

**CITY & COUNTY OF CARDIFF**

**DINAS A SIR CAERDYDD**

**POLICY REVIEW & PERFORMANCE**

**SCRUTINY COMMITTEE**

**7 June 2016**

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## **ORGANISATIONAL DEVELOPMENT PROGRAMME REFRESH**

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### **Reason for this Report**

1. To provide the Committee with an opportunity to consider progress and next steps in the delivery of the Council's Organisational Development Programme (ODP). This will enable the Committee to assure itself of the Council's continued progress in addressing the findings of the Wales Audit Office (WAO) Corporate Assessment Follow On report to Council in February 2016.

### **Scope of the Scrutiny**

2. This Committee's Terms of Reference empower it 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. Members may wish to consider the Council's effectiveness to date in delivering the ODP, how well the Programme captures the proposals for improvement contained within the WAO Follow On report, and offer comments and observations as to how the Council could maximise progress.

## **Background**

4. In May 2014 the Council established an Organisational Development Programme, in response to a Peer Review by the Welsh Local Government Association. 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.
5. The Council subsequently received a WAO Corporate Follow-on judgement in February 2016 that there had been a transformation of leadership and senior management within the Council; but that the Council has more work to do to ensure improved arrangements are embedded, particularly around some corporate enablers, such as Performance, Human Resources, and the Council's use of its Assets; that the scrutiny of cross cutting issues can be further developed; and that vacancies on scrutiny committees should be filled quickly.

## **Issues – ODP Progress Update**

6. The report attached at **Appendix 1** provides details of ODP progress to date, and the Council's plan for the next steps to continue improving performance in the medium term. It identifies the ODP as the vehicle that will capture and address the proposals for improvement contained within the WAO Follow On report, ensuring that organisational change across all parts of the Council will be delivered through a single programme, driving consistency of approach, increasing the pace of delivery, and enabling prioritisation to ensure investment and resources are targeted most effectively.
7. The nine work streams of the ODP continue to be 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.

## **Enabling and Commissioning Services Portfolio**

8. This portfolio ensures there are Council-wide measures to support effective delivery and cost reduction across all Directorates. It includes the following five programmes:
  - **Assets & Property** – This programme co-ordinates six inter-connected work streams which are all designed to ensure that the key objective of the Council's approved Property Strategy – of fewer but better buildings – is delivered in a timely and structured manner.
  - **Commercialisation & Accelerated Improvement Board** – There will be a 'One Council' approach to commercialisation with the establishment of a Commercial Programme. This programme will be overseen by a Commercial Board and will look at intensive high impact service improvement interventions as well as developing a corporate brand and marketing.
  - **Performance & Governance** – This programme has six projects that will address many of the key issues identified in the Wales Audit Office (WAO) Corporate Assessment follow on report published in February 2016.
  - **Strategic Commissioning** – The Strategic Commissioning programme will ensure that the Council has a consistent and evidence-based approach to how it designs, secures and then evaluates the impact of the delivered services in meeting the Council's priority outcomes. The focus of this wide ranging programme will be to drive down the costs of delivering services and to improve the quality of the services provided to customers.
  - **Workforce Strategy** – The Workforce Strategy programme will strengthen links between business, financial and workforce planning during this period of financial challenge and rapid organisational change.
9. At the heart of the Council's approach to organisational development is the principle that the workforce is its most valuable asset and the creation of a positive and enabling culture is a primary goal. This Programme will help deliver the Workforce

Strategy (that was approved by Cabinet in April 2015) and will create a culture that supports a flexible, skilled, engaged and diverse workforce in order to support the Council.

## **Reshaping Services Portfolio**

10. This portfolio will explore enabling technologies and develop working practices to facilitate the reshaping of key services across the Council. The aim is to better understand and manage customer demand, re-align services and functions that are currently delivered across a number of service silos, and deliver services at a reduced cost so that they are sustainable within the tough financial climate. It comprises the following programmes of work:

- **Customer Focus & Enabling Technology** – comprises two key elements:
- **Community Hubs:** Developing and delivering Community Hubs that enable citizens to access the services they need in the way they want to, through joined up services and closer working between the Council and our partners.
- **Enabling Technology:** Establishing and exploiting standardised technology across the Council to improve efficiencies and maximise the capture and use of customer data. The aim is to drive down the cost of delivering services, improve quality and consistency of customer service and eliminate unnecessary duplication of effort through a rigorous integration of “back office” processes.
- **Social Services Improvement** – is seen to be creating real and meaningful improvements in customer outcomes and supporting positive demand management through enhanced preventative services. This programme is seen to have delivered some significant changes, required by the Social Services and Well-being (Wales) Act, and to complement business as usual services and activities. Their the end goals are ‘providing sustainable social services’,

'safeguarding vulnerable adults and children' and 'promoting and supporting independence, well-being voice and control'.

