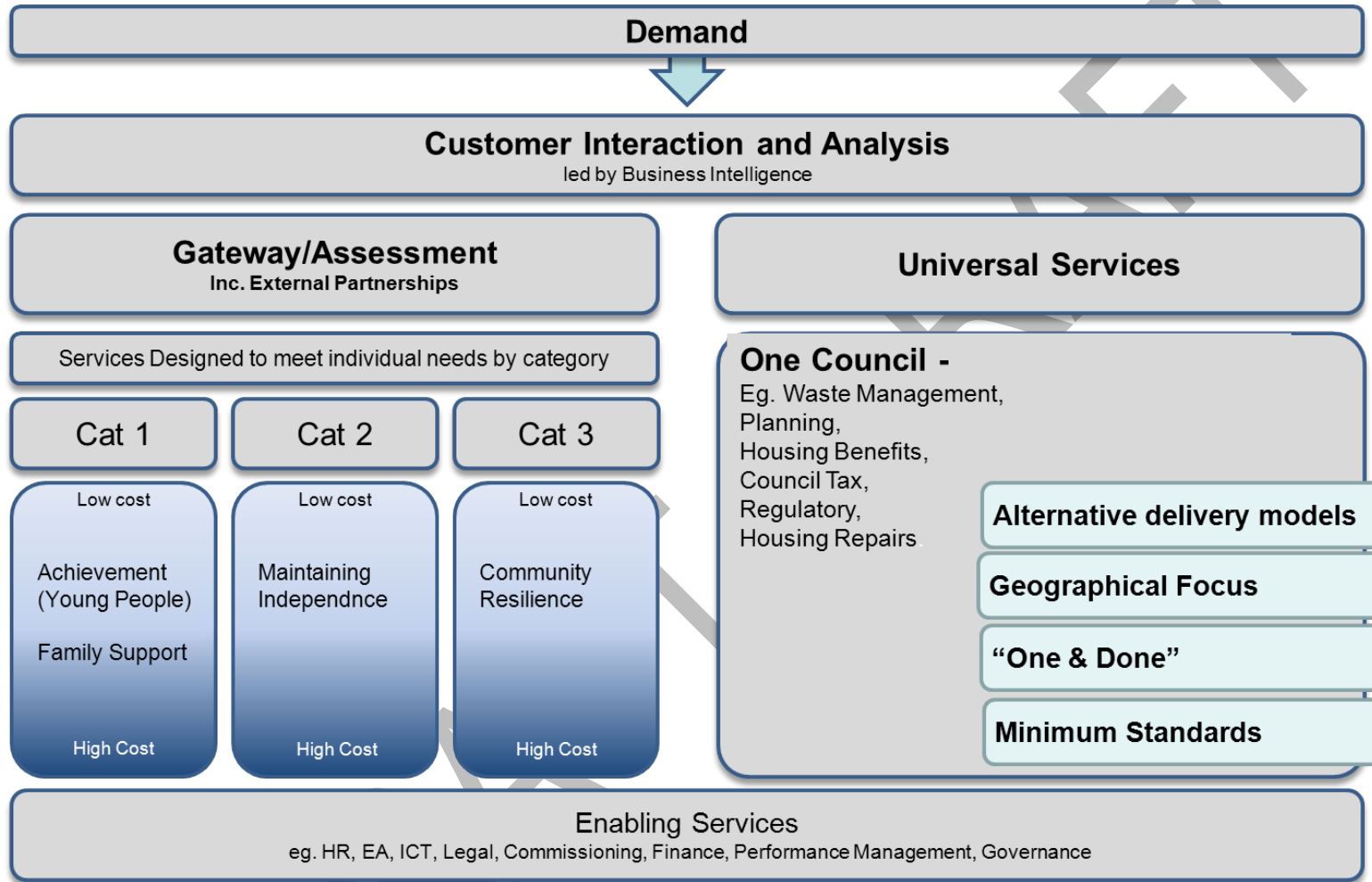
- Deliver the roll out to all neighbourhoods of the Neighbourhood Services approach in parallel and coordination with the recycling and waste collection service changes and back office efficiencies across City Operations with appropriate enabling ICT development in place, by end of quarter 3, 2015/16

- **Outline Business Case for Mobile Technology** - OBC for the use of technology, within Cleansing, looking at potential cross over and usage in City Operations.

