Organisational Development Programme Progress Update
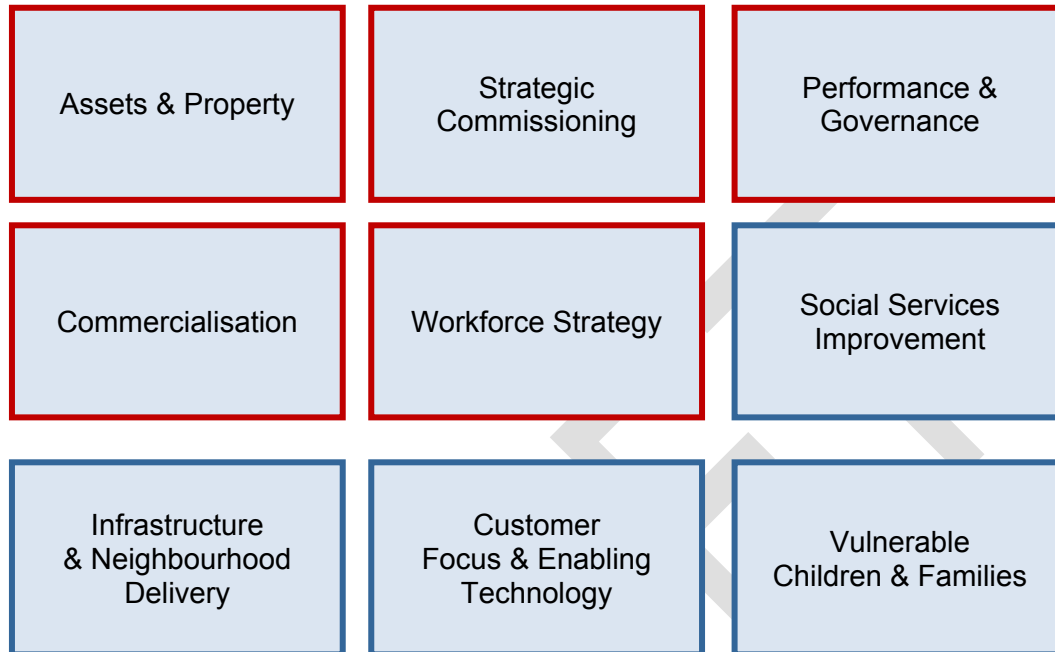
1. Appendix 1 provides a summary of progress achieved through the Organisational Development Programme (ODP) against the nine programmes.

Assets & Property	Strategic Commissioning	Performance & Governance
Commercialisation	Workforce Strategy	Social Services Improvement
Infrastructure & Neighbourhood Delivery	Customer Focus & Enabling Technology	Vulnerable Children & Families

2. 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.

3. A summary of the key achievements and next steps for each of these programmes follows.

Portfolio: Enabling & Commissioning
Programme: Assets & Property

Aim

4.   The Assets and Property Programme co-ordinates six inter-connected work streams all designed to ensure the key objective of the Council's approved Property Strategy: Fewer, But Better Buildings, are delivered in a timely and structured manner.

Property represents the second largest spend, after staffing costs, against the Council's revenue budget. Approximately £50m p.a. is spent on running the estate, and the current building maintenance backlog is now over £100m. This programme will reshape the property estate; meet demanding stretch targets to reduce the property footprint; reduce revenue expenditure; as well as modernise and rationalise the portfolio to enhance service delivery.

Progress to Date

Following approval of the Corporate Property Strategy in November 2014, property asset management has become central to delivering the Council's service and budget objectives. 2015/16 was the first full financial year following approval of the Strategy and the first year an Asset Management Plan was published detailing property benchmarks and targets to be delivered. The following achievements were accomplished in 2015/16.

- **New Corporate Property Management approach**
  A new approach to managing the property asset management process was established in 2015/16.
  - Asset Management Board (monthly) – Chaired by the Chief Executive and attended by Corporate Directors.
  - Partnership Asset Management Board (bi-monthly) – Chaired by the Chief Executive and attended by Corporate Directors and Public Sector partners.
  - Asset Management Working Group (monthly) – Chaired by the Corporate Estates Manager, attended by property managing operational managers.

- **Corporate Asset Management Plan 2015/16**
  The 2015/16 Asset Management Plan was approved by Cabinet in July 2015 and described an ambitious programme of property disposals and relinquishments. This has delivered:
  - a reduction in annual spend on property running costs of £978k;
  - reduction in total maintenance backlog of £4.44m;
  - a reduction in total Gross Internal Area used to deliver operations by 274,000 sqft; and
  - generated capital receipts of £6.9m to reduce debt and contribute to the capitalisation programme. Receipts were also used to

assist in the modernisation of the remaining estate and provide new facilities such as schools and HUBs.

- **Office Rationalisation**
  Implementation of the latest phase of Office Rationalisation has been designed to reduce the number of office buildings in operational use and to centralise staff in core office accommodation by. A further 5 offices were relinquished/sold during 2105/16.

- **21st Century Schools Programme**
  There have also been significant achievements within the £164m School Organisation Programme, with the approval of the realigned 21st Century School Programme by Welsh Government and the allocation of an addition £13m of capital funding as a result. In addition two new primary school establishments were opened, located at Pontprennau and Howardian, whilst the procurement, design and planning approval for the new Eastern High School has been complete. The construction of which will begin in June this year.

- **Community Assets Transfers (CATs)**
  A Board has been set up to assess CATs. A fortnightly management group has been set up by the Director of Communities, Housing & Customer Services to manage these at a strategic level. Completed CATs include Plasnewydd Community Centre and Pentrebane Community Centre.

- **Collaboration Inititatives**
  Partnership Asset Management Board was able to progress several projects where the Council has been able to work in partnership with other public sector partners to jointly deliver services or realise property efficiencies including Ely and Caerau HUB and Maelfa HUB,

- **Investment Estate**
  Cabinet approval was granted to determine a new approach to managing the Council's investment estate. This will see new management arrangements established with the objective of maximising revenue potential of the estate.

Next Steps

- **Publish the 2016/17 Corporate Asset Management Plan** in summer 2016. This will establish an ambitious programme of relinquishments, disposals and collaboration. Draft targets for this programme include:
  - Reduce the maintenance backlog by £3.9m;
  - Reduction in running costs of £2m;
  - Receive capital receipts of £6.9m.

