WALES AUDIT OFFICE

SWYDDFA ARCHWILIO CYMRU

# Management Response

**Local Authority:** City of Cardiff Council

**Report title:** Good Governance when Determining Significant Service Changes

**Issue date:** March 2017

**Document reference:** 120A2017

| Ref | Proposal for Improvement | Intended outcome/ benefit | High priority (yes/no) | Accepted (yes/no) | Management response | Completion date | Responsible officer |
|-----|--------------------------|---------------------------|------------------------|-------------------|---------------------|-----------------|---------------------|
| The Council's governance arrangements could be strengthened by: | | | | | | | |
| P1 | Ensuring information supporting service change proposals consistently includes options and clearly sets out the method of appraising the options. | Options are considered in all service change proposals and there is greater clarity on how options are appraised. | Yes | Yes | Actions identified:<br>• Ensuring wide understanding of and strong links into the Council's commissioning approach. Robust completion of the Analysis phase of the Commissioning Cycle is especially important to accurately specifying the outcomes most pertinent to our residents and then ensuring the potential range of options are identified and fully considered. This will link into the Council's refreshed Commissioning Strategy<br>• Ensuring the options appraisal element of the Service Review toolkit is properly understood across the organisation and that managers accountable for significant service change understand how to apply this element successfully and then do so in a proportionate manner. | Q3 2017-18 | SMT<br><br>OM Commissioning & Procurement |

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|------|------|------|------|------|------|------|------|
| P2 | Explicitly setting out the arrangements for monitoring the impact of each service change. | Improved transparency of the arrangements to monitor impact and greater understanding of the impact of service changes. | Yes | Yes | Actions identified:<br>• Formalise the process whereby managers/project managers leading a significant service change set out the performance and other measures that will be used to identify the success of service change<br>• Also important to understand how lessons can be learned from service change; a format should be developed to capture this | October 2017 | SMT<br><br>OM Programme Manager |