- **Directorate Management and Support Services** - Implementing a new back office and management structure across City Operations to support the Directorate and Neighbourhood Services Project and Infrastructure ADM moving forward.

- **Workforce planning and Role Profiles** - New Job Evaluation Questionnaires roles and agreement with Staff and Unions for Neighbourhood Structure.

Appendix 2: Target Operating Model



Appendix 3: ODP Time-Line of Key Strategic Milestones

| | Enabling & Commissioning Services Portfolio | Re-Shaping Services Portfolio |
|---------------|---|--|
| 2015/16 Q2 | <p>Assets & Property</p> <ul style="list-style-type: none"> Corporate Asset Management Plan approved Howardian Starter School Complete Four Wards Welsh Satellite School Complete Tender awarded for Eastern High School Finalisation of partnership arrangements for Cardiff International Sports Stadium <p>Improvement</p> <ul style="list-style-type: none"> Performance Management training undertaken with Cabinet & Scrutiny Committees; Balanced Scorecard rolled out across Council Liveable City Report published Social media strategy launched Employee Survey 2015 results available <p>Corporate Commercialisation</p> <ul style="list-style-type: none"> Corporate Commercialisation strategy approved Commercial Trading Company established Open Alarm Receiving Centre <p>Governance & Engagement</p> <ul style="list-style-type: none"> Modern.gov fully implemented ensuring effective management of reports, minutes, registered, etc. Effective safeguarding processes in place, and members understand their responsibilities; Alignment of Scrutiny & Cabinet forward work plan Webcasting of Committee Meetings to commence – Planning & Regulatory Services Refreshed Member Development programme established <p>Strategic Commissioning</p> <ul style="list-style-type: none"> Corporate ADM Methodology and Toolkit approved. Establish Adult Social Care Commissioning Project | <p>Customer Focus & Enabling Technology</p> <ul style="list-style-type: none"> SharePoint live in C2C, Audit & OD & Children’s Services CRM Phase 1 go live: contact centre using C4C, portal functionality established for initial ‘Report It’ function Grangetown Hub – open City Centre Hub – open (enabling c.£400k saving) <p>Infrastructure & Neighbourhood Services</p> <ul style="list-style-type: none"> Cabinet approve Outline Business Case for Infrastructure ADM Neighbourhood Services: expansion of SW trial to West of city <p>Services for Vulnerable Adults</p> <ul style="list-style-type: none"> First Point of Contact live for Council services Mobile Working & Scheduling in Reablement: User Acceptance Testing and DRS training complete, transition planning complete Proof of Concept for agile working complete <p>Services for Vulnerable Children</p> <ul style="list-style-type: none"> Business Support Process Review – implement new arrangements Adolescent Resource Centre – Full Business case |

| | Enabling & Commissioning Services Portfolio | Re-Shaping Services Portfolio |
|-----------------------|---|---|
| <p>2015-16 Q3</p> | <p>Assets & Property</p> <ul style="list-style-type: none"> • Fitzalan School Science Block Complete • Non- Operational Estate –Plan approved by Cabinet • Office Accommodation Review – Cabinet Decision <p>Improvement</p> <ul style="list-style-type: none"> • WAO Corporate Assessment • Complete Cardiff Manager Programme Phase 1 <p>Governance & Engagement</p> <ul style="list-style-type: none"> • Approve new scrutiny arrangements arising from CfPS review • Cardiff Debate – Budget Consultation <p>Strategic Commissioning</p> <ul style="list-style-type: none"> • Leisure ADM Cabinet Decision • Arts ADM Cabinet Decision • Cardiff Heritage Trust Business Case- cabinet Approval | <p>Customer Focus & Enabling Technology</p> <ul style="list-style-type: none"> • SharePoint phase 3 – live • On-line payment live via Pay.gov • Debt management: One-step Phase 1 roll out (income generating) • Customer Management Strategy approved • Grangetown Hub – open <p>Infrastructure & Neighbourhood Services</p> <ul style="list-style-type: none"> • Neighbourhood Services city wide roll out (main contributor to enable £1.6m savings target) <p>Services for Vulnerable Adults</p> <ul style="list-style-type: none"> • First Point of Contact integration with Health services • Mobile Working & Scheduling in Reablement: Go Live roll out and embedding (£295k FYE savings, based on 0% service growth) • Results of housing Market Assessment for older people available • Day Opportunities Strategy <p>Services for Vulnerable Children</p> <ul style="list-style-type: none"> • Children’s Accommodation & Support Strategy – Commence Procurement |