- **The Office Rationalisation Programme** will continue to move at a rapid pace and will:
    - Complete the ongoing phase of office moves instigated in 2015/16 that includes vacating Global Link;
    - New moves to commence that will relinquish offices include Penhill, Suffolk House and Ely Family Centre.
    - Work will also begin on a new business case that will explore the potential for maximising efficient use of the office space in County Hall.
    - A review of space at City Hall will also be initiated and a strategy proposed for the future use of the building.

- **Schools Organisation Plan** - the procurement for the construction of 3 brand new primary schools is underway with a contractor due to appointed by June 2016. The construction of the three schools will then start at the beginning of 2017. Further alterations to a number of other primary schools are also being progressed for completion in 2017. External project management is being procured to take forward the design and procurement of the new High School in the West; and following the appointment of a head teacher for the new school, stakeholder engagement on the design brief will commence in June. A creative cultural partnership has been established in Cardiff to enhance curriculum and educational outcomes, with the new High school in the West being the pilot school. Work has also commenced on planning the future pattern of provision in Cardiff, and associated proposals for capital investment from potential forthcoming Welsh government funding.

- **The Community Asset Transfer Programme** will be expedited and to facilitate this a revised, streamlined decision making process is to be proposed.

- **Finalise the Investment Estate Strategy** for the future management of the non-operational estate. This will include setting revenue targets and capital expectations.

- Develop the business case for submission to IRB for the **Real Estate IT Project** by the summer of 2016.

Portfolio: Enabling & Commissioning
Programme: Commercialisation

5. ## Aim

The Commercialisation Programme will drive commercialisation and productivity across the Council as a whole. It will embed a culture of commercial and business thinking that ensures the best use is made of financial resources in both generating income and delivering quality services.

Progress to Date

The work to develop the proposals for Alternative Delivery Models to deliver Infrastructure and Culture & Leisure services has shaped the Council's approach to commercialisation. As a result, this programme is being reshaped to ensure it can be taken forward in the most effective ways possible.

The first step in driving this programme forward was to establish a Commercialisation and Accelerated Improvement Board, which met for the first time in May 2016. This Board will consider improvement interventions, explore opportunities for income maximisation and develop the Council's corporate brand and marketing.

Next Steps

- Development and implementation of **service improvement strategies.**

- Establish a **commercial brand, business development and marketing plans** that will apply to services being transformed through the process to provide an identity for both internal and external trading.

- **Embed commercial practices and management** across a range of services where the case for change is demonstrable.

- Develop and implement a **strategy for staff engagement.**

Portfolio: Enabling & Commissioning
Programme: Performance and Governance

6. **Aim**

The Performance and Governance Programme is a new programme for 2016/17 and replaces the previous Improvement and Governance & Engagement Programmes.

The new Programme will ensure that the Council will have fully developed Performance Management approaches which will help to embed a culture of accountability and transparency across the organisation. Performance Management processes will underpin service improvement and the achievement of the outcomes that matter most to our residents and service users.

The value of Open Data will be understood and the organisation will be moving to an "open by default" approach, ensuring the Council is poised to use its data – and allow others to use it – to reinforce accountability, drive change and provide the framework for innovation.

Our Elected Members will be supported to carry out their roles effectively and a robust induction process will be in place.

Our approach to Scrutiny will have been strengthened.

Progress to Date

- Our **Performance Management** accountability processes have continued to improve, and this was recognised as part of the WAO Corporate Assessment Follow-on report. We have put in place a Performance Management Strategy, and underneath this sits a Performance Management Framework. Our strategy conveys the importance of reliable, consistent, timely and accurate performance information. Our Corporate Plan establishes clear strategic direction, and we have a set of Directorate Delivery Plans that support the delivery of the Corporate Plan at a Directorate level. We have undertaken an exercise, including a Peer Review, to ensure that the actions and measures within these plans are as SMART as possible.

- To ensure transparency, accountability and review of performance information, we established various mechanisms by which to test the performance of Council services. The forums are designed to elicit honest, mature discussion, and consist of:

    o Service Improvement Boards – Concentrating on each Directorate, these provide an opportunity for the CEX to challenge and review the performance of services delivered, holding to account individual Directors and their management team.

- o Star Chamber – Directorates are divided into 'People' and 'Place' and provide an opportunity for the CEX, Leader, Cabinet Members and Directors to engage in honest discussion around service performance.
  - o Accelerated Improvement Boards – These are led by the CEX, for targeted services (Children's and Education), utilising a mix of internal support and external peer support and challenge.
  - o Challenge Forum – This draws together senior Members and officers, together with external peer support, to test and challenge the Council's progress against its improvement journey.

- We also introduced **Directorate Scorecards**, which bring together the performance of each Directorate against its planned Corporate Commitments, Performance Indicators, Budget and Assets and People.

- In 2014/15 47.7% of our national indicators either improved or maintained their performance. The Welsh Government (WG) places our performance in respect of the national indicators into quarters. In 2014/15, 14 of our indicators were in the top 2 quarters, compared to 15 of our indicators in the top 2 quarters in 2013/14. Performance in relation to 2015/16 will be published by WG in September 2016.

- Following their final monitoring visit to Cardiff in January 2016, **Estyn** concluded that the authority is no longer in need of significant improvement and removed the authority from any further follow up activity. Satisfactory progress was noted against all six recommendations, taking account of improved pupil performance across all key stages over the last 3 years. Estyn highlighted three areas of performance that require particular attention going forward:

  1) Improving the performance of pupils at Key Stage 4, particularly in the wider capped points score, level 2 and level 1 threshold.
  2) Improving the percentage of young people that are not in education, employment or training.
  3) Improving the information available on the extent and quality of provision made by schools for pupils educated away from the school site.

  These areas for improvement will be addressed in the Directorate's Delivery Plan for 2016 – 2018.

- **Care and Social Services Inspectorate Wales (CSSIW)** undertook an inspection of Children's services in January 2016. This inspection concluded that the Council was committed to prioritising services that support those who are most vulnerable. There is strong Corporate Support for Children's services, and Elected Members and Corporate Management demonstrated a common understanding of the direction and drive needed, to ensure the service effectively supported improved outcomes for Children and Young People in Cardiff. Performance Management was found to be well embedded across the service.

- All **Directorate Delivery Plans** contain a shared action to benchmark service performance with Core Cities or relevant benchmark organisations by March 2017.

- A **service review methodology** has been developed and been implemented across a number of areas across directorates (Resources had service reviews undertaken in Legal, Finance, HR and ICT) and particularly those affected by ADMs.

