



Organisational Development
Programme Update
Policy Review & Performance
Scrutiny Committee
January 2017

Organisational Development Programme Update



Presentation will cover:

- Background of the Organisational Development Programme (ODP)
- Update on progress
- Links with budget savings
- Key next steps

Background



- The Organisational Development Programme (ODP) was established in May 2014, and the programme continues to make a positive contribution to the Council's improvement journey.
- The ODP has two principal portfolios of work – Enabling & Commissioning Services and Reshaping Services.
- The Council's Senior Management Team oversees the delivery of the ODP and tracks the progress of each project.
- Members of the Policy Review & Performance Scrutiny Committee received an update of the ODP in June 2016 and requested a further update early in 2017.

Background (cont'd)



- In May 2016 the programme was reviewed – this resulted in renewed focus on Commercialisation and Performance & Governance
- This reflects the ODP's role as one of the Council's key mechanisms in addressing the findings of the Wales Audit Office in their Corporate Assessment (2014) and Follow On Report (2016), particularly the finding that *“The Council is now at a critical point in ensuring that improved arrangements are embedded and implemented consistently and constructively across the organisation in order to achieve a step change in delivering improved outcomes”*
- Much of the work of the ODP is therefore featured in the Council's Statement of Action, which explains how the Council will address the Recommendation and Proposals for Improvement featured in the Follow On Report

OD Programmes



Assets & Property	Workforce Strategy	Disability Futures
Commercialisation	Strategic Commissioning	Social Services Development
Performance & Governance	Customer Focus & Enabling Technology	Vulnerable Children & Families

Update on progress

Since June 2016 some of the Programmes within the ODP have changed:

- The Neighbourhood Services Programme closed in the May 2016. A new Neighbourhood Services project is now part of the Commercialisation Programme.
- The Social Services Improvement Programme has been renamed the Social Services Development Programme.
- A new Programme has been established called Disability Futures.

Update on progress (cont'd)

- One of the key successes of the Office Rationalisation Project has been the vacation of Global Link in July 2016. The Council has saved £2.8m over the next four years by sub-leasing this property.
- The Agile Mobile Working Project was a key enabler to allow us to move Social Services staff from Global Link into County Hall. Approximately 550 Social Services staff now work 'agile', with another 200 staff to become 'agile' by April 2017. A review is currently ongoing to look at both the tangible and non-tangible benefits to the service area.

Update on progress (cont'd)

- The Multi-Agency Safeguarding Hub (MASH) went live in July 2016.
- The Remodelling Services for Disabled Children & Young Adults Project has recently been rebranded to Disability Futures Programme. The Programme has expanded its remit to oversee the ICF Complex Needs and Adult Learning Disability resource and the new National Integrated Autism Service. Out of the 10 projects within the Programme, 9 are regional.
- There is currently a review ongoing for both the Social Services Improvement Programme and the Vulnerable Children & Families Programme.

Update on progress (cont'd)

- A Direct Payments Project within Social Services commenced in October 2016. Following consultation with social workers and clients a detailed options appraisal was produced. Updates have been provided to the Communities & Adults Services Scrutiny Committee and the Children Services Scrutiny Committee.
- There are ongoing performance issues with our CRM system, affecting both roll out of Phase 1 and development of future phases. There is ongoing intensive improvement work with our supplier's Global Escalation Team.

Links between the ODP & Budget Savings

- The ODP is an essential enabler for improving the Council's financial resilience and releasing budget savings.
- In respect of the 2016/17 budget savings the ODP can directly link to around £8.4m of the total savings of £26m. Directorates are responsible for delivering these savings but are supported by the Organisational Development Team, who provide project support.
- For 2017/18, although savings have not yet been approved, early engagement is taking place with Directorates to identify what proposals will require ODP governance and support.

Key next steps

- Ensure that all projects contained within the ODP have appropriate financial and performance management plans and measures in place.
- Ensure that when 2017/18 saving plans are approved there are clear links with these and the ODP.
- Conduct an independent review of the ODP in 2017 to help inform future prioritisation.