| | Enabling & Commissioning Services Portfolio | Re-Shaping Services Portfolio |
|--------------------------|---|--|
| <p>2015-16 Q4</p> | <p>Assets & Property</p> <ul style="list-style-type: none"> • SAP Asset management Solution business case approved • Pontprennau Primary School Complete • <u>End of Year target: Office buildings</u> <ul style="list-style-type: none"> – 6 offices in scope – £1.7m anticipated Capital Receipt – £350k Revenue reduction – £1.4m Maintenance backlog reduction • <u>End of Year Target: Community Buildings</u> <ul style="list-style-type: none"> – 9 properties in scope – £80k anticipated Capital Receipt – £600k Revenue reduction – £1.1m Maintenance backlog reduction • <u>End of Year Target: Schools estate</u> <ul style="list-style-type: none"> – 10 assets in scope for decision – £250k anticipated Capital Receipt – £9k Revenue reduction – £97k Maintenance backlog reduction • Commissioning and Procurement Strategy (2016 – 2019) approved | <p>Customer Focus & Enabling Technology</p> <ul style="list-style-type: none"> • SharePoint phase 4- live • Income Management: Chip & PIN improvements roll out commences <p>Infrastructure & Neighbourhood Services</p> <ul style="list-style-type: none"> • Neighbourhood Services new structures go live • City Operations back office and performance restructure • Outline Business Case for Mobile Working & Scheduling in Neighbourhood Services <p>Services for Vulnerable Adults</p> <ul style="list-style-type: none"> • Carefirst improvements delivered (inc. data cleansing, Carefinance) • Mobile Working & Scheduling in Reablement: Go Live roll out and embedding (£295k FYE savings, based on 0% service growth) • Agile working project phase implementation to enable vacation of social care staff from Global Link <p>Services for Vulnerable Children</p> <ul style="list-style-type: none"> • Commence phased delivery of remodelled services for children with disability; |

| | Enabling & Commissioning Services Portfolio | Re-Shaping Services Portfolio |
|-----------------------|---|--|
| <p>2016-17 Q1</p> | <p>Assets & Property</p> <ul style="list-style-type: none"> • Global Link vacated <p>Corporate Commercialisation</p> <ul style="list-style-type: none"> • Commercial Model established for: <ul style="list-style-type: none"> – Cardiff Works – Alarm Receiving Company – Bereavement • New Income streams available <p>Improvement</p> <ul style="list-style-type: none"> • Credible Benchmarking information included in all Directorate Delivery Plans | <p>Customer Focus & Enabling Technology</p> <ul style="list-style-type: none"> • SharePoint phase 5 – live • Debt Management: One-step Phase 2 roll out commences (income generating) • STAR Hub – open • Fairwater Hub - Open <p>Infrastructure & Neighbourhood Services</p> <ul style="list-style-type: none"> • Infrastructure ADM agreed solution – commence implementation of preferred model (£4.3m savings anticipated over the MTFP) <p>Services for Vulnerable Adults</p> <ul style="list-style-type: none"> • First Point of Contact integration with Vale of Glamorgan <p>Services for Vulnerable Children</p> <ul style="list-style-type: none"> • MASH – Go live • Remodelling services for children with disability – Complete |

| | Enabling & Commissioning Services Portfolio | Re-Shaping Services Portfolio |
|--------------------------|---|---|
| <p>2016-17 Q2</p> | <p>Assets & Property</p> <ul style="list-style-type: none"> • Adamsdown Primary School Complete • Coed Glas primary School Complete • Ysgol y Wern School complete • Secure WLGA Member Charter <p>Strategic Commissioning</p> <ul style="list-style-type: none"> • Leisure ADM –Operational • Arts ADM –Operational <p>Improvement</p> <ul style="list-style-type: none"> • Employee Survey 2016 | <p>Customer Focus & Enabling Technology</p> <ul style="list-style-type: none"> • CRM – enhanced “Report It” functions go live • SharePoint phase 6 – live • Llandaff North & Gabalfa Hub - open <p>Services for Vulnerable Adults</p> <ul style="list-style-type: none"> • Agile working project fully deployed |

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