- **Quarterly performance reports** are discussed at SMT, Scrutiny Committees and Cabinet. To ensure transparency, accountability and review of performance information, we established various mechanisms by which to test the performance of Council services. As described earlier, the forums are:
    - Service Improvement Boards
    - Star Chamber
    - Accelerated Improvement Boards
    - Challenge Forum

- The establishment of the **Accelerated Improvement Boards for Education and Children Services** to provide support and develop performance management behaviours and processes.

- We undertook a **dip sample quality test of our 2015-16 PPDRs**, to ensure that the reviews being undertaken and the objectives set are of good quality. We used an audit tool, populated by our Operational Managers to complete this test; sampling around 10% of our PPDRs. Feedback was encouraged at Directorate Management team meetings.

- We have an established **Ambassador Network** to support the delivery of the Council's employee engagement agenda. The outputs of this network are communicated via employee roadshows, Have Your Say sessions with the Chief Executive and Corporate Communication channels.

- We sought employee views through the **Council's Employee Survey** and feedback provided us with a clear direction on where we need to focus our efforts. Areas of priority were identified as:
    - Learning & Development
    - Employee Voice
    - Performance Management
    - Health & Well-Being

- The employee roadshows provide staff with an update on progress in relation to the above priority areas.

- **Improved Decision Making & Ethical Culture**
  - Implemented e-modernisation including embedding Modern.gov;
  - Improved agenda management and work plans for Council and Committees;
  - Established Corporate Parenting Committee;
  - Introduced webcasting of Planning Committee;
  - Established new corporate values.

- **Member Development & Engagement**
  - Member Development Steering Group reviewed the Member Learning & Development Plan against the agreed WLGA Member competencies;
  - Introduced performance appraisals for Cabinet and Committee Chairs;
  - Delivered a Member Development Programme.

- **Public Engagement & Communications**
  - Public questions at Scrutiny Committee piloted;
  - Providing members with a weekly calendar of meetings and member focussed events;
  - Raising member awareness of consultations and seeking and collating their responses.

Next Steps

To build on the success of the work described above and to continue to develop our approach to effective Performance Management across the Council we will take the following steps during 2016-17:

- Develop the Council's approach to Business Planning, to ensure a consistent set of plans are in place across the organisation which will provide a robust golden thread with clear lines of accountability and understanding of the Outcomes we are seeking to achieve. This will include:
  - Reviewing the Performance Management elements of the Corporate Plan
  - Reviewing the format of Directorate Delivery Plans
  - Introduction of consistent Plans

- Develop the Council's approach to reporting Performance Management information to ensure the right audiences get the right information at the right time to aid effective decision-making and to ensure appropriate accountability. This will include:
  - Improving the timeliness with which performance information is reported
  - Supporting services in ensuring/improving the validity of performance data
  - Reporting performance in a transparent way, including to the public
  - Developing performance scorecards which will focus performance reporting on the issues that matter most to respective audiences

- Develop a culture of accountability and challenge across the organisation. This will include:
  - o Supporting colleagues from across the Council to understand how to constructively challenge their own and, where appropriate, others' performance
  - o Using a new Performance Support Board to support service improvement
  - o Working with Elected Members to support them in effective Performance Management practices

- Develop the Council's approach to how it manages Open Data across the organisation. To achieve these goals, the project will initially:
  - o review the available open data licenses and establish such a license for the authority
  - o review open data platforms that could act to make the data sets available
  - o identify suitable data sets for publishing and the associated governance necessary to publish and maintain these data sets.

- Develop the Council's approach to scrutiny in order to:
  - o Further strengthen the Council's scrutiny function by developing an approach to scrutinising cross cutting issues; and ensuring that any vacancies on scrutiny committees are filled quickly
  - o Ensure in-depth consideration of the key strategic challenges facing the non-executive governance of the new Council in May 2017, and the actions required of Scrutiny Councillors, Cabinet Members and senior managers to enable those challenges to be priorities and met.

- Develop the support offered to the Council's Elected Members, including through the induction process. Key tasks will include:
  - o Identifying issues and developing key actions that need to be implemented prior to new Members taking up their duties in May 2017
  - o Reviewing Member Development & Training and agreeing a new approach and programme to commence in May 2017
  - o Agreeing essential training and frequency of training for Members prior to start of new Council term in May 2017.

7. **Aim**

The Strategic Commissioning programme will ensure that the Council has a consistent and evidenced based approach to how it designs, secures and then evaluates the impact of the delivered services in meeting the Council's priority outcomes. Successful implementation of the programme will see the Council deliver citizen-focused, accessible, affordable, joined up services that meet the needs of individuals and the community; commission services that have the potential to provide benefits to communities beyond the individual service provided; and recognise there is value in commissioning services from a variety of providers.

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.

Progress to Date

- **Culture and Leisure ADM**
  The Leisure ADM procurement process is at the Draft Final Tenders stage with draft tenders being received in February 2016. A proposal has been submitted which sees a zero subsidy position being reached by 2019/20 and maintained for the life of the contract whilst keeping all facilities open and operational. The figures do not include the costs of the commitments or liabilities that will remain with the Council should a contract be awarded. Running in parallel with this, the current in-house delivery team (Active Cardiff) was asked to formulate an Enhanced In-House Model, which could be used as a comparator against all external bids received. As part of the governance arrangements a decision was taken at the Enabling & Commissioning Board meeting in October 2015, that the Enhanced In-House Model would require some 'internal challenge'. This 'internal challenge' was carried out by the Organisational Development Team, supported by representatives from Finance and HR. Decision points on the Leisure ADM will be reached by July 2016 supported by a detailed business case.

  The Culture ADM procurement process is at the Invitation to Submit Detailed Tender Stage (ISDS) with submissions being received in October 2015. There is one bidder remaining in the process whose solution falls within budget for years 1 and 2 and continues to reduce over the life of the contract. Draft Invitation to Submit Final Tenders will be published in May 2016 to the remaining bidder. The Enhanced In–House Model also requires internal challenge and this will follow a similar process to the Leisure 'internal challenge' process. Decision points on the Culture ADM will be reached by June/July 2016 supported by a detailed business case.

- **Enabling Commissioning**

  The overarching strategic commissioning model and principles were developed following consultation at Enabling and Commissioning Board. These are now being tested by the Adult Social Care Commissioning Project (see Work Stream 1 below) who are developing the Statement of Strategic Intent for Adult Social Care. These principles will be further tested operationally in 2016 before being built into the Strategic Commissioning Strategy in late 2016. The Health & Social Care Programme have indicated a willingness to support the development and implementation of the commissioning model and principles.

