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**ORGANISATIONAL DEVELOPMENT PROGRAMME – Progress Report**

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**Reason for this Report**

1. To provide the Committee with an opportunity to consider progress 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.

**Background**

2. Within its Terms of Reference this Committee is empowered to scrutinise the way the Council manages its performance and improvement.
3. The Council established the Organisational Development Programme in 2014, in response to a Peer Review by the Welsh Local Government Association, and the publication of the WAO Corporate Assessment of Cardiff Council report in September 2014, to address a range of issues identified by the Assessment.
4. In February 2016 the Council received a positive WAO Corporate Follow-on judgement that there had been a transformation of leadership and senior management within the Council. The regulator also commented, however, 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.

5. This Committee considered progress of the Programme in June 2016, following which Members agreed to monitor explicit links between the ODP, Corporate Plan, What Matters Strategy, and Cardiff's Wellbeing Plan; and seek detailed progress reports that would enable it to measure how projects are delivering improvement over time, to achieve an improvement in its level of challenge and monitoring.

### **Issues – ODP Progress Update**

6. The presentation attached at **Appendix 1** highlights progress to date (slides 6-9), and the Council's plan for the next steps to continue improving performance in the medium term.
7. The Portfolio Structure Chart attached at **Appendix 2** illustrates all projects that sit within the nine work streams of the ODP. They 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. Since June an additional work stream called 'Disability Futures' has been introduced.
8. The **Enabling and Commissioning Services Portfolio** ensures there are Council-wide measures to support effective delivery and cost reduction across all Directorates. It includes the following five work streams:
  - **Assets & Property** – This programme co-ordinates six inter-connected work streams that 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** – 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. The **Reshaping Services 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 Development** – 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.
  
- **Disability Futures** - this new programme has 10 projects, 9 of which are regional. It will help deliver the vision for the population of disabled children, young people, adults and their families and carers to have coordinated services that are integrated and work seamlessly in supporting those most in need across Cardiff and the Vale Of Glamorgan.
  
- **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.

10. In June 2016 the Cabinet noted progress with the Council’s Organisational Development Programme and agreed to take forward a refresh of the programme, designed to ensure that the WAO proposals for improvement were addressed and that organisational change across the Council was delivered consistently and with an increasing pace of delivery.

11. The changing landscape in which the Council and its public sector partners operate, uncertainty around Local Government Reform in Wales, the demographic change forecast for Cardiff, and the continued digitalisation of society are considered to present new challenges that will require innovative approaches.
12. Members are aware from earlier agenda items that the Well-being of Future Generations (Wales) Act 2015 set out the broad approach public sector partners should employ in the future in order to best serve their locality. The new legislation recognises the significance of the Council as the local leader of public sector provision, and its central position in meeting the challenges of the future. It has therefore been recommended that Cabinet receive a report in the near future that will provide an analysis of how the public sector as a whole is changing and how the Council may need to recalibrate its operational approach to meet the challenges ahead.
13. Work is underway to highlight the links between the ODP and budget savings to ensure the Programme continues to be an enabler in improving the Council's financial resilience and releasing budget savings.

### **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. Following its scrutiny in June the Committee agreed:
  - To monitor explicit links between the ODP, Corporate Plan, What Matters Strategy, and Cardiff's Wellbeing Plan.
  - It would be seeking progress reports that would enable it to measure how projects are delivering improvement over time, to achieve an improvement in its own level of challenge and monitoring.

- To programme specific ODP projects for more in-depth progress reports, containing greater detail.
- Suggested a reporting format be developed that enables the Committee to effectively monitor the ODP, and to assess which services would benefit from Scrutiny drilling down further.
- Requested that as a key stakeholder it is involved in the three-year review process proposed for 2017.

16. In response the Cabinet confirmed the ODP is the primary vehicle through which the Council will deliver the changes needed to ensure it meets the financial challenges ahead while continuing to deliver outcomes for residents and service users. As such, there are clear links between the aims of the Programme and the ambition of the Council as an organisation and as a partner working across the City region. It was proposed work be undertaken to make these links clearer, both for the Policy Review and Performance Scrutiny Committee and wider audiences.

17. In addition, it was suggested an approach be developed to ensure the Committee has clear visibility of the progress being made in delivering each of the programmes within the ODP. There is already a dashboard system in use for the ODP Board, which will provide a starting point, and consideration given to how more detail can be provided to the Committee without developing a burdensome reporting framework.

18. The Committee's involvement in the independent three-year review process as a key stakeholder was welcomed; and Members were promised an opportunity to participate in the review process when the approach is being developed.

## **Way Forward**

19. 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), Joseph Reay (Head of Performance & Partnerships) and Dean Thomas (Programme Manager) will be in attendance to give a presentation and to answer Members' questions.

20. Members may wish to consider the Council's progress to date in delivering the ODP, how effectively the ODP supports the Corporate Plan priorities and the PSB Well-being outcomes, whilst addressing proposals for improvement contained within the WAO Follow On report, and offer comments and observations as to how the Council could maximise progress.

### **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 and at the meeting, particularly the links between the ODP, the Corporate Plan, and Cardiff's Wellbeing Assessment;
- ii. Agree whether it wishes to make any comments or observations to the Cabinet.

## **DAVINA FIORE**

Director of Governance & Legal Services

11 January 2017