- **Vulnerable Children & Families** – is working with multi-agency partners to develop and deliver key partnership projects that achieve improved outcomes for children and young adults. These projects aim to support delivery of the Early Help Strategy. The desired outcome is to better enable partners to work together, share information, and put the child and their family at the centre to ensure they receive the support they need at the right time and in the right way.
- **Infrastructure & Neighbourhood Delivery** – Phase 1 of this Programme closed in May 2016 and has delivered over £1.3 million of savings to date. Phase 2 of the Programme is currently being planned and will incorporate the development of digitalisation, alongside further transformation of service design and delivery to build on the elements delivered during Phase 1. The overall aim of the Programme 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.

11. **Reshaping Services** also includes two distinct projects that operate outside the Programme structure, reporting directly into the Reshaping Services Board as follows:

- **Schools Admissions:** to reduce back-office processes and pressures, encourage channel shift to on-line applications, improve the customer experience and reduce the number of costly Appeals received by the Council. A key element of this project will be the development of an integrated application process between the Community Secondary Schools, Faith Schools and Whitchurch Foundation.
- **Corporate Agile Working:** Building on learning from Agile Working within Social Services, a corporate business case will be developed to appraise the

costs / benefits of rolling out this initiative more broadly across the Council to improve efficiency and enable the rationalisation of office accommodation.

12. Programme Boards have been established for each Programme, which report to SMT (that sits as the Organisational Development Board) on a monthly basis and are chaired by the Chief Executive. Programme and Project Boards are responsible for managing the timely delivery of milestones, as set out in individual project plans.

13. **Appendix 1** provides Members with a progress update for each of the nine work streams within the ODP and can be found as follows:

### **Enabling and Commissioning Portfolio**

- Assets & Property – **page 2**
- Corporate Commercialisation – **page 5**
- Performance and Governance – **page 6**
- Strategic Commissioning – **page 11**
- Workforce Strategy – **page 14**

### **Reshaping Services Portfolio**

- Customer Focus & Enabling Technology – **page 18**
- Social Services Improvement Programme – **page 22**
- Vulnerable Children & Families – **page 28**
- Infrastructure & Neighbourhood Delivery – **page 31**

### **Previous Scrutiny**

14. Recognising the central role the ODP plays in the improvement of all Council services, the Committee continues to allocate a significant portion of its work programme to scrutinising the various Organisational Development work-streams, as well as progress in the overall delivery of the ODP.

15. In July 2015 the Committee had an opportunity to consider overall progress, and a new approach planned for delivery of the ODP, when Members were seeking assurance of the Council's progress in addressing the findings of the WAO Corporate Assessment of the Council in September 2014.

16. Following the scrutiny the Committee welcomed the refresh of the ODP to maintain momentum under the Council's 'Make the Difference' Brand.

17. Members focussed on the implications of new ways of working both for staff numbers and satisfaction, and particularly highlighted the importance of good staff engagement on plans such as multifunctional roles and mobile working. The Committee noted some concern about the progress of the Reshaping Services for Vulnerable Adults Programme, and the risk surrounding Adult Social Services commissioning and demand pressures, particularly around managerial capacity.

18. In response the Cabinet welcomed the Committee's input and monitoring of progress and reiterated strongly their commitment to open and informed dialogue with staff, reminding Members that this was the first of a three year programme of dedicated staff engagement.

19. Critically, Members endorsed the external regulator's view that it is important the Council builds the capacity and mechanisms for internal challenge and self assessment.

## **Way Forward**

20. Councillor Graham Hinckey (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) and Joseph Reay (Head of Performance & Partnerships) will be in attendance to give a presentation and to answer Members' questions.

## **Legal Implications**

21. 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**

22. 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.

**DAVID MARR**

Interim Monitoring Officer

1 June 2016