- **Infrastructure ADM**

  The Outline Business Case for the Infrastructure Services project was approved by Cabinet on 15th July 2015. A Full Business Case analysis has since been undertaken and this is scheduled to be considered by Cabinet in June 2016. This Full Business Case report will recommend the proposed future delivery model for the services within scope of the project. 'Key enablers' for achieving future financial benefits identified through the Full Business Case analysis include technology improvements, the development of a commercial brand to support income growth, and support for increasing apprenticeships and developing links with the NEET's agenda.

- **Adult Social Care Strategic Commissioning**

  Work Stream 1 – Defining Statement of Strategic Intent for Adult Social Care

  A draft Statement of Strategic Intent for Adult Social Care has been developed that utilises the strategic commissioning model principles developed by the Council. In parallel an analysis and benchmarking of existing commissioning strategies and market position statements is being undertaken. A Communications Plan is under development and will be ready for the launch of the Statement of Strategic Intent. Options are being explored to develop a Statement for Health and Social Care across the Cardiff and Vale region.

  Work Stream 2 – Opportunity Analysis

  The focus has been on identifying and developing opportunities for delivering savings by improving the management of demand and enhancing the provision of quality services. This has included working with the market to improve the performance of the Domiciliary Care arrangements and undertaking a review of residential and nursing provision. This has led to the adoption of alternative service arrangements and improved monitoring systems for recording and reporting on progress.

  Work Stream 3 – Contract Management and Performance Monitoring

  This work stream has focused on process mapping of contract monitoring process 'as is' and 'to be' across Adults and Children's services to establish more effective systems for managing and monitoring contracts, specifically service delivery and contract

compliance. Officers from Adults and Children's Services are being actively involved in shaping the outcomes prior to engagement with the service providers. Safeguarding issues and service users remain central to this work stream.

Next Steps

- Production of detailed business cases for the **Leisure and Culture ADM** so that decisions can be taken in summer 2016.

- **Infrastructure ADM** full business case to be considered by Cabinet in June 2016.

- **Strategic Commissioning Strategy** to be developed by late 2016.

- **Statement of Strategic Intent for Adult Social Care** to be finalised and launched in the summer of 2016.

Portfolio: Enabling & Commissioning
Programme: Workforce Strategy

8.   **Aim**

The Workforce Strategy Programme will strengthen links between business, financial and workforce planning during this period of financial challenge and rapid organisational change.

At the heart of the Council's approach to organisational development is the principle that the workforce is our 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 going forward.

Progress to Date

This new Programme was established in January 2016 to support implementation and embedding of the Workforce Strategy (and Employee Charter) agreed by Cabinet in April 2015. The new Workforce Strategy Programme is designed to deliver outcomes for and with employees and to help create a culture that supports a flexible, skilled, engaged and diverse workforce.

Under this programme there are 5 projects underway and whilst all have a particular focus, they are also interrelated and have linkages both within this programme and with other ODP projects. Most of the projects have emerged as priorities from the Council's Employee Survey findings and they are as follows:
  - Learning & Development (SMT Lead - Andrew Gregory, Director City Operations)
  - Health & Wellbeing (SMT Lead - Christine Salter Corporate Director, Resources)
  - Performance Management (SMT Lead - Sarah Mc Gill, Director Communities and Customer Services)
  - Employee Voice (SMT Lead - Paul Orders, Chief Executive)
  - Workforce Planning (whilst this did not emerge from the survey, it is an organisational priority as confirmed by the WAO follow on visit.)

- **Performance Management (individuals performance)**
  - Continued to build on work already done to simplify and improve the PP&DR process and increase the levels of compliance at key parts of the process.

- In addition to performance objectives, corporate objectives for 2016/17 reviewed, agreed and incorporated into DigiGov for the 2017/17 process:

    o Retention of previous Corporate cascaded objectives (to be turned into smart objectives) for managers on managing sickness, PP&DR and financial accountabilities plus additional new objective on completing revised Discipline Policy e-learning module by 31 July 2016.
    o New 'Development Objectives' relating to Cardiff Manager Programme.
    o Behavioural Objective for everyone regarding embedding a theme from the Employee Charter

- **Cardiff Manager Programme and other Learning & Development (L&D) Activities**
    o Delivery of Cardiff Manager Programme (and associated support) to 340 line managers (Grades 8-10).
    o Based on feedback, review of structure of Cardiff Manager Programme and to be rolled out to Grade 7 managers.
    o Completed review and refresh of the Council's Academy to ensure programme of delivery aligns with corporate priorities.
    o Implemented Pitch Perfect skills programme to engage all levels of staff in L&D, culminating with the final event taking place on 29 March with a team from the horticultural nursery winning.
    o Established programme of TULR and Digital champions along with an Essential Skills Programme and the creation of a new Essential Skills Co-ordinator post.

- **A Focus on Attendance Management and Health & Wellbeing**
    o Whilst the outturn for 2015/16 was 9.56FTE days against an overall target for the Council of 9FTE days, this is an improvement on the 2014/15 outturn (which was 10.11 FTE days) and represents a reduction of 10,400 sickness days across the Council; a reduction of 0.55 days lost per employee. Since 2012/13 we have seen a reduction in sickness of over 18%. The Attendance & Wellbeing Policy was subject to review in July 2015.
    o Compliance with Return to Work, carrying out stage interviews, improving and reduction in long term sickness cases achieved with support of sickness team in HRPS.
    o Employee Assistance Programme put in place from November 2015 and impact to be reviewed in 12 months.
    o Health &Wellbeing Project team set up in January 2016 (comprising representatives from Directorates, Trade Unions and Employee Networks).

- **Workforce Planning**
  - A review of a number of practices within the Council provided evidence to WAO that workforce planning is happening within the Council although processes need further formalising.
  - Cardiff joined with a small number of authorities participating in a joint WLGA/WAO venture to develop workforce planning best practise.
  - Workforce information provided and reviewed as part of the business planning/Directorate Delivery Plan process

- **Employee Voice**
  - 35 employee roadshows facilitated involving Chief Executive and SMT with over 1,500 staff attending.
  - Ambassadors Network set up and consolidated with 159 staff being involved.
  - Over 120 staff meetings with the Chief Executive as part of "Have your Say" sessions.
  - Ideas forum and Cardiff Manager Forum set up.
  - Internal Communications and Engagement strategy approved by SMT.
  - Make the Difference campaigns and branding put in place.
  - Facilitation of Council employee survey, achieving highest response rate to date of 51.6%.
  - Schools employee survey launched March 2016.

Next Steps

- For **Individual Performance Management** we will establish a cross-Council project team that will engage with a wide range of colleagues to help further develop the Council's culture in relation to individuals' Performance Management, working to ensure that every member of staff understands that managing performance is an integral part of their role. This will include working with stakeholders across the organisation to understand perceived barriers to the current PPDR process and then co-designing a refreshed appraisal approach that will have clear links to personal development and wider business planning, while also providing managers with the information they need to effectively manage their services. The new appraisal process will then launch in April 2017.

- Develop a Corporate **Learning & Development Strategy** and also develop the Council's Academy to be the gateway to Council wide L&D activity. We will also progress an essential skills audit for frontline staff and provide appropriate development plans to identify needs and upskill staff. Roll-out of both the Cardiff Managers Programme to managers at Grade 7 and below and the Pitch Perfect Programme.

- Submit an **Employee Health & Wellbeing Strategy** to Cabinet in June 2016. The Council will also aim for bronze Corporate Health Standard mock assessment in June 2016 working towards a full assessment in October 2016. We will also support and commit to the Time for Change Wales (TTCW) initiative. A targeted communications plan will be put in place to raise awareness of Health & Wellbeing initiatives along with a dedicated page on the Intranet.

- Development of **Corporate Workforce Planning** guidelines and toolkit together with the implementation of a technology based solution to enable more effective workforce planning. The essential skills gap analysis is to be progressed with a key focus on service delivery. A review of the non-permanent workforce will also be carried out to meet the social inclusion needs of the Council.

- Review and refresh the programme of **Staff Engagement** and undertake a Corporate Employee Survey in the autumn of 2016. Circulate the results of the schools employee survey in the summer of 2016.

Portfolio: Reshaping Services
Programme: Customer Focus & Enabling Technology

9. **Aim**

Customer Focus & Enabling Technology comprises two key elements:

i. **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.

ii. **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.

Progress to Date

- **Customer Relationship Management (CRM):** First phase of the new CRM system went live in C2C in January 2016. Following phased future roll out, 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.

- **Income Management:** Phases 1 and 2 of Income Management went live in January 2016, encompassing the development of a standardised and consistent income management approach, including the migration of Capita payments to Paye.net. This has enabled a greater visibility of all income across the Council, and has reduced the number of manual interventions to process and reconcile income.

- **Debt Management:** Implementation of the "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.

- **SharePoint (Document Management):** Corporate roll out of SharePoint has commenced, with the system now live in C2C, Audit, Information Management, Rent Smart Wales, Enterprise Architecture and Organisational Development.

- **Online Parking Permits** went live in October 2015, resulting in significant channel shift away from postal applications; in November and December 2015 the proportion of Parking Permits that were applied for online was 62% and 63% respectively.

- **Online Parking Appeals** went live in February 2016, since when over 1,000 appeals have been submitted on-line.

- **Online Council Tax Balance Enquiry** functionality went live in December 2015.

- **Digital Strategy** developed and endorsed by Senior Management Team, ahead of submission to Cabinet in May 2016.

- **Re-launch of 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, the previous website was awarded 1 star status.

- **Continued implementation of the Community Hub Programme** included the following:
  - City Centre Hub opened in the summer of 2015.
  - Rumney Hub official opening in February 2016
  - Grangetown Hub official opening in March 2016
  - Into Work Service available in all Community Hubs in Cardiff, supporting people into work and providing valuable volunteering opportunities

Next Steps

Going forward, work will continue to 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. We will develop services that are "digital by default" and face to face where necessary. 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.

Key deliverables will include:

- **Online Services (CRM & Web):** Continued implementation of CRM and Customer Portal, including self-service capability. Specifically this includes the roll out the customer portal with full CTAX functionality, whilst the potential for e-Billing will also be reviewed. This will be followed by further roll outs of digital services based on corporate priorities, which are likely to include the roll out of a Business Portal for NNDR transactions in the next Phase of the project.

- **SharePoint (Document Management):** Broaden and accelerate the roll out of SharePoint across the organisation to support document and record management and manage all additional supporting capabilities delivered via SharePoint platform. SharePoint platform also due to be upgraded during 2016/17.

- **Income Management:** Migrate Cash Flow users onto eReturns or Paye.net and decommission the Cash Flow application. Replace HSBC rented Chip & PIN units where not integrated. Improved analysis and reporting of income, used to assist Commercialisation using improved functionality.

- **Debt Management:** commence working towards achieving a consolidated approach to Debt Management across the organisation, achieving a single view of debt for each customer, ensuring effective prioritisation of essential debts and making effective use of resources for managing and collecting debts.

- **Customer Services Strategy:** Produce a Corporate Customer Services Strategy for all customer-facing activity across the organisation including all required governance and delivery models.

- **Hub Delivery:** Manage all remaining aspects of the delivery of the Community Hubs Programme through the exiting Hub Programme Board, progressing the following:
  - Fairwater Hub (June 2016)
  - STAR Hub (October 2016)
  - Llanedeyrn Hub (March 2017)
  - Llandaff North Hub (January 2017)
  - Llanishen Hub (Spring 2017)
  - St Mellons Phase 2 (Winter 2017)

Case Studies:

Enabling Technology; Income Management: The Income Management project sought to replace the end-of-life Cash Flow system that was both complex and inefficient. Through replacing the technology, the aims were to improve processes for collecting, recording, reconciling and managing income, and provide a single data source for all income received across the Council.

Following robust data and options analysis, future designs were developed by Enterprise Architecture, which have subsequently been implemented via a collaborative approach, involving a variety of stakeholders.

The Capita system went live in January 2016, delivering the following benefits:
- **Improved visibility;** improved reporting and management information, real-time information available and holistic view of income.
- **Self-sufficiency;** including the ability to extend the range of payment types, validation rules and balance data; knowledge transfer to ICT for ongoing support of bespoke development
- **Simplification;** 51 Export Files have been reduced to 8; import on arrival gives earlier validation; reduction in manual interventions to process and reconcile income
- **Greater consistency for Income** across the Council
- **Enabler for channel shift** to low cost digital channels
- **Continued compliance** with PCI and DSS regulations

Community Hubs: Ely / Caerau Hub: Like all Community Hubs, the Ely / Caerau Hub delivers a variety of core community services tailored to local needs. The development of the Ely / Caerau Hub enabled the closure of two building by bringing services together. Specifically this Hub now offers:

- Full range of Hub Services
- Café & Community Rooms
- Extended opening hours to 6 days a week, and one late evening
- 120 new library members per month
- 18,000 total average monthly footfall
- 1,300 per month access 'Into Work' services

This Hub is also used to hold statutory reviews for looked after children and we are now looking at piloting child protection conferences. The Hub provides better facilities for vulnerable children and families and allows them to access a wide range of services which they might otherwise not engage with.

100% of customers at the Ely / Caerau Hub reported that they were satisfied with Hub staff and Hub facilities, whilst 99.6% of customers agreed with the statement 'Overall the hub met my requirements / I got what I needed'.

"Extremely helpful staff and much more convenient than going to town"

"Your world class staff went out of their way to assist and help out."

"Lovely community atmosphere"

Customer feedback received from users of the Ely / Caerau Hub

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Community Hubs: Into Work Service
The Into Work Service is available in all Community Hubs and is an initiative that provides free informal drop-in sessions for residents looking for work or to upskill their current jobs.

In addition to the drop in sessions themselves, Into Work runs volunteer programme, operating with around 45-volunteers at any time, providing further opportunities for people to gain valuable experiences, develop their skills and make new friends.

Portfolio: Reshaping Services
Programme: Social Services Improvement Programme

10. **Aim**

The Social Services Improvement Programme aims to create real and meaningful improvements in customer outcomes and support positive demand management through enhanced preventative services. This programme has delivered some significant changes, required by the Social Services and Well Being (Wales) Act, and complements business as usual services and activities that ultimately contribute towards achieving the end goals of 'providing sustainable social services', 'safeguarding vulnerable adults and children' and 'promoting and supporting independence, well-being voice and control'.

Progress to Date

- **Mobile Working & Scheduling (Reablement):** A transitional roll out of the mobile working and scheduling technology solution took place between January – April 2016. This was completed following the development and configuration of the technology and the completion of full User Acceptance Testing, DRS training and Total Mobile training. Significant improvements to service and efficiency are already being seen, and these will allow more people to receive reablement services, reducing the demands on long term dependency care.

- **Agile Mobile Working for Social Services:** Phase 1 has delivered Agile Mobile Working solutions to mobilise around 275 Social Services staff based in Global Link, enabling the vacation of this building and the release of cashable savings for the organisation. It is also enabling social workers to spend more time engaging with children and families by reducing travel time. Key technology components have been developed to facilitate this, such as Direct Access, with Office 365 and Skype for Business due to follow.

- **First Point of Contact Adult Services**: The first point of contact for adult services was launched in October 2015 to both the public and professionals and is staffed by 11 contact officers. The service offers information and advice provision on prevention and early intervention services with guidance and support from social workers to step up into social services if required. The adults' social services web pages have been refreshed to reflect these changes. Channels into adults' services have closed and contact officers have accessed intensive training. Between June 2015 and March 2016 the percentage of new case resolved through first point of contact increased from 32% to 52%.

- **First Point of Contacts Children Services:** Extensive analysis of the Children's Access Point, Reception and Data team as well as both the Family Information Service and Families First Freephone service (TAF team) has been undertaken to inform the development and processes required for First Point of Contact Children Services. The children's social services web pages have been refreshed and information on children's services is being provided via the Dewis Cymru information web portal. Synergies across both first point of contact adults' services and the MASH project have been considered with a decision made to close down the project to avoid duplication and entry points into children services.

- **Directory of Services, Dewis Cymru:** The national directory of resources Dewis Cymru/Wales went live across Cardiff and the Vale at the beginning of April 2016 ahead of the implementation of the Social Services and Well-Being Act as well as to support the development of the First Point of Contact projects. Information on services and resources from across Cardiff and the Vale local authorities and the Third sector have been entered onto Dewis with over 1000 entries to date, which include services such as libraries, hubs and adult education.

- **Independent Living Services:** further development of Independent Living Services initiatives, including:
    - **Independent Living Centre;** a house equipped with a variety of adaptations that promote independent living and demonstrate how people can live in their own homes for longer
    - **Step Down** providing short term accommodation in fully equipped properties for people that are ready to leave hospital but need time for adaptations to their property to be made. Step Down accommodation is 95% cheaper than staying in hospital and has saved Health over £65k in 2015/16.
    - **Visiting services** that support people where there are social related issues that could be delivered via alternative solutions as opposed to referring to Social Care. This includes isolation and loneliness, housing and environmental issues, difficulties looking after a relative or friend, financial difficulties (debt and welfare benefits). The visiting officer aims to motivate and enable individuals to take an active part in their surrounding community as well as access or develop support structures around them. To date, this service has identified £1.15m of unclaimed benefits for Cardiff's service users.

- **Accommodation & Support Strategy:** Review of accommodation and establishment of Gateways that align service users to accommodation that best suits their requirements. These include the Young Person's Gateway and Single Person's Gateway, which launched in October 2015 and November 2015 respectively.

- **Remodelling Social Work:** Business Case developed and approved for implementing the Signs of Safety methodology. Recruitment for senior managers is ongoing and a Signs of Safety strategic plan is currently being developed. A high level training plan is in place with training to commence in June 2016.

Next Steps

A significant challenge moving forward will be enabling the delivery of sustainable social care services that provide appropriate levels of care and support to those who need it, whilst balancing growing demands and the tough financial climate. Key to this will be the continued development of preventative services, promoting independence and reablement, and improving work efficiency, further reducing non-productive time and consolidating common processes and back office functions where possible. Key deliverables will include:

- **Agile Mobile Working for Social Services:** Building on the successful roll out of Phase 1, a further 250 staff are to be mobilised from a variety of Social Services teams, including Emergency Duty Team, Learning Disabilities, MHSOP, YOS, LAC, Fostering and Personal Advisory Service. This will further support the Assets and Property Programme within Enabling & Commissioning, as mobilisation of staff facilitates the rationalisation of office space requirements. In addition to the mobilisation of staff, the project will continue to build the supporting ICT infrastructure, including Office 365 and Skype for Business, further enhancing the efficiency potential.

- **First Point of Contact Adult Services:** A Service Level Agreement between Housing, Communities and Customer Services and Adults Social Service is being written to confirm formal arrangements. MITEL telephony system is being ordered to improve quality and performance. The Occupational Therapy telephony team will be transferred over to First Point of Contact and a self-service web assessment is to be developed to support information, advice and assistance. User testing and customer feedback processes are to be developed and social workers are being employed to support early intervention and prevention.

- **First Point of Contact Children Services:** A project closure report has been written which recognises the project deliverables and evaluation. Benefits have been realised to the project and lessons learnt shared with the service area. Clear recommendations and opportunities have been identified and handed over to the service area including the Family Information Service located in Education and to the MASH project.

- **Directory of Services, Dewis Cymru:** Various directories are being cross referenced in order to target new resources across the region. City of Cardiff Council approved adults' provider list such as residential, nursing and day services are being uploaded as well as Independent Living Services and Drug Support services, with other preventative services to follow. Dewis will be launched at the Assistant & Directors Social Services (ADSS) Conference on 30 June and regional launches will happen throughout Wales leading up to and the week after the ADSS launch. User testing and customer feedback processes are to be developed and a Dewis 'Role Administrator' post is being developed to work across both Cardiff and the Vale Councils.

- **Preventative Services:** Further integration of services which now includes Disabled Facilities, Joint Equipment and Day opportunities. We will further develop the work on first point of contact to ensure compliance with Part 2 of the Act, delivering a range and level of preventative services that will reduce or prevent people's need for care and support. A bid for capital funding from the Intermediate Care Fund will be submitted for additional step down to support the reduction of DToC. We will Work in partnership with the Local Health Board to deliver evidence based Population Needs Assessment and we will work in partnership with Public Health on how to effectively use the communal space within the Sandown Court and Brentwood Court developments, to link in with Locality based work.

- **Locality Based Working:** Development and delivery of one pilot in Llanishen with plans to develop a second pilot in Butetown subsequently.

- **Accommodation & Support Strategic Review**: The establishment of a Domestic Abuse refuge Gateway is nearing completion. Phase 3 of this programme of work will involve using information about demand for services and gaps in provision, gathered in part through the use of the gateways into Supported Accommodation and Floating Support Services established in Phase 2, to inform commissioning of services over the next three years.
The initial focus will be to re-commission floating support services towards a contract start date of April 2017. It is also proposed that gender specific supported accommodation, floating support and domestic abuse Independent Domestic Violence Advocate (IDVA) services are recommissioned during 2016/17.
Some floating support services may be excluded for recommissioning in this first year as there is the opportunity for joint commissioning. For example floating support and accommodation-based services for young people with Children's Services to pool funding from base budgets, supporting people and families first grants to commission a joined-up accommodation and support service for young people.

Joint work is also underway between Communities and the Community Mental Health team in Adult social services to identify and review all mental health accommodation & support provision across the city and to explore whether a more joined up approach can be taken.

A key early task for the project will be to determine the scope of the floating support to be commissioned at this time and what services can be more effectively commissioned jointly with partners.

Where there are opportunities for joint commissioning or more effective packaging of services the commissioning of some floating support services may be delayed until the second year of Phase 3 of the programme (2017/18).

It is planned that in year 2 and 3 (2017-18 and 2018/19) the remaining accommodation based support services will be recommissioned with the larger homeless hostels being the final services to be recommissioned

- **Remodelling Social Work:** Implementation plan for the Signs of Safety framework to be delivered. Signs of Safety framework will provide social workers and partner agencies a clear and cohesive framework in which they can work with families creatively in order to manage risk safely as opposed to using the traditional methods of control and removal of risk which evidence indicates does not always provide a positive sustainable outcome for children.

  The Signs of Safety approach describes itself as a relationship-grounded, safety organised child protection framework designed to help families build safety for children by allowing those families to demonstrate their strengths over time. For example, when working with a parent who misuses substances, the signs of safety approach will seek to manage the substance misuse behaviour and minimise risks to the child whilst change occurs as opposed to setting unrealistic expectations in which change may not occur. This approach also helps practitioners realise that removal of risks is not always necessary when protective factors can be enhanced provided that these are commensurate with the needs of the child.

Case Study:

Agile Mobile Working: This aim of the project has been to mobilise staff in Social Services to enable the service to manage growing demands, improve performance levels, make best use of resources and rationalise the amount of office accommodation required.

A Proof of Concept project gathered the business and technology requirements of the teams in scope, tested potential technology solutions and piloted the Agile Working methodology in practice.

By 31st March 2016, 275 staff have been mobilised, enabling the vacation of Global Link and associated accommodation savings of around £690k per year. The roll out will extend to a further 250 Social Services staff through 2016/17, enabling additional office moves in support of the Assets & Property Programme.

Whilst the roll out remains in its early stages, the following has been evidenced:
- Mileage costs, and time spent driving, is estimated to reduce by around 25% following adoption of Agile Working.
- The new mobile phones are the latest technology, Windows 10 enabled smartphones. These cost almost £140 less per phone per year than the old mobile phones used by Social Services staff.
- The majority of staff affected have warmly welcomed the new devices and ways of working. In addition to the customer outcome, team performance and efficiency benefits, staff have reported an improved work-life balance.
- Agile Working will enable significant reduction in office space required. Office space will reduce from 2,000M^2 for 275 staff in Global Link to 1,200M^2 for 447 staff that will be in the new County Hall set up.

> *"I am working from home today, so much better for the work life balance…*
> *Wish we had agile working years ago!*
> *Thank you and your team for being such highly supportive and helpful people!"*
>
> **Feedback received from a Social Worker mobilised by Agile Mobile Working**

Portfolio: Reshaping Services
Programme: Vulnerable Children & Families

11.   **Aim:**

Through the Vulnerable Children & Families Programme, the City of Cardiff Council works with multi-agency partners to develop and deliver key partnership projects that achieve improved outcomes for children and young adults. These projects contribute to delivering the *Early Help Strategy*, better enabling partners to work together, share information, and put the child and their family at the centre, to ensure that children and families receive the support they need at the right time and in the right way.

Together, we strive to develop a range of flexible and responsive services that meet the changing needs of the children and young people of our city. We recognise the need to move the focus away from managing short-term crises and towards effective intervention and support for children and young people and their families at an earlier stage.

Progress to Date:

- **Multi-Agency Safeguarding Hub (MASH):** The principles and operating model for the MASH have been firmly agreed with partners, and it has been agreed that the MASH will be located at Cardiff Bay Police Station. The ICT design model, information sharing platform and accommodation plans have been agreed, and the vetting process has been completed for Council staff that will be moving into MASH in its first Phase.

- **Remodelling Services for Disabled Children & Young Adult**s: An integrated operational manager came into post in October 2015 following a comprehensive review of opportunities to work collaborative with the UHB and the Vale of Glamorgan. Priority areas have been agreed and work is progressing to with these key areas which include regional commissioning opportunities and transition processes for disabled young people entering adult services. An opportunity arose towards the end of the year to apply to the Intermediate Care Fund which supports regional and collaborative working across Cardiff and the Vale of Glamorgan UHB and Local Authorities. This was a collaborative bid across Children and Adults Services to take expedite the progress required in improving services and delivery for disabled people with complex needs and learning disabilities.

- **Adolescent Resource Centre:** Service Specification developed, followed by the Full Business Case which was approved by IRB in September 2015. A site for the Centre has subsequently been agreed for this Centre that will provide intensive support for young people who are at risk of becoming Looked After and may otherwise require costly external agency placements.

- **Vulnerable Families Project:** A project team was established to commence this project, which aims to develop an integrated approach to identifying families that require support and interventions from a number of multi-agency partners, to maximise resources, reduce costs and provide a more effective joined up service for families. The project developed links with English local authorities and is looking to mirror the approach utilised as part of the English Troubled Families initiative. However, the project has struggled to overcome some data sharing issues, thus resulting in slow progress to date. Given the new requirements arising out of the Social Services & Well Being Act 2014 (to produce and publish a whole population needs assessment by March 2017), it has now been agreed that the first phase of this project will be incorporated into the 2017 SSWB Act assessment.

Next Steps:

- **Multi-Agency Safeguarding Hub (MASH):** An Information Sharing Protocol is to be finalised with all partners, ICT work schedule to be implemented and MHUB development completed. This will be followed by the co-location of the various staff teams and the completion of relevant training and team building undertakings. It is planned that the MASH will have a soft launch in July 2016, followed by a formal launch in September 2016.

- **Remodelling Services for Disabled Children & Young Adults:** Progressing over the next year will be regionalised commissioning for disabled children and regionalised transition process and protocols. The Intermediate Care Fund (ICF) application is subject to Welsh Government approval however, early indicators are positive. As a result of the increase in individual projects, the Remodelling Services for Disabled Children and young Adults will escalate to programme level within the reshaping services portfolio and be renamed in line with the Integrated Services Agenda. The projects outlined within the ICF are; Development of a regionalised complex needs service, enhancement of the Neuro-Development Services, supporting regional First Point of Contact/Single Access Point with disability expertise, Transition expansion, Enhanced day opportunities, Enablement services, Flexible respite provision and specialised supported accommodation. Where possible, these individual projects will interface with other projects to avoid duplication and enhance capacity to take forward development in a timely way.

- **Adolescent Resource Centre (ARC):** New posts for the ARC Manager and core staff team have been created following conclusion of the Job Evaluation process and the recruitment process will commence shortly. Development of the operational model is progressing with key partners such as Education and Health and initial designs are progressing in respect of site that has been identified as the ARC base. Local member consultation will be required before arrangements can be finalised. Alternative models for providing the overnight respite element of the service are being explored that does not place a reliance upon recruiting approved foster carers to undertake this role as it is felt that a scheme that is more akin to the Safe Families model may be easier to achieve given the local shortfall in approved foster carers. Anticipated go 'live' date is September 2016.

Case Study:

Multi-Agency Safeguarding Hub (MASH): The implementation of the MASH will enable South Wales Police and partners to act on intelligence received and provide information in a timely manner. This will allow all services based within the MASH to act on further information and/or reassess where necessary, with the aim of providing early intervention at every opportunity through opportunities that enable:

- Better quality of shared information and more consistent joint decision making
- Robust and secure shared information platform (Mhub)
- Reduction in PPN's forwarded to Children Services.
- Timely, necessary and directed information to relevant agencies with clear objectives
- Early identification of needs leading to prompt multi agency interventions
- Earlier identification of repeat perpetrators
- Ability to provide an immediate multi agency response where necessary
- Improved local multi agency structures for missing persons
- Improved relationships between agencies and increase in knowledge of roles and responsibilities
- Better evidence/information gathering through joint working
- Improved safeguarding through early sharing of warning markers/concerns
- Good early decision making will minimise costs incurred through re-referral or inappropriate intervention
- Opportunity to have daily discussions and reduce MARAC timescales
- Enhance the reputation of SW Police, Cardiff LA, Probation services and Cardiff Vale University Health Board with the community;
- More knowledgeable and experienced staff

Portfolio: Reshaping Services
Programme: Infrastructure & Neighbourhood Delivery

12. **Aim:**

The aim for Infrastructure & Neighbourhood Delivery is to 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. Moving forward through 2016/17 and beyond, the Programme will look to further transform Neighbourhood Services, building on the successful elements from Phase 1, and improve the use of digitisation across the service to improve service delivery and achieve efficiency savings.

Progress to Date:

Phase 1 of this Programme closed in May 2016 and has delivered over £1.3million of savings to date. The principals of the successful pilot in the South West of the City were applied across the city and Neighbourhood areas were created. Neighbourhood service teams were allocated to specific wards in order to create ownership and build-up knowledge of each wards specific needs. Depots were utilised in the East and the West of the city to place teams closer to the area in which they worked. This has resulted in the following;

- Sense of ownership of an area
- "Own it; Do it; Sort it" mind-set
- Shared resources across services and improved working relationships across teams
- Reduction in travel times by creating and extra depot in the West of the city
- Reduction in Fuel Spend
- Reduction in job turnaround times
- Reduction in the level of C2C customer enquiries
- Improvement in productivity with fewer front-line staff
- Positive feedback from staff involved (front line)

Next Steps:

Following the recruitment of two Project Managers, the following areas will be progressed through 2016/17 and 2017/18

- **Digitisation of Neighbourhood Services** implementing the digital architecture designed by Enterprise Architecture. Known technology improvements include development of Chipside, affecting over 140 transactional processes, AMX for In Cab technology, and the development of a Neighbourhoods Portal (via the SAP CRM system) enabling residents to report defects and subsequently receive automated updates.

- **Neighbourhood Services Transformation** to expand on the improvements delivered through Phase 1 of the Infrastructure & Neighbourhood Services Programme, improving service delivery and performance, whilst delivering efficiency savings.